

August 10, 2020

Commissioner Jeff McCord  
Tennessee Department of Labor and Workforce Development  
220 French Landing Drive, Floor 4-A  
Nashville, TN 37243

Dear Commissioner McCord:

Please accept this letter as official notification that on August 10, 2020, the Northern Middle Workforce Board Executive Committee approved the recertification of 14 American Job Center's in Northern Middle. Including the AJC's located in the following counties: Cheatham, Davidson, Dickson, Fort Campbell, Houston, Humphreys, Montgomery, Robertson, Rutherford, Stewart, Sumner, Williamson, Wilson and the Mobile Coach.

The certification team included representatives from Title I, Title II, Title III, Title IV, and Temporary Assistance for Needy Families. Certification team members reviewed the certification application completed by the One-Stop Operator and conducted an on-site visit. Attached is the certification's team completed checklist for the center.

Please do not hesitate to contact me with any questions.

Sincerely,

A handwritten signature in blue ink that reads "Marla W. Rye".

Marla W. Rye  
Executive Director

Attachments



523 Madison Street, Suite A

Clarksville, TN 37040

931.905.3500

### Northern Middle Workforce Board American Job Center Re-Certification

**Purpose:** The Workforce Innovation and Opportunity Act, along with the Tennessee Department of Labor and Workforce Develop requires that each local American Job Center be recertified every two years.

**Northern Middle Review Team:**

John Alexander, Title III, Regional Director	Mark Stiles, MCHRA Title I (Comprehensive)
Melissa Counts, MCHRA Title I (Affiliates)	John Watz, NM Board Staff
Andrea Dillard, NM Board Staff/TANF	
Tylesha McCray, TDHS-VR, Title IV	
Lynn Seifert, WE Adult Education, Title II	

\*George Philips, MCHRA One-Stop-Operator (Facilitator)

**Review Dates:**

July 14, 2020	Davidson County AJC
July 14, 2020	Rutherford County AJC
July 14, 2020	Williamson County AJC
July 14, 2020	Wilson County AJC
July 21, 2020	Cheatham County AJC
July 21, 2020	Fort Campbell AJC
July 21, 2020	Montgomery County AJC
July 21, 2020	Robertson County AJC
July 21, 2020	Sumner County AJC
July 23, 2020	Dickson County AJC
July 23, 2020	Houston County AJC
July 23, 2020	Humphreys County AJC
July 23, 2020	Stewart County AJC
July 29, 2020	Mobile AJC

**Scope of Review:**

The Northern Middle AJC Review Team received a tour of each center by the AJC team lead. Utilizing the Tennessee Department of Labor’s AJC certification checklist, team members questioned staff on scenarios and requirements of serving both job seekers and businesses. Special emphasis was placed on referral actions between affiliate and comprehensive AJCs and the process for customer referrals. Ms. McCray conducted an accessibility survey at each center. Team members made observations and or recommendations at the end of each tour and inspection. Notes were consolidated and any recommendations discussed between center visits.

**Findings:**

The Review Team found that all centers were properly functioning and aligned with state and Federal policy and delivered services as required. Five general areas were noted: 1) Wilson and Rutherford County AJC's did not have the proper logos and signage. However, the signage was on order and was installed on July 24, 2020. 2) Accessible bathrooms in the Robertson County AJC were not properly identified. Work-orders were submitted and proper signage installed on July 30th. 3) Staff were identified which need remedial training on resource center ADA software capability. The OSO is preparing to train staff by September 30, 2020. 4) Braille brochures describing AJC services were not available in each center. The Tennessee Department of Human Services Division of Vocational Rehabilitation provided assistance from Blind Services and created brochures which are being distributed to all centers. 5) The veteran referral form was outdated in some AJCs. The correct form has been delivered to all AJCs.

**Approval:**

The Northern Middle TN Workforce Board Executive Committee met and approved the certification packets on August 10, 2020 for submission to the Tennessee Department of Labor and Workforce Development.

**Attachments:**

AJC Certification Checklists, Accessibility Surveys and Certification Applications for each AJC, Comprehensive and Affiliate Customer Flow diagrams

## Northern Middle Workforce Board American Job Center Re-Certification

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Melissa Counts, MCHRA Title I (Affiliates)	John Watz, NM Board Staff
Andrea Dillard, NM Board Staff	
Tylesha McCray, TDHS-VR, Title IV	George Philips, MCHRA One-Stop-Operator (Facilitator)
Lynn Seifert, WE Adult Education, Title II	

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July 29, 2020	Mobile AJC

### **Scope of Review:**

The Northern Middle AJC Review Team received a tour of each center by the AJC team lead. Utilizing the Tennessee Department of Labor's AJC certification checklist, team members questioned staff on scenarios and requirements of serving both job seekers and businesses. Special emphasis was placed on referral actions between affiliate and comprehensive AJCs and the process for customer referrals. Ms. McCray conducted an accessibility survey at each center. Team members made observations and or recommendations at the end of each tour and inspection. Notes were consolidated and any recommendations discussed between center visits.

## One-Stop Certification Checklist

<b>Date:</b> July 21, 2020		<b>Type of AJC:</b> Affiliate	
<b>American Job Center Address:</b> 384 South Main St, Ashland City, TN 37015			
<b>Contact Name:</b> Angie Wallace		<b>Contact Phone:</b> (615) 792-2520	<b>Contact Email:</b> Angie.Wallace@MCHRA.com
CRITERIA	MET	NOT MET	N/A
REQUIRED PARTNERS			
Title I Adult Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title I Dislocated Worker Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wagner-Peyser Title III	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Adult Education	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vocational Rehabilitation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title V SCSEP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TANF	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career and Technical Education Program (postsecondary) Carl D. Perkins Act	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Trade Adjustment Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Veterans Employment Services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community Services Block Grant	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing & Urban Development Employment & Training	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Unemployment Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Services of one more core partners are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ONE-STOP OPERATIONS			
The MOU between the LWDB and required One-Stop partners is signed and in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The MOU reflects the name and location of the AJC and the way in which required core partners will integrate services within the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The center is implementing the MOU specifications	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The One-Stop Operator (OSO) is competitively selected and is in compliance with state and federal guidelines	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the OSO are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider (CSP) are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least one Title I staff member and one Wagner-Peyser staff member will be on-site during operating hours, and have the capacity to provide services to all individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The AJC is operating in a cost-efficient manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC actively conducts outreach and provides services such as participation in workshops, job fairs and recruitment events	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing materials provide an overview of all core partner services, and are available to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC connects with the community through multiple community partnerships and access points	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The AJC staff view themselves as part of the One-Stop system, and views all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers placed in economically sustainable employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers receiving education and training services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has identified ways to support the changing role as TANF as a one-stop partner, including coordination of services and enrollment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff view themselves as part of the One-Stop systems, and view all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON PARTICIPANT SERVICE</b>			
The AJC operates during required business hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides flexible operating hours, including evenings and weekends	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is established to provide services tailored to the needs of a specific group	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer meetings tailored to the needs of a specific group being serviced	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides initial assessment of skill level, aptitudes, abilities, and supportive service needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC utilizes labor market employment statistics information, relating to local, regional, and national labor market areas, including job vacancy listings, information on job skills necessary to obtain the jobs: and information relating to local occupations in demand and the earnings, skills requirements, and opportunities for advancement for such occupations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff members can identify regional targeted sector pathways, and understands those terms in implementation of providing services to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has available, and provides when applicable, education and training opportunities for customers at multiple skill and experience levels	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has intensive menu of training opportunities, and staff is available to assist customers with enrollment, including career pathways to middle class jobs, education and training, work-based learning, OJT, and registered apprenticeships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are competent and proficient in establishing eligibility for programs, or financial aid assistance for education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides ease of access to credentialed education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC uses LMI to actively promote targeted sector and high-demand occupations to customers, including job search and placement services, and career counseling	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan identifies ways in which core partners will integrate services and referrals among partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners support integrated intake, case management, and reporting outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a customer feedback process in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides information and assistance regarding filing claims for unemployment compensation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON BUSINESS SERVICE</b>			

The AJC establishes and develops relationships and networks with large and small employers and their intermediaries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC develops, convenes, and implements industry or sector or partnerships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a defined strategy for capturing employer input on design and delivery of job-seeker services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer services, including qualified candidate referral, on-site recruitment events, pre-employment testing, employee aptitude verification, and subsidies for hiring and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifies technical assistance needs for improving business results and utilization of available resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan specifies the ways in which core partners will identify and respond to local area economic needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan and/or MOU define specific ways in which the AJC will match existing business relationships and new business relationships with skilled workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a business customer feedback in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a cooperatively functioning Business Services Team (BST) in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan clearly outlines how business services will be conducted	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SITE SPECIFIC</b>			
The American Job Center (AJC) identifier is highly visible inside and outside the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is easily identified in the community, with signage clearly visible to the public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC conveys a professional and welcoming environment, both inside and outside	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is within reasonable distance and accessibility of public transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate parking, including accessible, is available at the AJC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interior signage results in easy navigation for customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conference space sufficiently meets partner and customer needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate safety and security measures are in place to protect customers and staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an up-to-date, easily accessible Emergency Action plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Center hours are easily identifiable, and meet the requirement of 8:00am-4:30pm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is accessible, as required by the Americans with Disabilities Act's (ADA) standards	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>**not required**</b> There is a written procedure for accommodation of customer requests for services to be provided outside of normal operating hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PERFORMANCE</b>			
The AJC contributes to the achievement of WIOA Performance Indicators for all core partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners track and periodically report performance outcomes to the LWDB, and reflects such in meeting minutes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The policies, processes, and actions of the AJC support of local levels of performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>RESOURCE AREAS</b>			
There is technology available to assist all customers, including customers with disabilities and non-English speaking customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Up-to-date information about services and supportive services is provided within the Resource areas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are precautions in place for preventing abuse of internet access	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff is readily available for assistance in the resource area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is sufficient, accessible work space and computer stations for customer use			
A calendar of services and events is easily visible and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>EQUAL OPPORTUNITY ASSURANCE</b>			
The Equal Opportunity Officer (EOO) regularly reviews the AJC's policies, procedures, and facility for accessibility and equal opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The EOO provides recommendations and technical assistance as a result of reviews	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC implements veteran's priority of service requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core program partner staff are periodically trained on EO practices	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate knowledge and use of assistive technologies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reasonable accommodations are provided in order to avoid discrimination and meet individual's needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate appropriate and effective communication with individuals with disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a Corrective Action Plan (CAP) in the event partners or customers identify barriers to services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMMATIC ACCESSIBILITY</b>			
The AJC provides basic and individualized career services in person or via technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides access to training, education, employment, supportive, and business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with the "direct linkage" requirement, all services are available through a direct connection with the AJC, either via on-site staff or via real-time technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifier is highly visible inside and outside the facility, and appears on all products, programs, services information, and facilities and properties	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have documented the referral and direct linkage system, and define both how referrals are tracked and that CAPs are in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All program services are made available and accessible to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a system in place to promptly greet all customers, identify their needs and reason for their visit, and quickly connect them to appropriate services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have identified the services applicable to their program, and the AJC staff has developed methods for integrated delivery of those services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duplication enrollment information is not requested via application or assessment across multiple programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to make knowledgeable referrals across partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to demonstrate that modified services provided to individuals with disabilities are ensured to be as effective as non-modified services provided	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistive technology devices or auxiliary aids are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a written policy in place that defines how partners make reasonable accommodations and handle requests for accommodations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC's resources include bilingual materials or translation services, when necessary	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

There is an organizational chart that reflects and ensures staff work in functional teams, rather than program specific teams, to coordinate programs, service delivery, and referrals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>CONTINUOUS IMPROVEMENT</b>			
The AJC provides labor market information (LMI)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners and OSO utilize performance reports and customer satisfaction survey results to identify methods for improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has regular staff meetings with all staff to build relationships, provide updates on center activities, and discuss strategies for AJC improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff have received customer service training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff have received training on how to use LMI to help customers identify career pathways, develop in-demand skills and credentials, and find jobs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a professional development plan for all AJC staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LWDB meeting minutes reflect discussions about strategic improvements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction surveys allows customers to provide comments	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction survey results are periodically reported to the LWDB and used to identify continuous improvement efforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a process in place for customers to provide feedback or complaints outside of the customer feedback survey, identifying how complaints are tracked and CAPs are implemented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has internal systems in place to identify and track operational efficiency and effectiveness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training on new policies, procedures, or guidance is available to AJC staff in a timely manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has an established process for examining how the center will identify and respond to technical assistance needs of customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Findings:**

The Review Team found that all centers were properly functioning and aligned with state and Federal policy and delivered services as required. Five general areas were noted: 1) Wilson and Rutherford County AJC's did not have the proper logos and signage. However, the signage was on order and was installed on July 24, 2020. 2) Accessible bathrooms in the Robertson County AJC were not properly identified. Work-orders were submitted and proper signage installed on July 30th. 3) Staff were identified which need remedial training on resource center ADA software capability. The OSO is preparing to train staff by September 30, 2020. 4) Braille brochures describing AJC services were not available in each center. The Tennessee Department of Human Services Division of Vocational Rehabilitation provided assistance from Blind Services and created brochures which are being distributed to all centers. 5) The veteran referral form was outdated in some AJCs. The correct form has been delivered to all AJCs.

**Approval:**

The Executive Committee of the Northern Middle TN Workforce Board will review the certification packets on August 10, 2020 for submission to the Tennessee Department of Labor.

**Attachments:**

AJC Certification Checklists, Accessibility Surveys and Certification Applications for each AJC, Comprehensive and Affiliate Customer Flow diagrams



**APPLICATION FOR CERTIFICATION**

Date July 22, 2020

LWDA Northern Middle

Site to be Certified American Job Center- Ashland City

Type of Site Affiliate

Contact Person Angie Wallace Title Point of Contact

Phone 615-792-2520 Email [angie.wallace@mchra.com](mailto:angie.wallace@mchra.com)

County Cheatham

Address 384 South Main Street

City Ashland City State TN Zip Code 37015

Web site \_\_\_\_\_

Hours of Operation 8:00 to 4:30 Extended Hours Possible

Days of Operation Monday through Friday

**I. Checklist – System Requirements**

The checklists below are to be used by sites and evaluators to help determine the extent to which system requirements are met and services and programs are present. Each application will vary in its responses based upon the level of certification being requested by the site and the agreements of the local partnership to best meet the needs of the locally-determined service delivery model.

	Yes	No – (please provide plan for complying with this requirement)
Compliance with Workforce System Policies	X	
ADA Accessibility	X	
Use of VOS for customer tracking	X	
Memorandum of Understanding for partners	X	
Workforce Brand used appropriately	X	
Wagner-Peyser services are co-located		
Specialized AJC has established target service group		



**REQUIRED PROGRAM/PARTNER CHECKLIST**

A) In the column named "On-Site," indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.

B) In the column named "Off-Site Electronic Connection," make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from staff.

C) For programs/partners that are off-site where an agreement is in place to provide their basic career services in another manner, check the last column and attach a narrative explaining how this is accomplished (*use a separate sheet*).

REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER
WIOA Title I Adult Services	37.5		
WIOA Title I Dislocated Worker Services	37.5		
WIOA Title I Youth Services	24		
Wagner-Peyser Title III	As needed by appointment	X	
Adult Education and Family and Literacy Title II (AE)	28	X	
Rehabilitation Act Title IV – Tennessee Vocational Rehabilitation (VR) Program	37.5		
Title V – Older Americans Act/Senior Community Service Employment	28	X	
REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN
Temporary Assistance for Needy Families	37.5		
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act		X	
Trade Adjustment Assistance	As needed by appointment		
Veterans Employment Services - Jobs for Veterans State Grant	As needed by appointment		
Community Services Block Grant			
Housing & Urban Development Employment & Training			



Unemployment Insurance		X	
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**ADDITIONAL PARTNERS (not mandated)**

<b>ADDITIONAL PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN</b>
Ticket to Work and Self Sufficiency	By appointment as needed.	X	
Tennessee Small Business Development Center			
Supplemental Nutrition Assistance Program Employment and Training	By appointment as needed.	X	
Vocational Rehabilitation Pilot Projects			
Public Libraries			
Economic Development			
Local Government (City/County)			
Tennessee Employers	Staffing agencies on site to fill local jobs; schedule varies. At least one employer on site per week.	X	
<i>(please add partners as appropriate)</i>			

**CAREER SERVICES CHECKLISTS**

In the column named "On-Site," check the basic career, individualized career, and training services that are currently available on-site for all job seeking customers who come into a comprehensive center, affiliate or access point site.

<b>BASIC CAREER SERVICES</b>	<b>ON- SITE</b>
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs	X
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment	X
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations	X
Outreach, intake and orientation to the information and other services available through the one-stop delivery system	X
Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system	X
Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation	X
Eligibility determination	X
Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	X
Information, in formats that are usable by and understandable to one-stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	X
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area	X
Provision of information and assistance regarding filing claims for unemployment compensation	X
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	X
Translation Services	X
Avaza Language Line	X
<i>Please list addition basic services</i>	
Job Preparedness Workshops	X
<i>Please list addition basic services</i>	



**BUSINESS SERVICES CHECKLIST**

Check the business services that are available to employers

<b>BUSINESS SERVICES</b>	<b>ON-SITE</b>
Establish and develop relationships and networks with large and small employers and their intermediaries	X
Develop, convene, or implement industry or sector partnerships	X
<b>Other Business Services (not mandatory)</b>	
Customized screening and referral of qualified participants in training services to employers	X
Customized services to employers, employer associations, or other such organizations, on employment-related issues	X
Customized recruitment events and related services for employers including targeted job fairs	X
Human resource consultation services e.g.: writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers comply with wage/hour and safety/health regulations;	X
Customized labor market information for specific employers, sectors, industries or clusters	X
Customized assistance or referral for assistance in the development of a registered apprenticeship program	X
Listing of Job Orders	X
Applicant Referral	X
Employer Needs Assessment	X
Unemployment Insurance Access	X
Access to Facilities	X
Translation Services	X
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers	X
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors	X
Marketing of business services offered to appropriate area employers, including small and mid-sized employers	X
Assisting employers with accessing local, State, and Federal tax credits	X
Customized Employer Screening Testing	X
Job application pre-screening for skills match	X
Interview space	X
TN Drug-Free Workplace	X

## II. Certification Criteria

The following quality standards are the criteria by which Tennessee’s Local Workforce Development Boards assess and certify One-Stop Centers. These scores will be used by the Certification Review Team as benchmarks for the site and help point to both areas of excellence and those in need of improvement. Each site is asked to work together with leadership and staff to develop responses to the following.

### A. One-Stop Design

#### *Functional and Programmatic Integration*

It is critical for the workforce system and its partners to think and act as an integrated system. Our partners ensure that client services are aligned to common goals and the customer experience is seamless – regardless of funding streams. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer’s success. Integration of programs is incorporated into planning, intake, assessment, registration, and service processes, information sharing, resource decisions, actions, results, and analyses.

- I. Rank on a scale of 1 to 5, where the site believes it is in its path toward meeting, or exceeding, the stated standard.
  - 5 = achieved the standard and excelling
  - 4 = significantly meeting standard with some work yet to do
  - 3 = have some of the elements in place, some of the time
  - 2 = making progress but long way to go
  - 1 = no progress yet
- II. Provide **clear evidence** and **examples** of current status and future plans with strategies and timelines to reach these standards.

Check the box where you think the site is with regard to  
Functional and Programmatic integration.

5

4

3

2

1

**Describe your site's approach to integrated service delivery and the use of functional teams to deliver career services to all customers.**

Service integration by all partners is the key to customer success and program delivery. The affiliate center is aligned into three functional teams: the welcome team, skills development team, and the business services team. Each function is focused on a single process to move customers and employers forward quickly among partner functions.

The Welcome Team, a shared partner responsibility, triages customer needs immediately while providing a positive and professional first impression. A more formal initial customer service needs checklist is being developed to streamline this process and to ensure needed data is gathered and that customers are aware of available services. This tool will also determine the next appropriate service needed. As part of the welcome function, customers are registered on Jobs4TN. In addition, orientation to the AJC is part of the welcome function. Customers requiring basic career services such as computer-based job search, general research on labor market information, or labor exchange services are served by the Welcome Team.

Using information gathered from the customer service needs checklist, customers are handed off to the skills/career development team. The skills/career development team assesses the skill sets of individuals, determines eligibility for programs and services, provides individualized career counseling and training services, and places customers on an appropriate career path. This function includes identifying support needs and requires significant staff involvement through case management. This team works to ensure customer success.

The business services team identifies opportunities to address the human resource needs of employers and works directly to meet employer needs through a variety of services ranging from hosting AJC job fairs to evaluating the potential for employer OJT or Apprenticeship programs. Specific services and products may be designed to meet employer needs. The business services team understands the local job sub-market and trends, and interacts directly with employers. Members of this team participate in the local Chamber of Commerce and Economic Development community-based activities to facilitate the working relationship necessary to meet employer needs. Sharing information among all AJC partners provides the opportunity for customers to align with local employers when skill sets are matched with employer needs.

**Include a detailed diagram of customer flow, services available, assessment and referrals, and describe how the MIS is used to facilitate shared customer management across partner programs.**

The attached customer flow diagram (A: Comprehensive) reflects the services available through the AJC. The MIS component utilized is the Virtual One Stop data management system. Customers sign in through the VOS greeter, which enables staff to track customers as well as ensures prompt service. The greeter screen also gives customers a general idea of services available, but the Welcome Team further explains programs and services through the AJC Orientation.

Customer registration in Jobs4TN allows for information sharing among partner staff, including Title I, Title III, SNAP Employment and Training, Re-Employment Services Eligibility (RESEA), and Trade Adjustment Act (TAA). With the planned addition of Title II staff to the VOS data management system, the MIS system will be further enhanced to meet customer needs.

Customers referred to the Business Services Team are required to register in Jobs4TN. The data management system facilitates coordination among partners to ensure customers have received all necessary and available services. Behind the scenes, AJC staff and partners share customer goals informally to determine if co-enrollment or coordinated services are appropriate. Regulatory compliance is only one facet of the MIS function. This internal oversight allows the opportunity for customer review and consequently for suggestions of additional programs and services to benefit the customer, as well as to ensure the lack of duplicated services.

*Please list any best practices to highlight and share for continuous improvement.*

1. Created AJC Menu of Services for partner and customer use.
2. Assistance for job seeker customers in the resource room provided by WP staff.
3. Facilitated monthly meetings of partner staff.
4. Participated in community events such as parades and local run/walk events for visibility.
5. Participated in local Chamber of Commerce to enhance relationships with local business and industry.

### **Accessibility**

#### **Service Provision, including Services, Universal Access, and Outreach to populations with barriers**

Improved availability, a welcoming atmosphere, inclusive settings, and high quality customer service benefit all customers. This extends services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services are provided to all customers within the center and via technology through online or phone access. Principles of universal design are considered when designs have inclusive space and materials available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do

- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.**

5      4      3      2      1

**Describe how the site works cooperatively with WIOA core partners to provide quality services to all customers. Describe your outreach to populations with barriers in the community and relationship with core program and community partners to effectively serve them.**

The site works cooperatively with WIOA core partners by serving all customers, including those with significant barriers to employment. AJC staff are committed to providing appropriate supportive services and/or referrals to help customers succeed. The core partners are crossed trained on all available programs and services, and because of that training are able to match customers with the most appropriate resource available. Several significant employment barriers can be addressed on site through staff trained in special programs such as RESEA, SNAP, or TANF.

In addition, collaborations exist with community programs and services working with specialized populations such as those without a high school diploma or those with criminal backgrounds. The AJC staff makes direct referrals and introductions for customers to ensure a smooth transition to community resources. Informational resources are disseminated and advertisements are made through a broad range of media sources (social media, billboards, radio and newspaper, etc.) to reach a broad audience. Off-site presentations occur in locations accessible and usable by all prospective customers, including those with disabilities and barriers to employment. All AJC job fairs and job recruiting events include outreach to schools, community agencies, non-profit organizations serving individuals with disabilities and those with employment barriers. The AJC community partnerships allow for the exploration of additional funding options for customers. Northern Middle has a Partnership Plus agreement with TN VR under the Ticket to Work Program.

**Provide evidence that basic ADA requirements have been met, including processes to provide reasonable accommodations for individuals with disabilities.**

Northern Middle has a designated Equal Opportunity Officer. Reasonable accommodations are provided for all aspects of a customer's experience in the AJC, such as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to individual need in order to ensure the customer receives equal benefits from the program or activity, and will be able to compete fairly. The following tag line, or something similar, is included on recruitment and outreach materials: "EOE. Auxiliary aids and services are available upon request to individuals with disabilities. TDY# 1-800-848-0299." The AJC staff participate in annual training related to providing service to customers with disabilities. The Local Workforce Development Board coordinates with the broader community, including transportation agencies and existing public and private sector service providers, to ensure that the AJC and services are accessible to all customers, including those with disabilities. ADA checklist has been completed.

Describe initiatives or strategies in developing universal access and provide tangible evidence of implementation or solution driven plan development. Address the following four specific areas of access:

1. Physical: Architectural or building
2. Information: all paper, printed or posted materials
3. Digital: software, Web-based programs and alternatives to print
4. Communication: verbal, non-verbal access for services, phone and other

**Describe your wireless internet infrastructure.** The AJC has a wireless access point which connects to an internal network. The wireless network is password protected. On site employers are provided with a password to access the network during job fairs. This password is changed to protect the network integrity. Customers are steered toward use of computers within the AJC Resource Center rather than accessing the wireless network on personal electronic devices.

Staff conducting workshops or customer recruitment off site are provided mobile hot spots in order to access the web for instructional purposes.

**How are the needs of populations with barriers met through staff-assisted and other means? Please include examples of outreach activities to reach targeted populations.** Low educational attainment, poverty, lack of transportation, physical and/or mental limitations, and criminal history are just some of the employment barriers our customers face. Customers come to the AJC through self-referral, rapid response meetings, unemployment insurance claims, referrals from both internal and external agencies and organizations, on site HiSET testing, and marketing efforts such as social media. The AJC is accessible and has high visibility on a major highway, and is within walking distance of low income housing. The building is handicapped accessible and is clearly marked. Aids and assistance are noted on printed materials and on building signs. Staff assistance is often needed to help customers with barriers become self-sufficient. Cross training of AJC staff allows customers to utilize services efficiently. The AJC partners with local agencies and organizations to perform outreach to targeted populations utilizing outreach tools such as social media, community newspapers, local radio, email campaigns, etc. Community outreach activities will ensure information and instructional activities are provided in libraries, housing communities and faith-based organizations for individuals who are unable to physically access the AJC.

**Describe your processes to assure effective communication with persons with disabilities. This includes providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.**

The AJC takes appropriate steps to ensure people with disabilities, including persons who are deaf, hard of hearing, or blind, or who have other sensory or manual impairments, have an equal opportunity to participate in our services, activities, programs, and other benefits. Availability of auxiliary aids and services are promoted through notices and printed materials. Sign language interpreters can be scheduled, and the AJC utilizes relay services for external telephone with TTY users through the state relay service, or using text, email, etc. Persons who are blind or visually impaired may be read to by staff. Additional assistive devices include high visibility keyboards, large print keyboards, lighted magnifiers, joy sticks and large track balls. Every resource center computer has screen reading and screen magnification capability, as well as JAWS software. Staff may also assist customers with difficulty manipulating print materials by holding materials and turning pages as needed, or by providing one or more of the following: note-takers, speaker phones, or other effective methods to ensure effective communication by individuals with manual impairments.

*Please list any best practices to highlight and share for continuous improvement.*

Northern Middle participated in round 2 Disability Employment Initiative Grant (DEI) and is an Employment Network under the Social Security Administration's Ticket to Work Program. This has allowed Northern Middle to receive unrestricted funds from SSA whereby sustaining a Disability Resource Coordinator who works closely with individuals with disabilities, assisting them with employment. This work includes establishing and facilitating partnerships and collaborations, Integrated Resource Teams, Ticket to Work, Staff Training, and other projects related to the employment of individuals with disabilities.

**Customer Satisfaction**

**Describe how the voice of the customer is listened to and how your site incorporates both job seeker and business customer feedback as part of continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success? Please list any best practices to highlight and share for continuous improvement.**

Mid-Cumberland has an electronic link on the desktop of each Resource Center computer, allowing each job seeker direct input on the quality of service provided. Northern Middle also has a 911 customer hotline posted in the AJC and calls result in a direct contact with senior management for timely response. Both praise and problems are shared and comments are used for staff development and training to address issues and concerns.

Mid-Cumberland has also developed and implemented a secret shopper program whereby each AJC is visited quarterly. Results from the secret shopper reports will provide a baseline for continuous improvement and sharing of best practices.

Employers receive a written survey upon exit of AJC based job fairs. Results are used for continuous improvement initiatives.

**Partnership**

The one-stop system is built upon a foundation of partners linked together to deliver a comprehensive array of services and reach the shared outcomes of employment, education, skills gains, and earnings. All core and required one-stop partners are present at the site and invested in the development and implementation of service delivery to connect customers to resources.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Partnership.**

5

3

2

1

**Describe how the partnerships function at the site and the roles of each core partner from Title I– Adult, Dislocated Worker, and Youth, Title II - Adult Basic Education, Title III - Wagner-Peyser, Title IV - Vocational Rehabilitation, and TANF.**

Core partners on-site at the AJC during the Center's operating hours, Monday through Friday, 8:00 am - 4:30 pm, share responsibility for serving in the Welcome Function/Team. All of the core partners have staff who serve as members of the Skills/Career Development Function/Team, whether on-site or off-site by referral or electronic connection. For instance, Title I staff offer scholarships for postsecondary training while Title I, Title IV, and TANF may provide support services. Title II staff offer preparation classes for high school equivalency diploma and those needing remediation to enter the workforce, while Title III programs focus on connecting job seekers with employment opportunities through Jobs4TN and/or staff assistance. Staff members are cross-trained to allow for streamlined access to services and reduced duplication. Staff operate as a cohesive team and partner together to meet individual customers' needs. 2021 plans include the addition of a brief AJC staff morning meeting to discuss shared resources and services that might benefit both current and prospective customers and/or business and industry. This collaboration will encourage more co-enrollment of participants between programs, further reducing duplication, enhancing services, and maximizing individual program funding.

**Describe how the partnerships function at the site with other required partners from postsecondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Corps, National Farmworker Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, SNAP E&T, etc.**

Contact information, including agency name, contact person, address, phone and fax numbers, e-mail address, etc., for all of the area required partner programs is available for team use. Furthermore, extensive community resources will be included in this resource material. While staff can access this information, a 2021 plan includes streamlining this information into a spreadsheet on a shared internal drive which can also be easily printed for customer dissemination. This information allows staff to connect and communicate with partners not operating at the site via referral and/or electronic connection. In order to offer a "warm hand-off," staff at the AJC will connect with the off-site partner staff while the customer is present in the AJC in order to ensure the desired services are delivered. For instance, staff in the AJC assist customers in utilizing the chat and/or ticket features to connect with UI staff while in the AJC. In addition, off-site partners will be invited and encouraged to attend on-site events at the AJC as appropriate; for example, a college and career fair would include many off-site educational and training partners.

**Describe how the affiliate/specialized centers are linked to non-located partners to ensure alignment with community and regional strategies. This includes tracking and appropriate follow-up. Please give examples of how this functions and the results for customers.**

In addition to the resource guide listed above, Memorandums of Understanding exist with partners establishing service delivery and referral methods. Cross referrals occur routinely through professional reference, telephone, electronic communication, or through AJC internal marketing such as brochures or listings. These methods of communication establish a regular flow of information and customer referrals from our team to the community and from those partners to our team.

AJC staff are apprised of changes and updates affecting the regional labor market via leadership from the core partner through communication from the quarterly Consortium meeting, NMTWB meetings, Regional Planning Council meetings, and various regional and local professional development opportunities. AJC leadership is active and involved in local communities and often has a seat at the table for local strategic planning and development initiatives.

**Describe how leadership works together to set the vision and goals for the site and then implements service strategies to achieve shared objectives.**

The AJC leadership of on-site partners meets monthly to develop strategies to implement goals set by the Northern Middle Tennessee Workforce Board. Goals are reviewed monthly, and progress is tracked by each program as well as in the AJC. The AJC leadership currently operates as a consortium of partners to bring the resources of their respective agencies to meet and exceed goals and objectives.

*Please list any best practices to highlight and share for continuous improvement.*

1. Outreach to diverse populations
2. Outreach to employers
3. Consortium of partners in place
4. IFA in place
5. Goals and objectives in place
6. Master summary activity report is part of ongoing evaluation
7. Annual Customer and Employer Recognition
8. AJC staff supports Adult Education graduation events.
9. Career Development Facilitator Certification

***Employer Engagement***

Business is one of our primary customers and one-stop partners work collaboratively to deliver value-added services and eliminate duplication. Business services staff from all one-stop partners have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are connected to regional and local business partnership activities and sector strategies. Employers' human capital needs are communicated to and acted upon by the workforce system. Business services are coordinated to the maximum extent possible to limit duplication and streamline the employer experience.

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- 4 = significantly meeting standard with some work yet to do
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**Check the box where you think the site is with regard to Employer Engagement.**

5       4      3      2      1

**Describe how partners work to deliver seamless business services. How do business services staff use and share labor market information? What strategies are used to involve employers in identifying skill gaps and developing solutions to meet their workforce needs?**

The Business Services team is focused on the needs of employers and is responsible for connecting with local industry, particularly those in the targeted industry sectors and occupations. The team strives to understand and meet the needs of employers through a variety of employer-driven initiatives including OJT grants, Incumbent Worker Training grants, apprenticeships, employer/education partnerships, job profiling, job postings, job fairs, and employee recruitment in order to assess needs and identify skill gaps as identified by employers. Business Services team members are active in local efforts directly involving business and industry, such as the Chamber of Commerce and Economic Development boards.

Partners are encouraged to participate in multi-employer job fairs and hiring events scheduled for individual employers that are planned by the Business Services team. Regular Business Services team meetings are held with partners to exchange information including labor market conditions, to coordinate services, and to keep the team updated on upcoming employer events and employers' human capital needs. The Business Services team sends out e-mails regularly to partners concerning employer's immediate needs. Employer events are posted on social media, community news outlets, and in the Resource Room so that all customers can participate.

**Describe how regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes.**

Regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes by:

- 1) Aligning education, training and employment with skill needs of local industries
- 2) Tailoring services and products to align with labor market
- 3) Providing job seekers with opportunities to upgrade skills in response to changing workforce needs
- 4) Identifying training and educational opportunities for in-demand local occupations and sectors

Since the local workforce area includes two MSAs and crosses state lines, our region is highly involved in economic development inside and outside of the local development area.

**How are career pathways and training modalities such as industry-recognized credentials, apprenticeship, on-the-job training, and other work-based learning opportunities aligned with employers' needs and marketed to support talent development?** Active industry involvement begins early on a customer's learning pathway. Customers conduct research on Jobs4TN website to explore in-demand careers and the education and skills set required for those careers.

Education and training offered to customers is aligned with in-demand industry job openings. Options for work based learning and apprenticeships are balanced with formal education demanded to meet job requirements. Credentialing is explained and implemented as part of the customer's individual plan if appropriate for the desired career.

Supportive services are then aligned to assist customers to successfully complete formal education and/or training for a career pathway. The AJC team works diligently with customers to match customers to employer human talent needs.

*Please list any best practices to highlight and share for continuous improvement.*

1. The AJC hosted a major employer to facilitate a company's relocation to Cheatham County. The AJC staff reviewed applications and made direct referrals to the company for on-site interviews.
2. Weekly job fairs are held in conjunction with employers in the AJC.

### ***Human Capital***

Each American Job Center will be a high-performance work place with staff equipped to demonstrate a visible passion for quality of service.



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- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.

5      4      3      2      1

Describe how centers will train and equip one-stop staff in an ongoing learning process and to ensure staff are cross-trained to increase staff capacity, expertise, and efficiency.

AJC staff meet monthly to coordinate services and develop strategies to improve the customer experience. Updates to internal processes are shared via this meeting.

Leadership is exploring a cross-training initiative to include comprehensive and affiliate center staff along with partner staff to ensure new employees understand and can communicate all programs and services available at the AJC.

Describe how centers will staff the one-stop centers with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one-stop center, and skilled in developing customers' skills for employment success.

The AJC employs a group of well-trained and dedicated professionals who receive ongoing professional development opportunities. The staff works within the structure of functional teams in order to ensure daily interaction among partners, facilitating an informal exchange of information and brainstorming customer services.

Employees meet formally once per month, covering such topics as VOS updates, serving ex-offenders, utilizing the labor market information. In addition, Vet staff receives NVTI training, and professional Career Coach training is provided for staff who work directly with job seekers. The AJC team is aware of and utilizes a list of internal and external resources and services for customers.

**Describe how staff from multiple organizations will be equipped through cross-training and information tools to enable them to respond seamlessly to customer needs.**

Within the AJC, employees have been cross trained to handle intake and triage as customers access the AJC. All staff have been cross trained on the unemployment filing process and Help Desk Ticket to provide hands on assistance to customers who enter the AJC upon job loss.

A customer-centered approach allows AJC team members to assist customers regardless of program responsibility. Multiple employees have been trained to conduct a wide range of workshops within the center, including testing and assessments. The design of the VOS greeter requires customers be served quickly by the first available staff member, regardless of the staff area of expertise. This improves the customer experience and allows staff to use their expanded knowledge base of available programs and services.

**Describe how staff are assigned to and identify themselves with functions or services as opposed to agencies, and functional supervision of partner staff is in place.**

The Cheatham County American Job Center has designed and organized its staff, delivery processes and facilities in a manner that streamlines customer service, and capitalizes on strong staff and technology. The process is designed to align with the AJC system and incorporate all of the guidance outlined in Workforce Services Policy #7.

The partners are functionally aligned in teams that comprise a Welcome Function, a Skills/Career Development Function, and a Business Service Function.

**Describe the bottom-up communications within the workforce system. This includes regular staff meetings, business services team meetings, or partner meetings that discuss recent and relevant resources, conduct training, and facilitate collaboration.**

Bottom-up communications begin with staff meetings of functional teams on a weekly basis, followed by AJC partner meetings on a monthly basis. Discussion includes positive and negative feedback from customers and employers, as well as staff ideas for continuous improvement opportunities. The monthly meeting provides a venue for discussion related to continuing the customer-centered culture. Feedback is received via employee surveys, customer suggestion boxes, program-specific questionnaires, and anecdotal notes from staff.

The operating philosophy within the AJC is an open door policy that supports two way communications between employees and management. In addition, HR support is available through Staff to the Board as needed.

The AJC has an integrated Business Services Team that provides effective services for employers based on industry-specific needs. The team conducts research to assess needs and identify skill gaps as identified by employers. This collaboration ensures human capital needs of the local job market are met.



**B. Infrastructure**

***Identification of Shared Costs (including non-personnel)***

- 5 = achieved the standard and excelling
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- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to identifying shared costs and maintaining equitable contributions are being addressed in the MOU.

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Please identify any policies and procedures that result in equitable contribution of infrastructure costs in one-stop center(s) among partners. (e.g. co-location with partners, infrastructure cost-sharing, pay-for-performance contracting)

Fiscal Staff in Northern Middle utilized the One-Stop Comprehensive Financial Management Technical Assistance Guide as a model to develop the procedures in place to ensure equitable contribution of shared infrastructure cost. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. Expenses such as building rent, utilities, maintenance & repairs and janitorial are based upon actual square footage occupied in the AJC. Printing, telephone, postage, shipping, internet charges, document destruction, shared staff, advertising & marketing, office supplies, furniture and copier expenses are allocated based upon full-time equivalent staff members located in the AJC.

The Regional AJC leadership team reviews the infrastructure budget and makes additions or corrections before the document is signed and submitted to partners for signature prior to the beginning of the program year. Budgets are reviewed throughout the year at team meetings and monitored for compliance. Budget modifications are submitted as necessary to reflect changes in staff and ultimately changes in benefits received by each partner. The fiscal staff in Northern Middle follow strict purchasing and accounting procedures to procure and pay for the shared infrastructure costs. Generally Accepted Accounting Principles (GAAP) are followed to ensure proper controls such as segregation of duties and proper approval of expenditures.

**Provide assurance that the One-Stop Operator has developed, and is maintaining, the One-Stop (AJC Partners) Memorandum of Understanding to include the Infrastructure Mechanism.**

The Chief Local Elected Officials in Northern Middle designated Mid-Cumberland Human Resource Agency as the lead in a consortium model to serve as the One-Stop Operator upon inception of WIOA. The consortium will continue to serve in a management role until guidance from the TDL&WFD is issued and a competitive process is initiated. The consortium serves as the Regional AJC leadership team. Workforce Essentials, serving as Staff to the Board and the lead entity in the consortium, has developed and entered into a Memorandum of Understanding with the required AJC partners. An umbrella MOU serves as the guiding document to coordinate and leverage services to provide effective and unduplicated services.

The MOU and Infrastructure Financial Agreements outline the infrastructure mechanisms to share costs between AJC partners. The current MOU in Northern Middle is effective through June, 2021. The MOU will be updated upon release of guidance and director regarding the one-stop operator.

**How is the one-stop center's co-location being addressed in the MOU as it relates to infrastructure and shared services costs in the comprehensive and/or affiliate site(s)? How does the MOU reflect efforts to reduce duplication by improving program effectiveness through the sharing of services, resources and technologies among partners?**

Utilizing the One-Stop Comprehensive Financial Management Technical Assistance Guide, procedures have been established to ensure equitable contribution of shared infrastructure cost for co-located partners. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. The MOU outlines the functional organization, customer flow and service delivery in the AJC in order to reduce duplication and improve program effectiveness. The MOU aligns with Workforce Services Policy #7 regarding the alignment of staff and services around workforce services functions, and to prevent the duplication of services while eliminating inefficient practices. This is accomplished through partner referrals, cross training staff, developing a single customer flow and co-enrolling clients.



Distribution of Infrastructure Costs

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to proper distribution of infrastructure costs among AJC core and required partners.

5 4 3 2 1

4 (selected)

How is the one-stop center proportionately distributing costs among AJC partners that is based upon guidance provided in 2CFR Part 200, 20CFR 678 et. Al, "Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards" (or any corresponding similar regulation or ruling)?

Workforce Essentials as Staff to the Board follows the Office of Management and Budget Compliance with Grants and Agreements when developing agreements under the Workforce Innovations and Opportunity Act. Paying particular attention to cost allocation plans and allowable costs, the agreements are reviewed to ensure compliance. The Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule is overarching guidance that is utilized ensure that cost allocation plans that are developed based upon the number of full-time equivalents and direct square footage in the AJC comply with the benefiting distribution.

How were the methodologies for distributing the costs for both infrastructure costs and shared services agreed upon by partners? Provide evidence of meetings and/or discussions that led to the approved partner budget reflecting the shared costs. Include the approved budget that is included in the MOU.

Methodologies are defined in the resource sharing agreement and aligned to state policies and procedures as well as federal regulation. Partners review the proposed expenditures and verify square footage and full-time equivalents before the budget is approved and submitted in IFA format. Details for shared resources are included in the IFA budget document. Partners have identified these resources which are of a shared benefit and useful to the operation and maintenance of the AJC. Quarterly consortium meetings are held to review the budget and expenditures which have been fully executed in the IFA. Partners may submit modification requests to the budget as needed based upon changes in the IFA factors such as full time equivalents. On August 5, 2020, the Consortium met and reviewed the IFA budget for 2019-2020 and adopted the new budget for 2020-2021. See following attachments for budget and consortium agenda and minutes.

**Describe how the one-stop center is aligning its technology data systems across partner programs thru the shared costs budget and/or other agreed upon arrangements.**

The AJC shares the voice and data costs throughout the AJC system. Long distance service costs are controlled and distributed via a unique identifier assigned to all employees in the AJC. Northern Middle provides internet service to the resource room and allocates cost to the IFA accordingly. Staff in the AJC utilize the JOBS4TN data management system in order to efficiently manage cases and avoid duplication of services. The VOS Greeter tracks customer flow by partner in each AJC.

### *Program and Fiscal Compliance*

**How prepared is the one-stop center to adopt and promote alignment of cross-program policies and operations that ensures fiscal compliance?**

Cross-program alignment in Northern Middle had been promoted by the fact that Workforce Essentials and Mid-Cumberland operate several of the partner programs including WIOA Title I, Title II and TANF. This has enabled co-location of services in the comprehensive and affiliate centers across multiple workforce development areas. In addition, a pilot project with TAA has allowed Trade programs to be delivered through the affiliate AJCs by Title I staff. SNAP and RESEA programs have also been incorporated in functional service delivery. In all cases, staff have been trained in program rules and regulations to ensure fiscal compliance. In addition, Workforce Essentials and Mid-Cumberland maintain a quality assurance team to monitor programmatic and fiscal compliance. Along with PAR and an independent certified public accountant, audits and reviews are conducted to maintain program and fiscal integrity. Monthly meetings within the AJC and quarterly partner meetings allow for increased communication and

**Describe how each partner in the AJC has demonstrated fiscal transparency and efficiency thru timely, detailed, and accurate reporting and payment of AJC costs (includes reconciliation of costs by partner programs).**

Each partner is invoiced on a monthly basis for actual costs incurred during the previous month. Because costs are recorded on an actual basis, reconciliation is not required. If an accrual is required, and the actual cost is different than the accrual, an adjustment will be made in the next reporting cycle. Invoices are submitted with supporting documentation as needed and requested to adhere to TDL&WFD policies and procedures. During consortium meeting, invoices are reviewed and approved. Invoices are recorded and booked as accounts receivable and entered in the GRANTS4TN system. If a partner fails to pay his or her agreed upon share, they will be sent a written past due notice. If they do not acknowledge the notice and pay the invoice, they will be asked to leave the partnership and the AJC.

**How has the one-stop center reviewed its staffing and contractor staffing levels to identify adjustments needed to implement provisions under WIOA.**

Customer flow in the AJC is measured through the VOS Greeter. In addition, customer case loads are analyzed through Jobs4TN to document workload. Youth contractors are evaluated to ensure that adequate funding is allocated to work experience activities in order to comply with program guidelines. Northern Middle fully utilized cross functional alignment in order to maximize efficiency in affiliate AJCs. This reduces silos and allows staff to maintain a single customer flow while bridging the gap between businesses and job seekers. Functional alignment is both an opportunity and a tool to effectively organize staff and facilities to streamline customer delivery.

**Outline how the infrastructure funding has helped to reduce overhead by streamlining and sharing financial, procurement, and facilities costs?**

The philosophy behind one-stop career centers is for all partners to come together under one roof for the alignment of staff and services to improve efficiency in operations and leverage funding. This is accomplished in Northern Middle through strong partner participation in the AJC system which has allowed for larger and more comprehensive centers and services. For example, by aligning with the TANF/Families First Program, the AJC system has leveraged over \$103,000 of savings from rent, utilities, supplies and shared staffing paid for by TANF. This is money that the AJC system (WIOA) would have had to pay for or reduce infrastructure to fund the amount from other activities or program. Likewise, the Adult Education program has saved the system \$81,643 by incorporating their services into the AJC. The Mature Worker program provides valued added staffing in the centers through their work experience program. While it does not reduce the physical infrastructure, it does reduce the staffing expenses. Procurement of supplies simplifies needed resources in the AJC for the resource center and other common areas. Title 1 has assumed the internet connections in the resource center to avoid costly per month node fees; thus saving the system financial resources.

**Provide assurance that services provided by the one-stop partners help to reduce duplication or increase financial efficiency are allowable under that partner's programs.**

Each Partner defines in the Memorandum of Understanding the method of referral and the description of on-site and off-site services that will be offered through the AJC system. By each partner defining their own services, the burden of program allowability is shifted to the individual partner. If service integration demands that partners provide additional services, then it is up to the individual partner to address allowability concerns with their program authority. In no instance should a program provide authorized services which might cause questioned costs.

**Performance**

***Performance and Accountability***

Results and outcomes for the public investment in Tennessee’s workforce system are essential to the system’s relevance. The effectiveness of service to employers and job seekers is evident in system performance and service delivery decisions are based on data. On an ongoing basis, customer data from one-stop partners and regional economic data is collected, analyzed, and shared with all workforce system staff and community stakeholders. Plans for improvement, enhancement, or adjustment are established and acted upon.

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- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to Performance and Accountability.

5       4      3      2      1

**Describe how you measure, analyze, review, and improve workforce system performance through the use of data and information.**

The AJC utilizes the Virtual One-Stop in order to collect, measure, review, and analyze data, including data regarding required performance measures. The system also allows for data regarding case loads, Center traffic, case notes, exit status, and various other measures to be generated into reports for specified time periods, which are shared with staff, NMTWB board members, and local chief elected officials. Local monitoring of Title I enrollments is managed by an MIS department, allowing for internal review to avoid duplicated services as well as to ensure compliance with program guidelines. The MIS department serves as a resource for programs beyond Title I. Internal fiscal contract review is also provided to maximize utilization and to ensure optimum performance is reached. Surveys including secret shopper reports, as well as customer and employer survey results, provide additional data for AJC improvement opportunities. When conducting Rapid Response and related TAA activities, a customer needs survey is used to prepare the AJC to meet the needs of impacted customers.

The AJC leadership team facilitates needed changes and improvements, and provides ongoing professional development to ensure the staff remains updated on regulatory changes from the state or federal level. The AJC benefits from the timely review of data by the AJC leadership team and is able to adjust practices in response to changing needs of the local community, job-seeker customers, and employers. In addition, the AJC team works diligently to share best practices to improve the performance of workforce professionals and to enhance the customer experience; the AJC team has the flexibility to make operational changes as needed to help customers succeed.

**Describe how this data is shared with staff and stakeholders and what changes have resulted from use of data. How has data been used (example) to improve services?**

Generated reports are reviewed by senior management, NMTWB board members, local chief elected officials, and the AJC leadership team. The AJC provides performance projections on a monthly and quarterly basis to senior management and the NMTWB. Senior management and the NMTWB also review labor market, economic development, and census data, as well as impending regulatory changes, to enhance daily operations. Annual performance outcomes are included in employee performance reviews, a practice which provides accountability for performance measures at all levels.

Recently, a review of customer data resulted in a process change that allowed National Guard members to receive services that were previously limited to active duty veterans. A customer self-identified as a veteran because of National Guard service, and a subsequent change in rules followed. Also, a secret shopper report summary identified the need for all staff to wear name badges at eye level rather than at the waist. This communication resulted in an immediate internal change that provided a quick response to a potential problem.

**What methods are in place for staff to provide feedback? How do you incorporate staff feedback as part of continuous quality improvement? How are staff informed that their feedback was reviewed and any action taken as a result? What metrics are used to show improvement and success?**

Employees are able to submit/provide feedback through employee satisfaction surveys, as well as at any time through electronic or face-to-face interaction with an immediate supervisor or senior management. Supervisors at all levels practice an "open door" policy, which provides employees with constant access to assistance. If employees submit a concern, issue, or question, they are informed electronically or in person about resulting actions. Staff to the Board has a dedicated Human Resource department that is available to AJC employees as an extension of supervisor assistance.

Departmental, AJC, AJC leadership, and senior management team meetings provide another venue for employee input and suggestions. Changes and responses to employee suggestions are communicated in person, electronically, or by telephone. A culture of follow-up in response to employee suggestions and ideas exists at all levels.

Employees are also able to establish a "Help Desk ticket" to provide feedback for areas of quality and/or customer service improvement. Help Desk ticket reports are generated monthly, and feedback to the employee is immediate.

*Please list any best practices to highlight and share for continuous improvement.*

AJC cross-training including all partners has improved the customer experience through using data in decision making.

Community outreach in response to data has expanded the customer base and improved the placement of quality employees for local employers.

AJC monthly meetings provide a venue for sharing performance in a timely manner so that adjustments in staffing or service delivery strategies can be made.

Providing employees with multiple ways to share their front line expertise and creative ideas creates positive staff morale, which not only creates a positive workplace, but improves the customer experience.



TENNESSEE DEPARTMENT OF HUMAN SERVICES - VOCATIONAL REHABILITATION PROGRAM  
**ACCESSIBILITY AND ACCOMMODATION SURVEY**

**AMERICAN JOB CENTER AT ASHLAND CITY, TN**

Location: 384 South Main Street  
Ashland City, TN 37105

Date of Survey: July 21, 2020

Survey conducted by: Tylesha McCray, Vocational Rehabilitation Program  
Assisted by AJC staff

The Tennessee Vocational Rehabilitation (VR) Program is authorized to provide information and technical assistance to individuals and entities that are covered by the Americans with Disabilities Act (ADA) and Workforce Innovation and Opportunity Act (WIOA) Section 188. However, VR is not responsible for enforcement of the ADA or WIOA requirements. The information and/or technical assistance in this report are intended solely as informational guidance and are neither a determination of legal rights or responsibilities under the ADA or WIOA nor binding on any agency enforcement responsibilities under the ADA or WIOA.

Following are the survey findings and recommendations. Referral may be made to the Accessibility and Accommodation Guidelines for specific ADA requirements and information.

**1.0 Parking**

- 1.1 The topography of the parking area is relatively level with no obstructions or hazards.
- 1.2 The parking area has 17 parking spaces.
- 1.3 There are 2 accessible parking spaces and 1 van accessible parking space located at the AJC entrance with appropriate accessible parking signage posted and painted on the pavement and appropriate painted striped aisles adjacent to the spaces.

Recommendations: None

**2.0 Entrance**

- 2.1 The entrance door meets accessibility requirements and has an automatic door opener.
- 2.2 The entrance has an unsecured rubber mat located outside and inside the entrance door.

Recommendations:

- a. Unsecured mats at entrances should either be secured to the floor along all edges or be removed.

**3.0 Reception**

- 3.1 The reception area desk is wheelchair accessible. Staff is aware of how to greet and serve an individual in a wheelchair.
- 3.2 There is no information available at the reception area desk that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.

Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by staff by increasing the font size to 18 - 22.
- b. Information should be available at the front desk to inform individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:

“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”

**4.0 Public Areas**

- 4.1 All public areas are accessible with no hazards.

Recommendations: None

**5.0 Accessible Restrooms**

- 5.1 Restrooms are fully accessible and are properly marked as accessible.

Recommendations: None

**6.0 Resource Room**

- 6.1 The resource room workstations meet the minimum requirement for wheelchair accessibility.
- 6.2 The resource room cannot accommodate individuals with dexterity disabilities.

- 6.3 The resource room can accommodate individuals who are blind or who have visual impairments.
- 6.4 There is no information available that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.
- 6.5 Staff is available to accommodate the use of computers, printers, faxes and copiers when needed.

Recommendations:

- a. Provide a trackball mouse and alternative keyboard for individuals with dexterity disabilities.
- b. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by increasing the font size to 18 - 22.
- c. Information should be available that informs individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:  
  
"Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants."
- d. Ensure that staff is aware of how to instruct an individual on using available computer accommodations.

**7.0 Communication**

- 7.1 A video phone to assist individuals with hearing impairments is available. Staff is aware of how to use the phone relay service for the deaf and computers to communicate with the deaf and hard of hearing.
- 7.2 Staff is aware of contacting VR for assistance with obtaining documents in Braille.
- 7.3 Staff is aware of how to contact and schedule a sign language interpreter.
- 7.4 An FM Assistive Listening System is not available.

Recommendations:

- a. In accordance with ADA effective communication guidelines, an FM Assistive Listening System should be available for the use of individuals who are hard of hearing and need to attend training classes. One device may be shared between Centers.

## **8.0 Signage**

8.1 Room identification plaques are present at the proper height and with Braille.

Recommendations: None

## **9.0 Drinking Fountains**

9.1 The drinking fountain fully accessible.

Recommendations: None

## **10.0 Fire Alarms**

10.1 There is not a fire alarm system.

Recommendations:

a. The building should meet the requirements set forth by the local fire marshal.

## **11.0 Emergency Egress Planning**

11.1 There is a general knowledge of emergency egress planning.

11.2 Staff understands that in the event of an emergency that all rooms within the building, including restrooms, need to be cleared of customers and that individuals with disabilities may require additional assistance to exit the building.

Recommendations: None In general, staff is ready to accommodate individuals with disabilities if accommodations are not available. For example, staff is ready to provide personal assistance for individuals with visual impairments; are able to raise tables for persons in wheelchairs; are able to rearrange furniture for persons in wheelchairs; etc.

## One-Stop Certification Checklist

<b>Date:</b> July 21, 2020		<b>Type of AJC:</b> Comprehensive	
<b>American Job Center Address:</b> 523 Madison Street, Clarksville, TN 37040			
<b>Contact Name:</b> Jacquelyn Scott	<b>Contact Phone:</b> (931) 905-3568	<b>Contact Email:</b> Jacquelyn.Scott@Tn.gov	
CRITERIA	MET	NOT MET	N/A
REQUIRED PARTNERS			
Title I Adult Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title I Dislocated Worker Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wagner-Peyser Title III	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adult Education	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vocational Rehabilitation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title V SCSEP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TANF	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career and Technical Education Program (postsecondary) Carl D. Perkins Act	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trade Adjustment Assistance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Veterans Employment Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Services Block Grant	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing & Urban Development Employment & Training	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Unemployment Insurance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services of one more core partners are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ONE-STOP OPERATIONS			
The MOU between the LWDB and required One-Stop partners is signed and in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The MOU reflects the name and location of the AJC and the way in which required core partners will integrate services within the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The center is implementing the MOU specifications	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The One-Stop Operator (OSO) is competitively selected and is in compliance with state and federal guidelines	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the OSO are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider (CSP) are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least one Title I staff member and one Wagner-Peyser staff member will be on-site during operating hours, and have the capacity to provide services to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is operating in a cost-efficient manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC actively conducts outreach and provides services such as participation in workshops, job fairs and recruitment events	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing materials provide an overview of all core partner services, and are available to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC connects with the community through multiple community partnerships and access points	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The AJC staff view themselves as part of the One-Stop system, and views all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers placed in economically sustainable employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers receiving education and training services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has identified ways to support the changing role as TANF as a one-stop partner, including coordination of services and enrollment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff view themselves as part of the One-Stop systems, and view all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON PARTICIPANT SERVICE</b>			
The AJC operates during required business hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides flexible operating hours, including evenings and weekends	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is established to provide services tailored to the needs of a specific group			
The AJC provides employer meetings tailored to the needs of a specific group being serviced	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides initial assessment of skill level, aptitudes, abilities, and supportive service needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC utilizes labor market employment statistics information, relating to local, regional, and national labor market areas, including job vacancy listings, information on job skills necessary to obtain the jobs: and information relating to local occupations in demand and the earnings, skills requirements, and opportunities for advancement for such occupations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff members can identify regional targeted sector pathways, and understands those terms in implementation of providing services to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has available, and provides when applicable, education and training opportunities for customers at multiple skill and experience levels	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has intensive menu of training opportunities, and staff is available to assist customers with enrollment, including career pathways to middle class jobs, education and training, work-based learning, OJT, and registered apprenticeships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are competent and proficient in establishing eligibility for programs, or financial aid assistance for education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides ease of access to credentialed education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC uses LMI to actively promote targeted sector and high-demand occupations to customers, including job search and placement services, and career counseling	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan identifies ways in which core partners will integrate services and referrals among partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners support integrated intake, case management, and reporting outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a customer feedback process in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides information and assistance regarding filing claims for unemployment compensation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON BUSINESS SERVICE</b>			

The AJC establishes and develops relationships and networks with large and small employers and their intermediaries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC develops, convenes, and implements industry or sector or partnerships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a defined strategy for capturing employer input on design and delivery of job-seeker services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer services, including qualified candidate referral, on-site recruitment events, pre-employment testing, employee aptitude verification, and subsidies for hiring and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifies technical assistance needs for improving business results and utilization of available resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan specifies the ways in which core partners will identify and respond to local area economic needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan and/or MOU define specific ways in which the AJC will match existing business relationships and new business relationships with skilled workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a business customer feedback in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a cooperatively functioning Business Services Team (BST) in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan clearly outlines how business services will be conducted	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SITE SPECIFIC</b>			
The American Job Center (AJC) identifier is highly visible inside and outside the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is easily identified in the community, with signage clearly visible to the public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC conveys a professional and welcoming environment, both inside and outside	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is within reasonable distance and accessibility of public transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate parking, including accessible, is available at the AJC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interior signage results in easy navigation for customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conference space sufficiently meets partner and customer needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate safety and security measures are in place to protect customers and staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an up-to-date, easily accessible Emergency Action plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Center hours are easily identifiable, and meet the requirement of 8:00am-4:30pm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is accessible, as required by the Americans with Disabilities Act's (ADA) standards	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
**not required** There is a written procedure for accommodation of customer requests for services to be provided outside of normal operating hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PERFORMANCE</b>			
The AJC contributes to the achievement of WIOA Performance Indicators for all core partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners track and periodically report performance outcomes to the LWDB, and reflects such in meeting minutes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The policies, processes, and actions of the AJC support of local levels of performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>RESOURCE AREAS</b>			
There is technology available to assist all customers, including customers with disabilities and non-English speaking customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Up-to-date information about services and supportive services is provided within the Resource areas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are precautions in place for preventing abuse of internet access	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff is readily available for assistance in the resource area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is sufficient, accessible work space and computer stations for customer use			
A calendar of services and events is easily visible and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>EQUAL OPPORTUNITY ASSURANCE</b>			
The Equal Opportunity Officer (EOO) regularly reviews the AJC's policies, procedures, and facility for accessibility and equal opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The EOO provides recommendations and technical assistance as a result of reviews	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC implements veteran's priority of service requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core program partner staff are periodically trained on EO practices	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate knowledge and use of assistive technologies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reasonable accommodations are provided in order to avoid discrimination and meet individual's needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate appropriate and effective communication with individuals with disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a Corrective Action Plan (CAP) in the event partners or customers identify barriers to services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMMATIC ACCESSIBILITY</b>			
The AJC provides basic and individualized career services in person or via technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides access to training, education, employment, supportive, and business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with the "direct linkage" requirement, all services are available through a direct connection with the AJC, either via on-site staff or via real-time technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifier is highly visible inside and outside the facility, and appears on all products, programs, services information, and facilities and properties	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have documented the referral and direct linkage system, and define both how referrals are tracked and that CAPs are in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All program services are made available and accessible to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a system in place to promptly greet all customers, identify their needs and reason for their visit, and quickly connect them to appropriate services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have identified the services applicable to their program, and the AJC staff has developed methods for integrated delivery of those services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duplication enrollment information is not requested via application or assessment across multiple programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to make knowledgeable referrals across partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to demonstrate that modified services provided to individuals with disabilities are ensured to be as effective as non-modified services provided	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistive technology devices or auxiliary aids are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a written policy in place that defines how partners make reasonable accommodations and handle requests for accommodations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC's resources include bilingual materials or translation services, when necessary	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

There is an organizational chart that reflects and ensures staff work in functional teams, rather than program specific teams, to coordinate programs, service delivery, and referrals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>CONTINUOUS IMPROVEMENT</b>			
The AJC provides labor market information (LMI)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners and OSO utilize performance reports and customer satisfaction survey results to identify methods for improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has regular staff meetings with all staff to build relationships, provide updates on center activities, and discuss strategies for AJC improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff have received customer service training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff have received training on how to use LMI to help customers identify career pathways, develop in-demand skills and credentials, and find jobs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a professional development plan for all AJC staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LWDB meeting minutes reflect discussions about strategic improvements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction surveys allows customers to provide comments	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction survey results are periodically reported to the LWDB and used to identify continuous improvement efforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a process in place for customers to provide feedback or complaints outside of the customer feedback survey, identifying how complaints are tracked and CAPs are implemented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has internal systems in place to identify and track operational efficiency and effectiveness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training on new policies, procedures, or guidance is available to AJC staff in a timely manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has an established process for examining how the center will identify and respond to technical assistance needs of customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**APPLICATION FOR CERTIFICATION**

Date 7/17/2020

LWDA Northern Middle

Site to be Certified American Job Center - Clarksville

Type of Site Comprehensive

Contact Person Jacquelyn Scott Title TDOL Site Lead

Phone 931-905-3568 Email [Jacquelyn.Scott@tn.gov](mailto:Jacquelyn.Scott@tn.gov)

County Montgomery

Address 523 Madison Street Suite B

City Clarksville State TN Zip Code 37040

Web site \_\_\_\_\_

Hours of Operation 8:00 to 4:30 Extended Hours \_\_\_\_\_

Days of Operation M-F

**I. Checklist – System Requirements**

The checklists below are to be used by sites and evaluators to help determine the extent to which system requirements are met and services and programs are present. Each application will vary in its responses based upon the level of certification being requested by the site and the agreements of the local partnership to best meet the needs of the locally-determined service delivery model.

	Yes	No – (please provide plan for complying with this requirement)
Compliance with Workforce System Policies	x	
ADA Accessibility	x	
Use of VOS for customer tracking	x	
Memorandum of Understanding for partners	x	
Workforce Brand used appropriately	x	
Wagner-Peyser services are co-located	x	
Specialized AJC has established target service group	N/A	



**REQUIRED PROGRAM/PARTNER CHECKLIST**

A) In the column named "On-Site," indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.

B) In the column named "Off-Site Electronic Connection," make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from staff.

C) For programs/partners that are off-site where an agreement is in place to provide their basic career services in another manner, check the last column and attach a narrative explaining how this is accomplished (*use a separate sheet*).

REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER
WIOA Title I Adult Services	37.5		
WIOA Title I Dislocated Worker Services	37.5		
WIOA Title I Youth Services	37.5		
Wagner-Peyser Title III	37.5		
Adult Education and Family and Literacy Title II (AE)	37.5	X	
Rehabilitation Act Title IV – Tennessee Vocational Rehabilitation (VR) Program	15	X	
Title V – Older Americans Act/Senior Community Service Employment	37.5		
REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN
Temporary Assistance for Needy Families	37.5		
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act	37.5		
Trade Adjustment Assistance	37.5		
Veterans Employment Services - Jobs for Veterans State Grant	37.5		
Community Services Block Grant	N/A		
Housing & Urban Development Employment & Training	N/A		

Unemployment Insurance	37.5	X	
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**ADDITIONAL PARTNERS (not mandated)**

<b>ADDITIONAL PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN</b>
Ticket to Work and Self Sufficiency	37.5		
Tennessee Small Business Development Center			Refer to APSU
Supplemental Nutrition Assistance Program	37.5		
Employment and Training			
Vocational Rehabilitation Pilot Projects			
Public Libraries			
Economic Development			
Local Government (City/County)			
Tennessee Employers	Staffing Agcys normally onsite		
<i>(please add partners as appropriate)</i>	Ft. Campbell Soldier Transition Prgm 37.5 hrs		

**CAREER SERVICES CHECKLISTS**

In the column named "On-Site," check the basic career, individualized career, and training services that are currently available on-site for all job seeking customers who come into a comprehensive center, affiliate or access point site.

<b>BASIC CAREER SERVICES</b>	<b>ON- SITE</b>
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs	X
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment	X
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations	X
Outreach, intake and orientation to the information and other services available through the one-stop delivery system	X
Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system	X
Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation	X
Eligibility determination	X
Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	X
Information, in formats that are usable by and understandable to one- stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	X
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area	X
Provision of information and assistance regarding filing claims for unemployment compensation	X
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	X
Translation Services	X
Avaza Language Line	X
Job Preparedness Workshops	X
<i>Please list addition basic services</i>	
<i>Please list addition basic services</i>	



**BUSINESS SERVICES CHECKLIST**

Check the business services that are available to employers

BUSINESS SERVICES	ON-SITE
Establish and develop relationships and networks with large and small employers and their intermediaries	X
Develop, convene, or implement industry or sector partnerships	X
<b>Other Business Services (not mandatory)</b>	
Customized screening and referral of qualified participants in training services to employers	
Customized services to employers, employer associations, or other such organizations, on employment-related issues	X
Customized recruitment events and related services for employers including targeted job fairs	X
Human resource consultation services e.g.: writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers comply with wage/hour and safety/health regulations;	X
Customized labor market information for specific employers, sectors, industries or clusters	X
Customized assistance or referral for assistance in the development of a registered apprenticeship program	X
Listing of Job Orders	X
Applicant Referral	X
Employer Needs Assessment	X
Unemployment Insurance Access	X
Access to Facilities	X
Translation Services	X
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers	X
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors	X
Marketing of business services offered to appropriate area employers, including small and mid-sized employers	X
Assisting employers with accessing local, State, and Federal tax credits	X

## II. Certification Criteria

The following quality standards are the criteria by which Tennessee’s Local Workforce Development Boards assess and certify One-Stop Centers. These scores will be used by the Certification Review Team as benchmarks for the site and help point to both areas of excellence and those in need of improvement. Each site is asked to work together with leadership and staff to develop responses to the following.

### A. One-Stop Design

#### *Functional and Programmatic Integration*

It is critical for the workforce system and its partners to think and act as an integrated system. Our partners ensure that client services are aligned to common goals and the customer experience is seamless – regardless of funding streams. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer’s success. Integration of programs is incorporated into planning, intake, assessment, registration, and service processes, information sharing, resource decisions, actions, results, and analyses.

I. Rank on a scale of 1 to 5, where the site believes it is in its path toward meeting, or exceeding, the stated standard.

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do

3 = have some of the elements in place, some of the time

2 = making progress but long way to go

1 = no progress yet

II. Provide **clear evidence** and **examples** of current status and future plans with strategies and timelines to reach these standards.

Check the box where you think the site is with regard to  
Functional and Programmatic integration.

5

4

3

2

1

**Describe your site's approach to integrated service delivery and the use of functional teams to deliver career services to all customers.**

Service integration by all partners is the key to customer success and program delivery. The comprehensive center is aligned into three functional teams: the welcome team, skills development team, and the business services team. Each function is focused on a single process to move customers and employers forward quickly among partner functions.

The Welcome Team, a shared partner responsibility, triages customer needs immediately while providing a positive and professional first impression. As part of the welcome function, customers are registered on Jobs4TN. In addition, orientation to the AJC is part of the welcome function. Customers requiring basic career services such as computer-based job search, general research on labor market information, or labor exchange services are served by the Welcome Team.

Using information gathered from the customer service needs checklist, customers are handed off to the skills/career development team. The skills/career development team assesses the skill sets of individuals, determines eligibility for programs and services, provides individualized career counseling and training services, and places customers on an appropriate career path. This function includes identifying support needs and requires significant staff involvement through case management. This team works to ensure customer success.

The business services team identifies opportunities to address the human resource needs of employers and works directly to meet employer needs through a variety of services ranging from hosting AJC job fairs to evaluating the potential for employer OJT or Apprenticeship programs. Specific services and products may be designed to meet employer needs. The business services team understands the local job sub-market and trends, and interacts directly with employers. Members of this team participate in the local Chamber of Commerce and Economic Development community-based activities to facilitate the working relationship necessary to meet employer needs. Sharing information among all AJC partners provides the opportunity for customers to align with local employers when skill sets are matched with employer needs.

**Include a detailed diagram of customer flow, services available, assessment and referrals, and describe how the MIS is used to facilitate shared customer management across partner programs.**

The attached customer flow diagram reflects the services available through the AJC. The MIS component utilized is the Virtual One Stop data management system. Customers sign in through the VOS greeter, which enables staff to track customers as well as ensures prompt service. The greeter screen also gives customers a general idea of services available, but the Welcome Team further explains programs and services through the AJC Orientation.

Customer registration in Jobs4TN allows for information sharing among partner staff, including Title I, Title III, SNAP Employment and Training, Re-Employment Services Eligibility (RESEA), and Trade Adjustment Act (TAA). With the planned addition of Title II staff to the VOS data management system, the MIS system will be further enhanced to meet customer needs.

Customers referred to the Business Services Team are required to register in Jobs4TN. The data management system facilitates coordination among partners to ensure customers have received all necessary and available services. Behind the scenes, AJC staff and partners share customer goals informally to determine if co-enrollment or coordinated services are appropriate. Regulatory compliance is only one facet of the MIS function. This internal oversight allows the opportunity for customer review and consequently for suggestions of additional programs and services to benefit the customer, as well as to ensure the lack of duplicated services.

*Please list any best practices to highlight and share for continuous improvement.*

1. Created AJC Menu of Services for partner and customer use.
2. Installed second VOS greeter registration station for returning customer use, avoiding wait times.
3. Assistance for job seeker customers in the resource room provided by WP staff.
4. Facilitated monthly meetings of partner staff.
5. Participated in community events such as parades and local run/walk events for visibility.
6. Participated in local Chamber of Commerce to enhance relationships with local business and industry.
7. Lobby television advertises upcoming events and training opportunities.
8. Outside electronic message board to promote events and training.

### ***Accessibility***

#### ***Service Provision, including Services, Universal Access, and Outreach to populations with barriers***

Improved availability, a welcoming atmosphere, inclusive settings, and high quality customer service benefit all customers. This extends services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services are provided to all customers within the center and via technology through online or phone access. Principles of universal design are considered when designs have inclusive space and materials available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do

- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.**

5	4	3	2	1
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**Describe how the site works cooperatively with WIOA core partners to provide quality services to all customers. Describe your outreach to populations with barriers in the community and relationship with core program and community partners to effectively serve them .**

The site works cooperatively with WIOA core partners by serving all customers, including those with significant barriers to employment. AJC staff are committed to providing appropriate supportive services and/or referrals to help customers succeed. The core partners are cross trained on all available programs and services, and because of that training are able to match customers with the most appropriate resource available. Several significant employment barriers can be addressed on site through staff trained in special programs such as RESEA, SNAP, or TANF.

In addition, collaborations exist with community programs and services working with specialized populations such as those without a high school diploma or those with criminal backgrounds. The AJC staff makes direct referrals and introductions for customers to ensure a smooth transition to community resources. Informational resources are disseminated and advertisements are made through a broad range of media sources (social media, billboards, radio and newspaper, etc.) to reach a broad audience. Off-site presentations occur in locations accessible and usable by all prospective customers, including those with disabilities and barriers to employment. All AJC job fairs and job recruiting events include outreach to schools, community agencies, non-profit organizations serving individuals with disabilities and those with employment barriers. The AJC community partnerships allow for the exploration of additional funding options for customers. Northern Middle has a Partnership Plus agreement with TN VR under the Ticket to Work Program.

**Provide evidence that basic ADA requirements have been met, including processes to provide reasonable accommodations for individuals with disabilities.**

Northern Middle has a designated Equal Opportunity Officer. Reasonable accommodations are provided for all aspects of a customer's experience in the AJC, such as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to individual need in order to ensure the customer receives equal benefits from the program or activity, and will be able to compete fairly. The following tag line, or something similar, is included on recruitment and outreach materials: "EOE. Auxiliary aids and services are available upon request to individuals with disabilities. TDY# 1-800-848-0299." The AJC staff participate in annual training related to providing service to customers with disabilities. The Local Workforce Development Board coordinates with the broader community, including transportation agencies and existing public and private sector service providers, to ensure that the AJC and services are accessible to all customers, including those with disabilities. ADA checklist has been completed.

Describe initiatives or strategies in developing universal access and provide tangible evidence of implementation or solution driven plan development. Address the following four specific areas of access:

1. Physical: Architectural or building
2. Information: all paper, printed or posted materials
3. Digital: software, Web-based programs and alternatives to print

4. Communication: verbal, non-verbal access for services, phone and other

**Describe your wireless internet infrastructure.**

The AJC has a wireless access point which connects to an internal network. The wireless network is password protected. On site employers are provided with a password to access the network during job fairs. This password is changed to protect the network integrity. Customers are steered toward use of computers within the AJC Resource Center rather than accessing the wireless network on personal electronic devices.

Staff conducting workshops or customer recruitment off site are provided mobile hot spots in order to access the web for instructional purposes.

**How are the needs of populations with barriers met through staff-assisted and other means? Please include examples of outreach activities to reach targeted populations.**

Low educational attainment, poverty, lack of transportation, physical and/or mental limitations, and criminal history are just some of the employment barriers our customers face. Customers come to the AJC through self-referral, rapid response meetings, unemployment insurance claims, referrals from both internal and external agencies and organizations, on site HISET testing, and marketing efforts such as social media. The AJC is accessible via public transportation and has high visibility at a major intersection near a college campus, within walking distance of public housing. The building is handicapped accessible and is clearly marked. Aids and assistance are noted on printed materials and on building signs. Staff assistance is often needed to help customers with barriers become self-sufficient. Cross training of AJC staff allows customers to utilize services efficiently. The AJC partners with local agencies and organizations to perform outreach to targeted populations utilizing outreach tools such as social media, community newspapers, local radio, email campaigns, etc. Community outreach activities will ensure information and instructional activities are provided in libraries, housing communities and faith-based organizations for individuals who are unable to physically access the AJC.

**Describe your processes to assure effective communication with persons with disabilities. This includes providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.**

The AJC takes appropriate steps to ensure people with disabilities, including persons who are deaf, hard of hearing, or blind, or who have other sensory or manual impairments, have an equal opportunity to participate in our services, activities, programs, and other benefits. Availability of auxiliary aids and services are promoted through notices and printed materials. Sign language interpreters can be scheduled, and the AJC utilizes relay services for external telephone with TTY users through the state relay service, or using text, email, etc. Persons who are blind or visually impaired may be read to by staff. Additional assistive devices include high visibility keyboards, large print keyboards, lighted magnifiers, joy sticks and large track balls. Every resource center computer has screen reading and screen magnification capability. Staff may also assist customers with difficulty manipulating print materials by holding materials and turning pages as needed, or by providing one or more of the following: note-takers, speaker phones, or other effective methods to ensure effective communication by individuals with manual impairments.

*Please list any best practices to highlight and share for continuous improvement.*

Northern Middle participated in round 2 Disability Employment Initiative Grant (DEI) and is an Employment Network under the Social Security Administration's Ticket to Work Program. This has allowed Northern Middle to receive unrestricted funds from SSA whereby sustaining a Disability Resource Coordinator who works closely with individuals with disabilities, assisting them with employment. This work includes establishing and facilitating partnerships and collaborations, Integrated Resource Teams, Ticket to Work, Staff Training, and other projects related to the employment of individuals with disabilities.

### ***Customer Satisfaction***

**Describe how the voice of the customer is listened to and how your site incorporates both job seeker and business customer feedback as part of continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success? Please list any best practices to highlight and share for continuous improvement.**

The AJC utilizes a comment box for customer feedback. Mid-Cumberland. has a facebook page which allows for immediate feedback from job seeker customers and employer customers. Northern Middle also has a 911 customer hotline posted in the AJC and calls result in a direct contact with senior management for timely response. Both praise and problems are shared and comments are used for staff development and training to address issues and concerns.

Employers receive a written survey upon exit of AJC based job fairs. Results are used for continuous improvement initiatives.

Families First customers receive a paper or electronic link to a survey upon the completion of services. Results are tracked for improvement opportunities.

### ***Partnership***

The one-stop system is built upon a foundation of partners linked together to deliver a comprehensive array of services and reach the shared outcomes of employment, education, skills gains, and earnings. All core and required one-stop partners are present at the site and invested in the development and implementation of service delivery to connect customers to resources.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to Partnership.

5      4      3      2      1

**Describe how the partnerships function at the site and the roles of each core partner from Title I- Adult, Dislocated Worker, and Youth, Title II - Adult Basic Education, Title III - Wagner-Peyser, Title IV - Vocational Rehabilitation, and TANF.**

Core partners on-site at the AJC during the Center's operating hours, Monday through Friday, 8:00 am - 4:30 pm, share responsibility for serving in the Welcome Function/Team. All of the core partners have staff who serve as members of the Skills/Career Development Function/Team, whether on-site or off-site by referral or electronic connection. For instance, Title I staff offer scholarships for postsecondary training while Title I, Title IV, and TANF may provide support services. Title II staff offer preparation classes for high school equivalency diploma and those needing remediation to enter the workforce, while Title III programs focus on connecting job seekers with employment opportunities through Jobs4TN and/or staff assistance. Staff members are cross-trained to allow for streamlined access to services and reduced duplication. Staff operate as a cohesive team and partner together to meet individual customers' needs.

**Describe how the partnerships function at the site with other required partners from postsecondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Corps, National Farmworker Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, SNAP E&T, etc.**

Contact information, including agency name, contact person, address, phone and fax numbers, e-mail address, etc., for all of the area required partner programs is available for team use. Furthermore, extensive community resources will be included in this resource material. While staff can access this information, a 2021 plan includes streamlining this information into a spreadsheet on a shared internal drive which can also be easily printed for customer dissemination. This information allows staff to connect and communicate with partners not operating at the site via referral and/or electronic connection. In order to offer a "warm hand-off," staff at the AJC will connect with the off-site partner staff while the customer is present in the AJC in order to ensure the desired services are delivered. For instance, staff in the AJC assist customers in utilizing the chat and/or ticket features to connect with UI staff while in the AJC. In addition, off-site partners will be invited and encouraged to attend on-site events at the AJC as appropriate; for example, a college and career fair would include many off-site educational and training partners.

**Describe how the affiliate/specialized centers are linked to non-colocated partners to ensure alignment with community and regional strategies. This includes tracking and appropriate follow-up. Please give examples of how this functions and the results for customers.**

In addition to the resource guide listed above, Memorandums of Understanding exist with partners establishing service delivery and referral methods. Cross referrals occur routinely through professional reference, telephone, electronic communication, or through AJC internal marketing such as brochures or listings. These methods of communication establish a regular flow of information and customer referrals from our team to the community and from those partners to our team.

An example of off-site partner is Adult Education. Customers who enter the AJC and lack a high school diploma are referred to the Greenwood Complex for assessment and evaluation. A phone call is made while the customer is at the AJC to ensure a smooth transition between locations. Customers may be co-enrolled for services while attending adult education classes, but if not, the customer is referred back to the AJC for career assistance upon earning the high school equivalency diploma. The addition of Adult Education into the VOS system will enhance tracking and follow-up of these customers.

AJC staff are apprised of changes and updates affecting the regional labor market via leadership from the core partner through communication from the quarterly Consortium meeting, NMTWB meetings, Regional Planning Council meetings, and various regional and local professional development opportunities. AJC leadership is active and involved in local communities and often has a seat at the table for local strategic planning and development initiatives.

**Describe how leadership works together to set the vision and goals for the site and then implements service strategies to achieve shared objectives.**

The AJC leadership of on-site partners meets monthly to develop strategies to implement goals set by the Northern Middle Tennessee Workforce Board. Goals are reviewed monthly, and progress is tracked by each program as well as in the AJC. The AJC leadership currently operates as a consortium of partners to bring the resources of their respective agencies to meet and exceed goals and objectives.

***Please list any best practices to highlight and share for continuous improvement.***

1. Outreach to diverse populations
2. Outreach to employers; providing multi-employer job fairs on a monthly basis
3. On-site HiSET testing
4. Consortium of partners in place
5. RSA in place
6. Goals and objectives in place
7. Master summary activity report is part of ongoing evaluation
8. AJC staff support Adult Education graduation events.
9. Annual Customer and Employer recognition.
10. Staff have earned Career Development Facilitator Certification.

***Employer Engagement***

Business is one of our primary customers and one-stop partners work collaboratively to deliver value-added services and eliminate duplication. Business services staff from all one-stop partners have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are connected to regional and local business partnership activities and sector strategies. Employers' human capital needs are communicated to and acted upon by the workforce system. Business services are coordinated to the maximum extent possible to limit duplication and streamline the employer experience.

- 5 = achieved the standard and excelling
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- 1 = no progress yet

**Check the box where you think the site is with regard to Employer Engagement.**

5      **4**      3      2      1

**Describe how partners work to deliver seamless business services. How do business services staff use and share labor market information? What strategies are used to involve employers in identifying skill gaps and developing solutions to meet their workforce needs?**

The Business Services team is focused on the needs of employers and is responsible for connecting with local industry, particularly those in the targeted industry sectors and occupations. The team strives to understand and meet the needs of employers through a variety of employer-driven initiatives including OJT grants, Incumbent Worker Training grants, apprenticeships, employer/education partnerships, job profiling, job postings, job fairs, and employee recruitment in order to assess needs and identify skill gaps as identified by employers. Business Services team members are active in local efforts directly involving business and industry, such as the Chamber of Commerce and Economic Development boards.

Partners are encouraged to participate in quarterly multi-employer job fairs and weekly hiring events scheduled for individual employers that are planned by the Business Services team. Regular Business Services team meetings are held with partners to exchange information including labor market conditions, to coordinate services, and to keep the team updated on upcoming employer events and employers' human capital needs. The Business Services team sends out e-mails regularly to partners concerning employer's immediate needs. Employer events are posted on social media, in the Resource Room, and on electronic signs both inside and outside of the AJC so that all customers can participate.

**Describe how regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes.**

Regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes by:

- 1) Aligning education, training and employment with skill needs of local industries
- 2) Tailoring services and products to align with labor market
- 3) Providing job seekers with opportunities to upgrade skills in response to changing workforce needs
- 4) Identifying training and educational opportunities for in-demand local occupations and sectors

Since the local workforce area includes two MSAs and crosses state lines, our region is highly involved in economic development inside and outside of the local development area. The recruitment of employees for recently recruited industry such as Hankook and DalTile is an example of AJC active involvement in regional development.

**How are career pathways and training modalities such as industry-recognized credentials, apprenticeship, on-the-job training, and other work-based learning opportunities aligned with employers' needs and marketed to support talent development?**

Active industry involvement begins early on a customer's learning pathway. Customers conduct research on Jobs4TN website to explore in-demand careers and the education and skills set required for those careers.

Education and training offered to customers is aligned with in-demand industry job openings. Options for work based learning and apprenticeships are balanced with formal education demanded to meet job requirements. Credentialing is explained and implemented as part of the customer's individual plan if appropriate for the desired career.

Supportive services are then aligned to assist customers to successfully complete formal education and/or training for a career pathway. The AJC team works diligently with customers to match customers to employer human talent needs.

***Please list any best practices to highlight and share for continuous improvement.***

1. The mechatronics career pathway administered through the LEAP grant for Fort Campbell soldiers connecting them to businesses such as Bridgestone and Akeebono is an example of an effective career pathway.
2. The OJT program with DAL Tile provides an opportunity for customers to receive maintenance technician skills as a pathway to full-time employment.

### ***Human Capital***

Each American Job Center will be a high-performance work place with staff equipped to demonstrate a visible passion for quality of service.



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Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.

5      4      3      2      1

Describe how centers will train and equip one-stop staff in an ongoing learning process and to ensure staff are cross-trained to increase staff capacity, expertise, and efficiency.

AJC staff meet monthly to coordinate services and develop strategies to improve the customer experience. Updates to internal processes are shared via this meeting.

Leadership is exploring a cross-training initiative to include comprehensive and affiliate center staff along with partner staff to ensure new employees understand and can communicate all programs and services available at the AJC.

Describe how centers will staff the one-stop centers with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one-stop center, and skilled in developing customers' skills for employment success.

The AJC employs a group of well-trained and dedicated professionals who receive ongoing professional development opportunities. The staff works within the structure of functional teams in order to ensure daily interaction among partners, facilitating an informal exchange of information and brainstorming customer services.

Employees meet formally once per month, covering such topics as VOS updates, serving ex-offenders, utilizing the labor market information. In addition, Vet staff receives NVTI training, and professional Career Coach training is provided for staff who work directly with job seekers. The AJC team is aware of and utilizes a list of internal and external resources and services for customers.

**Describe how staff from multiple organizations will be equipped through cross-training and information tools to enable them to respond seamlessly to customer needs.**

Within the Welcome Function Team, multiple employees have been cross trained to handle intake and triage as customers access the AJC. All staff have been cross trained on the unemployment filing process and Help Desk Ticket to provide hands on assistance to customers who enter the AJC upon job loss.

A customer-centered approach allows AJC team members to assist customers regardless of program responsibility. Multiple employees have been trained to conduct a wide range of workshops within the center, including testing and assessments. The design of the VOS greeter requires customers be served quickly by the first available staff member, regardless of the staff area of expertise. This improves the customer experience and allows staff to use their expanded knowledge base of available programs and services.

**Describe how staff are assigned to and identify themselves with functions or services as opposed to agencies, and functional supervision of partner staff is in place.**

The Montgomery County American Job Center has designed and organized its staff, delivery processes and facilities in a manner that streamlines customer service, and capitalizes on strong staff and technology. The process is designed to align with the AJC system and incorporate all of the guidance outlined in the One-Stop System Design.

The partners are functionally aligned in teams that comprise a Welcome Function, a Skills/Career Development Function, and a Business Service Function. Recently all staff in the AJC, regardless of function or agency, were relocated to facilitate professional growth while simultaneously aligning them with functions and services as opposed to aligning by agency or program.

**Describe the bottom-up communications within the workforce system. This includes regular staff meetings, business services team meetings, or partner meetings that discuss recent and relevant resources, conduct training, and facilitate collaboration.**

Bottom-up communications begin with staff meetings of functional teams on a weekly basis, followed by AJC partner meetings on a monthly basis. Discussion includes positive and negative feedback from customers and employers, as well as staff ideas for continuous improvement opportunities. The monthly meeting provides a venue for discussion related to continuing the customer-centered culture. Feedback is received via employee surveys, customer suggestion boxes, program-specific questionnaires, and anecdotal notes from staff.

The operating philosophy within the AJC is an open door policy that supports two way communications between employees and management. In addition, HR support is available through Workforce Essentials as needed.

The AJC has an integrated Business Services Team that provides effective services for employers based on industry-specific needs. The team conducts research to assess needs and identify skill gaps as identified by employers. This collaboration ensures human capital needs of the local job market are met.

**B. Infrastructure**

***Identification of Shared Costs (including non-personnel)***

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- 1 = no progress yet

Check the box where you think the site is with regard to identifying shared costs and maintaining equitable contributions are being addressed in the MOU.

	5	<input checked="" type="checkbox"/>	3	2	1
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Please identify any policies and procedures that result in equitable contribution of infrastructure costs in one-stop center(s) among partners. (e.g. co-location with partners, infrastructure cost-sharing, pay-for-performance contracting)

Fiscal Staff in Northern Middle utilized the One-Stop Comprehensive Financial Management Technical Assistance Guide as a model to develop the procedures in place to ensure equitable contribution of shared infrastructure cost. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. Expenses such as building rent, utilities, maintenance & repairs and janitorial are based upon actual square footage occupied in the AJC. Printing, telephone, postage, shipping, internet charges, document destruction, shared staff, advertising & marketing, office supplies, furniture and copier expenses are allocated based upon full-time equivalent staff members located in the AJC.

The Regional AJC leadership team reviews the infrastructure budget and makes additions or corrections before the document is signed and submitted to partners for signature prior to the beginning of the program year. Budgets are reviewed throughout the year at team meetings and monitored for compliance. Budget modifications are submitted as necessary to reflect changes in staff and ultimately changes in benefits received by each partner. The fiscal staff in Northern Middle follow strict purchasing and accounting procedures to procure and pay for the shared infrastructure costs. Generally Accepted Accounting Principles (GAAP) are followed to ensure proper controls such as segregation of duties and proper approval of expenditures.

**Provide assurance that the One-Stop Operator has developed, and is maintaining, the One-Stop (AJC Partners) Memorandum of Understanding to include the Infrastructure Mechanism.**

The Chief Local Elected Officials in Northern Middle designated Mid-Cumberland human Resource Agency as the lead in a consortium model to serve as the One-Stop Operator upon inception of WIOA. The consortium will continue to serve in a management role until guidance from the Northern Middle Workforce Board is issued and a competitive process is initiated. The consortium serves as the Regional AJC leadership team. Mid-Cumberland, serving as the lead entity in the consortium, has developed and entered into a Memorandum of Understanding with the required AJC partners. An umbrella MOU serves as the guiding document to coordinate and leverage services to provide effective and unduplicated services.

The MOU and Infrastructure Financial Agreements outline the infrastructure mechanisms to share costs between AJC partners. The current MOU in Northern Middle is effective through June, 2021. The MOU will be updated upon release of guidance and director regarding the one-stop operator.

**How is the one-stop center's co-location being addressed in the MOU as it relates to infrastructure and shared services costs in the comprehensive and/or affiliate site(s)? How does the MOU reflect efforts to reduce duplication by improving program effectiveness through the sharing of services, resources and technologies among partners?**

Utilizing the One-Stop Comprehensive Financial Management Technical Assistance Guide, procedures have been established to ensure equitable contribution of shared infrastructure cost for co-located partners. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. The MOU outlines the functional organization, customer flow and service delivery in the AJC in order to reduce duplication and improve program effectiveness. The MOU aligns with the One-Stop System Design regarding the alignment of staff and services around workforce services functions, and to prevent the duplication of services while eliminating inefficient practices. This is accomplished through partner referrals, cross training staff, developing a single customer flow and co-enrolling clients.



Distribution of Infrastructure Costs

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Check the box where you think the site is with regard to proper distribution of infrastructure costs among AJC core and required partners.

5 4 3 2 1 (with 4 selected)

How is the one-stop center proportionately distributing costs among AJC partners that is based upon guidance provided in 2CFR Part 200, 20CFR 678 et. Al, "Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards" (or any corresponding similar regulation or ruling)?

Workforce Essentials as Staff to the Board, follows the Office of Management and Budget Compliance with Grants and Agreements when developing agreements under the Workforce Innovations and Opportunity Act. Paying particular attention to cost allocation plans and allowable costs, the agreements are reviewed to ensure compliance. The Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule is overarching guidance that is utilized ensure that cost allocation plans that are developed based upon the number of full-time equivalents and direct square footage in the AJC comply with the benefiting distribution.

How were the methodologies for distributing the costs for both infrastructure costs and shared services agreed upon by partners? Provide evidence of meetings and/or discussions that led to the approved partner budget reflecting the shared costs. Include the approved budget that is included in the MOU.

Methodologies are defined in the resource sharing agreement and aligned to state policies and procedures as well as federal regulation. Partners review the proposed expenditures and verify square footage and full-time equivalents before the budget is approved and submitted in IFA format. Details for shared resources are included in the IFA budget document. Partners have identified these resources which are of a shared benefit and useful to the operation and maintenance of the AJC. Quarterly consortium meetings are held to review the budget and expenditures which have been fully executed in the IFA. Partners may submit modification requests to the budget as needed based upon changes in the IFA factors such as full time equivalents. On August 5, 2020, the Consortium met and reviewed the IFA budget for 2019-2020 and adopted the new budget for 2020-2021.

**Describe how the one-stop center is aligning its technology data systems across partner programs thru the shared costs budget and/or other agreed upon arrangements.**

The AJC shares the voice and data costs throughout the AJC system. Long distance service costs are controlled and distributed via a unique identifier assigned to all employees in the AJC. Northern Middle provides internet service to the resource room and allocates cost to the IFA accordingly. Staff in the AJC utilize the JOBS4TN data management system in order to efficiently manage cases and avoid duplication of services. The VOS Greeter tracks customer flow by partner in each AJC.

### ***Program and Fiscal Compliance***

**How prepared is the one-stop center to adopt and promote alignment of cross-program policies and operations that ensures fiscal compliance?**

Cross-program alignment in Northern Middle had been promoted by the fact that Workforce Essentials operates several of the partner programs including WIOA Title I, Title II and TANF. This has enabled co-location of services in the comprehensive and affiliate centers across multiple workforce development areas. In addition, a pilot project with TAA has allowed Trade programs to be delivered through the affiliate AJCs by Title I staff. SNAP and RESEA programs have also been incorporated in functional service delivery. In all cases, staff have been trained in program rules and regulations to ensure fiscal compliance. In addition, Workforce Essentials maintains a quality assurance team to monitor programmatic and fiscal compliance. Along with PAR and an independent certified public accountant, audits and reviews are conducted to maintain program and fiscal integrity. Monthly meetings within the AJC and quarterly partner meetings allow for increased communication and program alignment.

**Describe how each partner in the AJC has demonstrated fiscal transparency and efficiency thru timely, detailed, and accurate reporting and payment of AJC costs (includes reconciliation of costs by partner programs).**

Each partner is invoiced on a monthly basis for actual costs incurred during the previous month. Because costs are recorded on an actual basis, reconciliation is not required. If an accrual is required, and the actual cost is different than the accrual, an adjustment will be made in the next reporting cycle. Invoices are submitted with supporting documentation as needed and requested to adhere to TDL&WFD polices and procedures. During consortium meeting, invoices are reviewed and approved. Invoices are recorded and booked as accounts receivable and entered in the GRANTS4TN system. If a partner fails to pay his or her agreed upon share, they will be sent a written past due notice. If they do not acknowledge the notice and pay the invoice, they will be asked to leave the partnership and the AJC.

**How has the one-stop center reviewed its staffing and contractor staffing levels to identify adjustments needed to implement provisions under WIOA.**

Customer flow in the AJC is measured through the VOS Greeter. In addition, customer case loads are analyzed through Jobs4TN to document workload. Youth contractors are evaluated to ensure that adequate funding is allocated to work experience activities in order to comply with program guidelines. Northern Middle fully utilized cross functional alignment in order to maximize efficiency in affiliate AJCs. This reduces silos and allows staff to maintain a single customer flow while bridging the gap between businesses and job seekers. Functional alignment is both an opportunity and a tool to effectively organize staff and facilities to streamline customer delivery.

**Outline how the infrastructure funding has helped to reduce overhead by streamlining and sharing financial, procurement, and facilities costs?**

The philosophy behind one-stop career centers is for all partners to come together under one roof for the alignment of staff and services to improve efficiency in operations and leverage funding. This is accomplished in LWDA 8 through strong partner participation in the AJC system which has allowed for larger and more comprehensive centers and services. For example, by aligning with the TANF/Families First Program, the AJC system has leveraged over \$103,000 of savings from rent, utilities, supplies and shared staffing paid for by TANF. This is money that the AJC system (WIOA) would have had to pay for or reduce infrastructure to fund the amount from other activities or program. Likewise, the Adult Education program has saved the system \$81,643 by incorporating their services into the AJC. The Mature Worker program provides valued added staffing in the centers through their work experience program. While it does not reduce the physical infrastructure, it does reduce the staffing expenses. Procurement of supplies simplifies needed resources in the AJC for the resource center and other common areas. Title 1 has assumed the internet connections in the resource center to avoid costly per month node fees; thus saving the system financial resources.

**Provide assurance that services provided by the one-stop partners help to reduce duplication or increase financial efficiency are allowable under that partner's programs.**

Each Partner defines in the Memorandum of Understanding the method of referral and the description of on-site and off-site services that will be offered through the AJC system. By each partner defining their own services, the burden of program allowability is shifted to the individual partner. If service integration demands that partners provide additional services, then it is up to the individual partner to address allowability concerns with their program authority. In no instance should a program provide authorized services which might cause questioned costs.

**Performance**

***Performance and Accountability***

Results and outcomes for the public investment in Tennessee’s workforce system are essential to the system’s relevance. The effectiveness of service to employers and job seekers is evident in system performance and service delivery decisions are based on data. On an ongoing basis, customer data from one-stop partners and regional economic data is collected, analyzed, and shared with all workforce system staff and community stakeholders. Plans for improvement, enhancement, or adjustment are established and acted upon.

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Check the box where you think the site is with regard to Performance and Accountability.

5      **4**      3      2      1

**Describe how you measure, analyze, review, and improve workforce system performance through the use of data and information.**

The AJC utilizes the Virtual One-Stop in order to collect, measure, review, and analyze data, including data regarding required performance measures. The system also allows for data regarding case loads, Center traffic, case notes, exit status, and various other measures to be generated into reports for specified time periods, which are shared with staff, NMTWB board members, and local chief elected officials. Local monitoring of Title I enrollments is managed by an MIS department, allowing for internal review to avoid duplicated services as well as to ensure compliance with program guidelines. The MIS department serves as a resource for programs beyond Title I. Internal fiscal contract review is also provided to maximize utilization and to ensure optimum performance is reached. When conducting Rapid Response and related TAA activities, a customer needs survey is used to prepare the AJC to meet the needs of impacted customers.

The AJC leadership team facilitates needed changes and improvements, and provides ongoing professional development to ensure the staff remains updated on regulatory changes from the state or federal level. The AJC benefits from the timely review of data by the AJC leadership team and is able to adjust practices in response to changing needs of the local community, job-seeker customers, and employers. In addition, the AJC team works diligently to share best practices to improve the performance of workforce professionals and to enhance the customer experience; the AJC team has the flexibility to make operational changes as needed to help customers succeed.

**Describe how this data is shared with staff and stakeholders and what changes have resulted from use of data. How has data been used (example) to improve services?**

Generated reports are reviewed by senior management, NMTWB board members, local chief elected officials, and the AJC leadership team. The AJC provides performance projections on a monthly and quarterly basis to senior management and the NMTWB. Senior management and the NMTWB also review labor market, economic development, and census data, as well as impending regulatory changes, to enhance daily operations. Annual performance outcomes are included in employee performance reviews, a practice which provides accountability for performance measures at all levels.

**What methods are in place for staff to provide feedback? How do you incorporate staff feedback as part of continuous quality improvement? How are staff informed that their feedback was reviewed and any action taken as a result? What metrics are used to show improvement and success?**

Employees are able to submit/provide feedback through employee satisfaction surveys, as well as at any time through electronic or face-to-face interaction with an immediate supervisor or senior management. Supervisors at all levels practice an "open door" policy, which provides employees with constant access to assistance. If employees submit a concern, issue, or question, they are informed electronically or in person about resulting actions. Workforce Essentials has a dedicated Human Resource department that is available to AJC employees as an extension of supervisor assistance.

Departmental, AJC, AJC leadership, and senior management team meetings provide another venue for employee input and suggestions. Changes and responses to employee suggestions are communicated in person, electronically, or by telephone. A culture of follow-up in response to employee suggestions and ideas exists at all levels.

Employees are also able to establish a "Help Desk ticket" to provide feedback for areas of quality and/or customer service improvement. Help Desk ticket reports are generated monthly, and feedback to the employee is immediate.

*Please list any best practices to highlight and share for continuous improvement.*

AJC cross-training including all partners has improved the customer experience through using data in decision making.

Community outreach in response to data has expanded the customer base and improved the placement of quality employees for local employers.

AJC monthly meetings provide a venue for sharing performance in a timely manner so that adjustments in staffing or service delivery strategies can be made.

Providing employees with multiple ways to share their front line expertise and creative ideas creates positive staff morale, which not only creates a positive workplace, but improves the customer experience.



TENNESSEE DEPARTMENT OF HUMAN SERVICES - VOCATIONAL REHABILITATION PROGRAM  
**ACCESSIBILITY AND ACCOMMODATION SURVEY**

**AMERICAN JOB CENTER AT CLARKSVILLE, TN**

Location: 523 Madison Street  
Clarksville, TN 37040

Date of Survey: July 21, 2020

Survey conducted by: Tylesha McCray, Vocational Rehabilitation Program  
Assisted by AJC staff

The Tennessee Vocational Rehabilitation (VR) Program is authorized to provide information and technical assistance to individuals and entities that are covered by the Americans with Disabilities Act (ADA) and Workforce Innovation and Opportunity Act (WIOA) Section 188. However, VR is not responsible for enforcement of the ADA or WIOA requirements. The information and/or technical assistance in this report are intended solely as informational guidance and are neither a determination of legal rights or responsibilities under the ADA or WIOA nor binding on any agency enforcement responsibilities under the ADA or WIOA.

Following are the survey findings and recommendations. Referral may be made to the Accessibility and Accommodation Guidelines for specific ADA requirements and information.

**1.0 Parking**

- 1.1 The topography of the parking area is relatively level at the AJC entrance with no obstructions or hazards.
- 1.2 The parking area has 100 parking spaces.
- 1.3 There are 6 accessible parking spaces and 1 van accessible parking space with appropriate striped aisles located at the AJC entrance.

Recommendations: None

**2.0 Entrance**

- 2.1 The entrance door meets accessibility requirements and has an automatic door opener.
- 2.2 The entrance has an unsecured rubber mat located outside and inside the entrance door.

Recommendations:

- a. Unsecured mats at entrances should either be secured to the floor along all edges or be removed.

### **3.0 Reception**

- 3.1 The reception area desk is wheelchair accessible. Staff is aware of how to greet and serve an individual in a wheelchair.
- 3.2 There is no information available at the reception area desk that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.

#### Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by staff by increasing the font size to 18 - 22.
- b. Information should be available at the front desk to inform individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:

“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”

### **4.0 Public Areas**

- 4.1 All public areas are accessible with no hazards.

#### Recommendations: None

### **5.0 Accessible Restrooms**

- 5.1 Restrooms are fully accessible and are properly marked as accessible.

#### Recommendations: None

### **6.0 Resource Room**

- 6.1 The resource room workstations meet the minimum requirement for wheelchair accessibility.
- 6.2 The resource room can accommodate individuals with disabilities.
- 6.3 There is no information available that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.
- 6.4 Staff is available to accommodate the use of computers, printers, faxes and copiers when needed.

Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by increasing the font size to 18 - 22.
- b. Information should be available that informs individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:  
  
“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”
- c. Ensure that staff is aware of how to instruct an individual on using available computer accommodations.

**7.0 Communication**

- 7.1 A telecommunications device for the deaf is not available. Staff is aware of how to use the phone relay service for the deaf and computers to communicate with the deaf and hard of hearing.
- 7.2 Staff is aware of contacting VR for assistance with obtaining documents in Braille.
- 7.3 Staff is aware of how to contact and schedule a sign language interpreter.
- 7.4 An FM Assistive Listening System is not available.

Recommendations:

- a. In accordance with ADA effective communication guidelines, a text telephone or video phone should be available for individuals who are deaf or hard of hearing.
- b. In accordance with ADA effective communication guidelines, an FM Assistive Listening System should be available for the use of individuals who are hard of hearing and need to attend training classes. One device may be shared between Centers.

**8.0 Signage**

- 8.1 Room identification plaques are present at the proper height and with Braille.

Recommendations: None

**9.0 Drinking Fountains**

9.1 The drinking fountain fully accessible.

Recommendations: None

## **10.0 Fire Alarms**

10.1 There is a fire alarm system with strobe lights.

Recommendations:

a. The building should meet the requirements set forth by the local fire marshal.

## **11.0 Emergency Egress Planning**

11.1 There is a general knowledge of emergency egress planning.

11.2 Staff understand that in the event of an emergency that all rooms within the building, including restrooms, need to be cleared of customers and that individuals with disabilities may require additional assistance to exit the building.

Recommendations: None

In general, staff is ready to accommodate individuals with disabilities if accommodations are not available. For example, staff is ready to provide personal assistance for individuals with visual impairments; are able to raise tables for persons in wheelchairs; are able to rearrange furniture for persons in wheelchairs; etc.

## One-Stop Certification Checklist

<b>Date:</b> July 21, 2020		<b>Type of AJC:</b> Affiliate	
<b>American Job Center Address:</b> 250 Beasley Drive, Dickson, TN 37055			
<b>Contact Name:</b> Cindy Groves	<b>Contact Phone:</b> (615) 446-0229	<b>Contact Email:</b> Cindy.Groves@MCHRA.com	
CRITERIA	MET	NOT MET	N/A
REQUIRED PARTNERS			
Title I Adult Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title I Dislocated Worker Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wagner-Peyser Title III	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Adult Education	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vocational Rehabilitation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title V SCSEP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TANF	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career and Technical Education Program (postsecondary) Carl D. Perkins Act	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Trade Adjustment Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Veterans Employment Services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community Services Block Grant	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing & Urban Development Employment & Training	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Unemployment Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Services of one more core partners are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ONE-STOP OPERATIONS			
The MOU between the LWDB and required One-Stop partners is signed and in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The MOU reflects the name and location of the AJC and the way in which required core partners will integrate services within the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The center is implementing the MOU specifications	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The One-Stop Operator (OSO) is competitively selected and is in compliance with state and federal guidelines	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the OSO are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider (CSP) are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least one Title I staff member and one Wagner-Peyser staff member will be on-site during operating hours, and have the capacity to provide services to all individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The AJC is operating in a cost-efficient manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC actively conducts outreach and provides services such as participation in workshops, job fairs and recruitment events	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing materials provide an overview of all core partner services, and are available to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC connects with the community through multiple community partnerships and access points	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The AJC staff view themselves as part of the One-Stop system, and views all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers placed in economically sustainable employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers receiving education and training services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has identified ways to support the changing role as TANF as a one-stop partner, including coordination of services and enrollment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff view themselves as part of the One-Stop systems, and view all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON PARTICIPANT SERVICE</b>			
The AJC operates during required business hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides flexible operating hours, including evenings and weekends	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is established to provide services tailored to the needs of a specific group	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer meetings tailored to the needs of a specific group being serviced	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides initial assessment of skill level, aptitudes, abilities, and supportive service needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC utilizes labor market employment statistics information, relating to local, regional, and national labor market areas, including job vacancy listings, information on job skills necessary to obtain the jobs: and information relating to local occupations in demand and the earnings, skills requirements, and opportunities for advancement for such occupations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff members can identify regional targeted sector pathways, and understands those terms in implementation of providing services to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has available, and provides when applicable, education and training opportunities for customers at multiple skill and experience levels	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has intensive menu of training opportunities, and staff is available to assist customers with enrollment, including career pathways to middle class jobs, education and training, work-based learning, OJT, and registered apprenticeships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are competent and proficient in establishing eligibility for programs, or financial aid assistance for education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides ease of access to credentialed education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC uses LMI to actively promote targeted sector and high-demand occupations to customers, including job search and placement services, and career counseling	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan identifies ways in which core partners will integrate services and referrals among partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners support integrated intake, case management, and reporting outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a customer feedback process in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides information and assistance regarding filing claims for unemployment compensation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON BUSINESS SERVICE</b>			

The AJC establishes and develops relationships and networks with large and small employers and their intermediaries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC develops, convenes, and implements industry or sector or partnerships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a defined strategy for capturing employer input on design and delivery of job-seeker services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer services, including qualified candidate referral, on-site recruitment events, pre-employment testing, employee aptitude verification, and subsidies for hiring and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifies technical assistance needs for improving business results and utilization of available resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan specifies the ways in which core partners will identify and respond to local area economic needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan and/or MOU define specific ways in which the AJC will match existing business relationships and new business relationships with skilled workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a business customer feedback in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a cooperatively functioning Business Services Team (BST) in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan clearly outlines how business services will be conducted	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SITE SPECIFIC</b>			
The American Job Center (AJC) identifier is highly visible inside and outside the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is easily identified in the community, with signage clearly visible to the public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC conveys a professional and welcoming environment, both inside and outside	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is within reasonable distance and accessibility of public transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate parking, including accessible, is available at the AJC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interior signage results in easy navigation for customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conference space sufficiently meets partner and customer needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate safety and security measures are in place to protect customers and staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an up-to-date, easily accessible Emergency Action plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Center hours are easily identifiable, and meet the requirement of 8:00am-4:30pm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is accessible, as required by the Americans with Disabilities Act's (ADA) standards	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>**not required**</b> There is a written procedure for accommodation of customer requests for services to be provided outside of normal operating hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PERFORMANCE</b>			
The AJC contributes to the achievement of WIOA Performance Indicators for all core partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners track and periodically report performance outcomes to the LWDB, and reflects such in meeting minutes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The policies, processes, and actions of the AJC support of local levels of performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>RESOURCE AREAS</b>			
There is technology available to assist all customers, including customers with disabilities and non-English speaking customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Up-to-date information about services and supportive services is provided within the Resource areas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are precautions in place for preventing abuse of internet access	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff is readily available for assistance in the resource area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is sufficient, accessible work space and computer stations for customer use			
A calendar of services and events is easily visible and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>EQUAL OPPORTUNITY ASSURANCE</b>			
The Equal Opportunity Officer (EOO) regularly reviews the AJC's policies, procedures, and facility for accessibility and equal opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The EOO provides recommendations and technical assistance as a result of reviews	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC implements veteran's priority of service requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core program partner staff are periodically trained on EO practices	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate knowledge and use of assistive technologies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reasonable accommodations are provided in order to avoid discrimination and meet individual's needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate appropriate and effective communication with individuals with disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a Corrective Action Plan (CAP) in the event partners or customers identify barriers to services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMMATIC ACCESSIBILITY</b>			
The AJC provides basic and individualized career services in person or via technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides access to training, education, employment, supportive, and business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with the "direct linkage" requirement, all services are available through a direct connection with the AJC, either via on-site staff or via real-time technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifier is highly visible inside and outside the facility, and appears on all products, programs, services information, and facilities and properties	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have documented the referral and direct linkage system, and define both how referrals are tracked and that CAPs are in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All program services are made available and accessible to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a system in place to promptly greet all customers, identify their needs and reason for their visit, and quickly connect them to appropriate services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have identified the services applicable to their program, and the AJC staff has developed methods for integrated delivery of those services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duplication enrollment information is not requested via application or assessment across multiple programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to make knowledgeable referrals across partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to demonstrate that modified services provided to individuals with disabilities are ensured to be as effective as non-modified services provided	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistive technology devices or auxiliary aids are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a written policy in place that defines how partners make reasonable accommodations and handle requests for accommodations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC's resources include bilingual materials or translation services, when necessary	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

There is an organizational chart that reflects and ensures staff work in functional teams, rather than program specific teams, to coordinate programs, service delivery, and referrals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>CONTINUOUS IMPROVEMENT</b>			
The AJC provides labor market information (LMI)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners and OSO utilize performance reports and customer satisfaction survey results to identify methods for improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has regular staff meetings with all staff to build relationships, provide updates on center activities, and discuss strategies for AJC improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff have received customer service training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff have received training on how to use LMI to help customers identify career pathways, develop in-demand skills and credentials, and find jobs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a professional development plan for all AJC staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LWDB meeting minutes reflect discussions about strategic improvements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction surveys allows customers to provide comments	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction survey results are periodically reported to the LWDB and used to identify continuous improvement efforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a process in place for customers to provide feedback or complaints outside of the customer feedback survey, identifying how complaints are tracked and CAPs are implemented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has internal systems in place to identify and track operational efficiency and effectiveness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training on new policies, procedures, or guidance is available to AJC staff in a timely manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has an established process for examining how the center will identify and respond to technical assistance needs of customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**APPLICATION FOR CERTIFICATION**

**Date** July 24, 2020

**LWDA** Northern Middle

**Site to be Certified** American Job Center - Dickson

**Type of Site** Affiliate

**Contact Person** Cindy Groves **Title** Point of Contact

**Phone** 615-446-0229 **Email** [cindy.groves@mchra.com](mailto:cindy.groves@mchra.com)

**County** Dickson

**Address** 250 Beasley Drive

**City** Dickson **State** TN **Zip Code** 37055

**Web site** \_\_\_\_\_

**Hours of Operation** 8:00 to 4:30 **Extended Hours** Possible

**Days of Operation** Monday through Friday

**I. Checklist – System Requirements**

The checklists below are to be used by sites and evaluators to help determine the extent to which system requirements are met and services and programs are present. Each application will vary in its responses based upon the level of certification being requested by the site and the agreements of the local partnership to best meet the needs of the locally-determined service delivery model.

	Yes	No – (please provide plan for complying with this requirement)
Compliance with Workforce System Policies	X	
ADA Accessibility	X	
Use of VOS for customer tracking	X	
Memorandum of Understanding for partners	X	
Workforce Brand used appropriately	X	
Wagner-Peyser services are co-located		
Specialized AJC has established target service group		

**REQUIRED PROGRAM/PARTNER CHECKLIST**

A) In the column named "On-Site," indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.

B) In the column named "Off-Site Electronic Connection," make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from staff.

C) For programs/partners that are off-site where an agreement is in place to provide their basic career services in another manner, check the last column and attach a narrative explaining how this is accomplished (*use a separate sheet*).

REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER
WIOA Title I Adult Services	37.5		
WIOA Title I Dislocated Worker Services	37.5		
WIOA Title I Youth Services	37.5		
Wagner-Peyser Title III	As needed by appointment	X	
Adult Education and Family and Literacy Title II (AE)	28	X	
Rehabilitation Act Title IV - Tennessee Vocational Rehabilitation (VR) Program	37.5		
Title V - Older Americans Act/Senior Community Service Employment	28	X	
REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN
Temporary Assistance for Needy Families	37.5		
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act		X	
Trade Adjustment Assistance	As needed by appointment		
Veterans Employment Services - Jobs for Veterans State Grant	As needed by appointment		
Community Services Block Grant			
Housing & Urban Development Employment & Training			

Unemployment Insurance		X	
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**ADDITIONAL PARTNERS (not mandated)**

<b>ADDITIONAL PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN</b>
Ticket to Work and Self Sufficiency	By appointment as needed.	X	
Tennessee Small Business Development Center			
Supplemental Nutrition Assistance Program Employment and Training	By appointment as needed.	X	
Vocational Rehabilitation Pilot Projects			
Public Libraries			
Economic Development			
Local Government (City/County)			
Tennessee Employers	Staffing agencies on site to fill local jobs; schedule varies. At least one employer on site per week.	X	
<i>(please add partners as appropriate)</i>			

**CAREER SERVICES CHECKLISTS**

In the column named "On-Site," check the basic career, individualized career, and training services that are currently available on-site for all job seeking customers who come into a comprehensive center, affiliate or access point site.

BASIC CAREER SERVICES	ON- SITE
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs	X
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment	X
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations	X
Outreach, intake and orientation to the information and other services available through the one-stop delivery system	X
Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system	X
Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation	X
Eligibility determination	X
Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	X
Information, in formats that are usable by and understandable to one- stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	X
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area	X
Provision of information and assistance regarding filing claims for unemployment compensation	X
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	X
Translation Services	X
Avaza Language Line	X
<i>Please list addition basic services</i>	
Job Preparedness Workshops	X
<i>Please list addition basic services</i>	
<i>Please list addition basic services</i>	



INDIVIDUALIZED CAREER SERVICES	ON-SITE
Comprehensive and specialized evaluation to Identify barriers to employment and employment goals	X
Individual Counseling	X
Internships and work experiences	X
Development of Individualized Employment Plan (IEP)	X
Career/Vocational Planning	X
Workforce preparation activities	X
Job Clubs	
Short-Term Pre-employment/Vocational Services	X
Financial literacy services	X
Follow-up services	X
Out-of-Area Job Search and relocation assistance	X
English language acquisition and integrated education and training programs	X
HiSet Testing Onsite	X
Resume Assistance	X

**BUSINESS SERVICES CHECKLIST**

Check the business services that are available to employers

<b>BUSINESS SERVICES</b>	<b>ON-SITE</b>
Establish and develop relationships and networks with large and small employers and their intermediaries	X
Develop, convene, or implement industry or sector partnerships	X
<b>Other Business Services (not mandatory)</b>	
Customized screening and referral of qualified participants in training services to employers	X
Customized services to employers, employer associations, or other such organizations, on employment-related issues	X
Customized recruitment events and related services for employers including targeted job fairs	X
Human resource consultation services e.g.: writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers comply with wage/hour and safety/health regulations;	X
Customized labor market information for specific employers, sectors, industries or clusters	X
Customized assistance or referral for assistance in the development of a registered apprenticeship program	X
Listing of Job Orders	X
Applicant Referral	X
Employer Needs Assessment	X
Unemployment Insurance Access	X
Access to Facilities	X
Translation Services	X
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers	X
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors	X
Marketing of business services offered to appropriate area employers, including small and mid-sized employers	X
Assisting employers with accessing local, State, and Federal tax credits	X
Customized Employer Screening Testing	X
Job application pre-screening for skills match	X
Interview space	X
TN Drug-Free Workplace	X

**II. Certification Criteria**



The following quality standards are the criteria by which Tennessee’s Local Workforce Development Boards assess and certify One-Stop Centers. These scores will be used by the Certification Review Team as benchmarks for the site and help point to both areas of excellence and those in need of improvement. Each site is asked to work together with leadership and staff to develop responses to the following.

A. One-Stop Design
Functional and Programmatic Integration

It is critical for the workforce system and its partners to think and act as an integrated system. Our partners ensure that client services are aligned to common goals and the customer experience is seamless – regardless of funding streams. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer’s success. Integration of programs is incorporated into planning, intake, assessment, registration, and service processes, information sharing, resource decisions, actions, results, and analyses.

- I. Rank on a scale of 1 to 5, where the site believes it is in its path toward meeting, or exceeding, the stated standard.
5 = achieved the standard and excelling
4 = significantly meeting standard with some work yet to do
3 = have some of the elements in place, some of the time
2 = making progress but long way to go
1 = no progress yet

II. Provide clear evidence and examples of current status and future plans with strategies and timelines to reach these standards.

Check the box where you think the site is with regard to Functional and Programmatic integration.

5 [4] 3 2 1

**Describe your site's approach to integrated service delivery and the use of functional teams to deliver career services to all customers.**

Service integration by all partners is the key to customer success and program delivery. The affiliate center is aligned into three functional teams: the welcome team, skills development team, and the business services team. Each function is focused on a single process to move customers and employers forward quickly among partner functions.

The Welcome Team, a shared partner responsibility, triages customer needs immediately while providing a positive and professional first impression. As part of the welcome function, customers are registered on Jobs4TN. In addition, orientation to the AJC is part of the welcome function. Customers requiring basic career services such as computer-based job search, general research on labor market information, or labor exchange services are served by the Welcome Team.

Using information gathered from the customer service needs checklist, customers are handed off to the skills/career development team. The skills/career development team assesses the skill sets of individuals, determines eligibility for programs and services, provides individualized career counseling and training services, and places customers on an appropriate career path. This function includes identifying support needs and requires significant staff involvement through case management. This team works to ensure customer success.

The business services team identifies opportunities to address the human resource needs of employers and works directly to meet employer needs through a variety of services ranging from hosting AJC job fairs to evaluating the potential for employer OJT or Apprenticeship programs. Specific services and products may be designed to meet employer needs. The business services team understands the local job sub-market and trends, and interacts directly with employers. Members of this team participate in the local Chamber of Commerce and Economic Development community-based activities to facilitate the working relationship necessary to meet employer needs. Sharing information among all AJC partners provides the opportunity for customers to align with local employers when skill sets are matched with employer needs.

At partner meetings, team members representing all functional teams meet to share information and collaborate in order to meet and exceed customer and employer expectations.

**Include a detailed diagram of customer flow, services available, assessment and referrals, and describe how the MIS is used to facilitate shared customer management across partner programs.**

The attached customer flow diagram reflects the services available through the AJC. The MIS component utilized is the Virtual One Stop data management system. Customers sign in through the VOS greeter, which enables staff to track customers as well as ensures prompt service. The greeter screen also gives customers a general idea of services available, but the Welcome Team further explains programs and services through the AJC Orientation.

Customer registration in Jobs4TN allows for information sharing among partner staff, including Title I, Title III, SNAP Employment and Training, Re-Employment Services Eligibility (RESEA), and Trade Adjustment Act (TAA). With the planned addition of Title II staff to the VOS data management system, the MIS system will be further enhanced to meet customer needs.

Customers referred to the Business Services Team are required to register in Jobs4TN. The data management system facilitates coordination among partners to ensure customers have received all necessary and available services. Behind the scenes, AJC staff and partners share customer goals informally to determine if co-enrollment or coordinated services are appropriate. Regulatory compliance is only one facet of the MIS function. This internal oversight allows the opportunity for customer review and consequently for suggestions of additional programs and services to benefit the customer, as well as to ensure the lack of duplicated services.

*Please list any best practices to highlight and share for continuous improvement.*

1. Created AJC Menu of Services for partner and customer use.
2. Assistance for job seeker customers in the resource room provided by WP staff.
3. Facilitated monthly meetings of partner staff.
4. Participated in community events such as parades and local run/walk events for visibility.
5. Participated in local Chamber of Commerce to enhance relationships with local business and industry.

### **Accessibility**

#### **Service Provision, including Services, Universal Access, and Outreach to populations with barriers**

Improved availability, a welcoming atmosphere, inclusive settings, and high quality customer service benefit all customers. This extends services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services are provided to all customers within the center and via technology through online or phone access. Principles of universal design are considered when designs have inclusive space and materials available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do

3 = have some of the elements in place, some of the time

2 = making progress but long way to go

1 = no progress yet

Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.

5

4

3

2

1

**Describe how the site works cooperatively with WIOA core partners to provide quality services to all customers. Describe your outreach to populations with barriers in the community and relationship with core program and community partners to effectively serve them.**

The site works cooperatively with WIOA core partners by serving all customers, including those with significant barriers to employment. AJC staff are committed to providing appropriate supportive services and/or referrals to help customers succeed. The core partners are crossed trained on all available programs and services, and because of that training are able to match customers with the most appropriate resource available. Several significant employment barriers can be addressed on site through staff trained in special programs such as RESEA, SNAP, or TANF.

In addition, collaborations exist with community programs and services working with specialized populations such as those without a high school diploma or those with criminal backgrounds. The AJC staff makes direct referrals and introductions for customers to ensure a smooth transition to community resources. Informational resources are disseminated and advertisements are made through a broad range of media sources (social media, billboards, radio and newspaper, etc.) to reach a broad audience. Off-site presentations occur in locations accessible and usable by all prospective customers, including those with disabilities and barriers to employment. All AJC job fairs and job recruiting events include outreach to schools, community agencies, non-profit organizations serving individuals with disabilities and those with employment barriers. The AJC community partnerships allow for the exploration of additional funding options for customers. Northern Middle has a Partnership Plus agreement with TN VR under the Ticket to Work Program.

**Provide evidence that basic ADA requirements have been met, including processes to provide reasonable accommodations for individuals with disabilities.**

Northern Middle has a designated Equal Opportunity Officer. Reasonable accommodations are provided for all aspects of a customer's experience in the AJC, such as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to individual need in order to ensure the customer receives equal benefits from the program or activity, and will be able to compete fairly. The following tag line, or something similar, is included on recruitment and outreach materials: "EOE. Auxiliary aids and services are available upon request to individuals with disabilities. TDY# 1-800-848-0299." The AJC staff participate in annual training related to providing service to customers with disabilities. The Local Workforce Development Board coordinates with the broader community, including transportation agencies and existing public and private sector service providers, to ensure that the AJC and services are accessible to all customers, including those with disabilities. ADA checklist has been completed.

Describe initiatives or strategies in developing universal access and provide tangible evidence of implementation or solution driven plan development. Address the following four specific areas of access:

1. Physical: Architectural or building
2. Information: all paper, printed or posted materials
3. Digital: software, Web-based programs and alternatives to print
4. Communication: verbal, non-verbal access for services, phone and other

**Describe your wireless internet infrastructure.** The AJC has a wireless access point which connects to an internal network. The wireless network is password protected. On site employers are provided with a password to access the network during job fairs. This password is changed to protect the network integrity. Customers are steered toward use of computers within the AJC Resource Center rather than accessing the wireless network on personal electronic devices.

Staff conducting workshops or customer recruitment off site are provided mobile hot spots in order to access the web for instructional purposes.

**How are the needs of populations with barriers met through staff-assisted and other means? Please include examples of outreach activities to reach targeted populations.** Low educational attainment, poverty, lack of transportation, physical and/or mental limitations, and criminal history are just some of the employment barriers our customers face. Customers come to the AJC through self-referral, rapid response meetings, unemployment insurance claims, referrals from both internal and external agencies and organizations, on site HiSET testing, and marketing efforts such as social media. The AJC is accessible and has high visibility on a major highway, and is within walking distance of public housing. The building is handicapped accessible and is clearly marked. Aids and assistance are noted on printed materials and on building signs. Staff assistance is often needed to help customers with barriers become self-sufficient. Cross training of AJC staff allows customers to utilize services efficiently. The AJC partners with local agencies and organizations to perform outreach to targeted populations utilizing outreach tools such as social media, community newspapers, local radio, email campaigns, etc. Community outreach activities will ensure information and instructional activities are provided in libraries, housing communities and faith-based organizations for individuals who are unable to physically access the AJC.

**Describe your processes to assure effective communication with persons with disabilities. This includes providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.**

The AJC takes appropriate steps to ensure people with disabilities, including persons who are deaf, hard of hearing, or blind, or who have other sensory or manual impairments, have an equal opportunity to participate in our services, activities, programs, and other benefits. Availability of auxiliary aids and services are promoted through notices and printed materials. Sign language interpreters can be scheduled, and the AJC utilizes relay services for external telephone with TTY users through the state relay service, or using text, email, etc. Persons who are blind or visually impaired may be read to by staff. Additional assistive devices include high visibility keyboards, large print keyboards, lighted magnifiers, joy sticks and large track balls. Every resource center computer has screen reading and screen magnification capability. Staff may also assist customers with difficulty manipulating print materials by holding materials and turning pages as needed, or by providing one or more of the following: note-takers, speaker phones, or other effective methods to ensure effective communication by individuals with manual impairments.

***Please list any best practices to highlight and share for continuous improvement.***

Northern Middle participated in round 2 Disability Employment Initiative Grant (DEI) and is an Employment Network under the Social Security Administration's Ticket to Work Program. This has allowed Northern Middle to receive unrestricted funds from SSA whereby sustaining a Disability Resource Coordinator who works closely with individuals with disabilities, assisting them with employment. This work includes establishing and facilitating partnerships and collaborations, Integrated Resource Teams, Ticket to Work, Staff Training, and other projects related to the employment of individuals with disabilities.

***Customer Satisfaction***

Describe how the voice of the customer is listened to and how your site incorporates both job seeker and business customer feedback as part of continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success? Please list any best practices to highlight and share for continuous improvement.

Mid-Cumberland has an electronic link on the desktop of each Resource Center computer, allowing each job seeker direct input on the quality of service provided. Northern Middle also has a 911 customer hotline posted in the AJC and calls result in a direct contact with senior management for timely response. Both praise and problems are shared and comments are used for staff development and training to address issues and concerns.

Mid-Cumberland has also developed and implemented a secret shopper program whereby each AJC is visited quarterly. Results from the secret shopper reports will provide a baseline for continuous improvement and sharing of best practices.

Employers receive a written survey upon exit of AJC based job fairs. Results are used for continuous improvement initiatives.

***Partnership***

The one-stop system is built upon a foundation of partners linked together to deliver a comprehensive array of services and reach the shared outcomes of employment, education, skills gains, and earnings. All core and required one-stop partners are present at the site and invested in the development and implementation of service delivery to connect customers to resources.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
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Check the box where you think the site is with regard to Partnership.

5	<input checked="" type="checkbox"/>	3	2	1
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**Describe how the partnerships function at the site and the roles of each core partner from Title I– Adult, Dislocated Worker, and Youth, Title II - Adult Basic Education, Title III - Wagner-Peyser, Title IV - Vocational Rehabilitation, and TANF.**

Core partners on-site at the AJC during the Center's operating hours, Monday through Friday, 8:00 am - 4:30 pm, share responsibility for serving in the Welcome Function/Team. All of the core partners have staff who serve as members of the Skills/Career Development Function/Team, whether on-site or off-site by referral or electronic connection. For instance, Title I staff offer scholarships for postsecondary training while Title I, Title IV, and TANF may provide support services. Title II staff offer preparation classes for high school equivalency diploma and those needing remediation to enter the workforce, while Title III programs focus on connecting job seekers with employment opportunities through Jobs4TN and/or staff assistance. Staff members are cross-trained to allow for streamlined access to services and reduced duplication. Staff operate as a cohesive team and partner together to meet individual customers' needs.

**Describe how the partnerships function at the site with other required partners from postsecondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Corps, National Farmworker Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, SNAP E&T, etc.**

Contact information, including agency name, contact person, address, phone and fax numbers, e-mail address, etc., for all of the area required partner programs is available for team use. Furthermore, extensive community resources will be included in this resource material. While staff can access this information, a 2021 plan includes streamlining this information into a spreadsheet on a shared internal drive which can also be easily printed for customer dissemination. This information allows staff to connect and communicate with partners not operating at the site via referral and/or electronic connection. In order to offer a "warm hand-off," staff at the AJC will connect with the off-site partner staff while the customer is present in the AJC in order to ensure the desired services are delivered. For instance, staff in the AJC assist customers in utilizing the chat and/or ticket features to connect with UI staff while in the AJC. In addition, off-site partners will be invited and encouraged to attend on-site events at the AJC as appropriate; for example, a college and career fair would include many off-site educational and training partners.

**Describe how the affiliate/specialized centers are linked to non-colocated partners to ensure alignment with community and regional strategies. This includes tracking and appropriate follow-up. Please give examples of how this functions and the results for customers.**

In addition to the resource guide listed above, Memorandums of Understanding exist with partners establishing service delivery and referral methods. Cross referrals occur routinely through professional reference, telephone, electronic communication, or through AJC internal marketing such as brochures or listings. These methods of communication establish a regular flow of information and customer referrals from our team to the community and from those partners to our team.

AJC staff are apprised of changes and updates affecting the regional labor market via leadership from the core partner through communication from the quarterly Consortium meeting, NMTWB meetings, Regional Planning Council meetings, and various regional and local professional development opportunities. AJC leadership is active and involved in local communities and often has a seat at the table for local strategic planning and development initiatives.

**Describe how leadership works together to set the vision and goals for the site and then implements service strategies to achieve shared objectives.**

The AJC leadership of on-site partners meets monthly to develop strategies to implement goals set by the Northern Middle Tennessee Workforce Board. Goals are reviewed monthly, and progress is tracked by each program as well as in the AJC. The AJC leadership currently operates as a consortium of partners to bring the resources of their respective agencies to meet and exceed goals and objectives.

*Please list any best practices to highlight and share for continuous improvement.*

1. Outreach to diverse populations
2. Outreach to employers
3. Consortium of partners in place
4. IFA in place
5. Goals and objectives in place
6. Master summary activity report is part of ongoing evaluation
7. Annual Customer and Employer Recognition
8. AJC staff supports Adult Education graduation events.
9. Career Development Facilitator Certification

***Employer Engagement***

Business is one of our primary customers and one-stop partners work collaboratively to deliver value-added services and eliminate duplication. Business services staff from all one-stop partners have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are connected to regional and local business partnership activities and sector strategies. Employers' human capital needs are communicated to and acted upon by the workforce system. Business services are coordinated to the maximum extent possible to limit duplication and streamline the employer experience.

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**Check the box where you think the site is with regard to Employer Engagement.**

5       4      3      2      1

**Describe how partners work to deliver seamless business services. How do business services staff use and share labor market information? What strategies are used to involve employers in identifying skill gaps and developing solutions to meet their workforce needs?**

The Business Services team is focused on the needs of employers and is responsible for connecting with local industry, particularly those in the targeted industry sectors and occupations. The team strives to understand and meet the needs of employers through a variety of employer-driven initiatives including OJT grants, Incumbent Worker Training grants, apprenticeships, employer/education partnerships, job profiling, job fairs, and employee recruitment in order to assess needs and identify skill gaps as identified by employers. Business Services team members are active in local efforts directly involving business and industry, such as the Chamber of Commerce and Economic Development boards.

Partners are encouraged to participate in multi-employer job fairs and hiring events scheduled for individual employers that are planned by the Business Services team. Regular Business Services team meetings are held with partners to exchange information including labor market conditions, to coordinate services, and to keep the team updated on upcoming employer events and employers' human capital needs. The Business Services team sends out e-mails regularly to partners concerning employer's immediate needs. Employer events are posted on social media, community news outlets, and in the Resource Room so that all customers can participate.

**Describe how regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes.**

Regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes by:

- 1) Aligning education, training and employment with skill needs of local industries
- 2) Tailoring services and products to align with labor market
- 3) Providing job seekers with opportunities to upgrade skills in response to changing workforce needs
- 4) Identifying training and educational opportunities for in-demand local occupations and sectors

Since the local workforce area includes two MSAs and crosses state lines, our region is highly involved in economic development

**How are career pathways and training modalities such as industry-recognized credentials, apprenticeship, on-the-job training, and other work-based learning opportunities aligned with employers' needs and marketed to support talent development?** Active industry involvement begins early on a customer's learning pathway. Customers conduct research on Jobs4TN website to explore in-demand careers and the education and skills set required for those careers.

Education and training offered to customers is aligned with in-demand industry job openings. Options for work based learning and apprenticeships are balanced with formal education demanded to meet job requirements. Credentialing is explained and implemented as part of the customer's individual plan if appropriate for the desired career.

Supportive services are then aligned to assist customers to successfully complete formal education and/or training for a career pathway. The AJC team works diligently with customers to match customers to employer human talent needs.

*Please list any best practices to highlight and share for continuous improvement.*

1. The AJC hosted a major employer to facilitate a company's relocation to Dickson County. The AJC staff reviewed applications and made direct referrals to the company for on-site interviews.
2. Weekly job fairs are held in conjunction with employers in the AJC.



Human Capital

Each American Job Center will be a high-performance work place with staff equipped to demonstrate a visible passion for quality of service.

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Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.

5 4 3 2 1

4

Describe how centers will train and equip one-stop staff in an ongoing learning process and to ensure staff are cross-trained to increase staff capacity, expertise, and efficiency.

AJC staff meet monthly to coordinate services and develop strategies to improve the customer experience. Updates to internal processes are shared via this meeting.

Leadership is exploring a cross-training initiative to include comprehensive and affiliate center staff along with partner staff to ensure new employees understand and can communicate all programs and services available at the AJC.

Describe how centers will staff the one-stop centers with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one-stop center, and skilled in developing customers' skills for employment success.

The AJC employs a group of well-trained and dedicated professionals who receive ongoing professional development opportunities. The staff works within the structure of functional teams in order to ensure daily interaction among partners, facilitating an informal exchange of information and brainstorming customer services.

Employees meet formally once per month, covering such topics as VOS updates, serving ex-offenders, utilizing the labor market information. In addition, Vet staff receives NVTI training, and professional Career Coach training is provided for staff who work directly with job seekers. The AJC team is aware of and utilizes a list of internal and external resources and services for customers.

**Describe how staff from multiple organizations will be equipped through cross-training and information tools to enable them to respond seamlessly to customer needs.**

Within the AJC, employees have been cross trained to handle intake and triage as customers access the AJC. All staff have been cross trained on the unemployment filing process and Help Desk Ticket to provide hands on assistance to customers who enter the AJC upon job loss.

A customer-centered approach allows AJC team members to assist customers regardless of program responsibility. Multiple employees have been trained to conduct a wide range of workshops within the center, including testing and assessments. The design of the VOS greeter requires customers be served quickly by the first available staff member, regardless of the staff area of expertise. This improves the customer experience and allows staff to use their expanded knowledge base of available programs and services.

**Describe how staff are assigned to and identify themselves with functions or services as opposed to agencies, and functional supervision of partner staff is in place.**

The Dickson County American Job Center has designed and organized its staff, delivery processes and facilities in a manner that streamlines customer service, and capitalizes on strong staff and technology. The process is designed to align with the AJC system and incorporate all of the guidance outlined in the One-Stop System Design.

The partners are functionally aligned in teams that comprise a Welcome Function, a Skills/Career Development Function, and a Business Service Function.

**Describe the bottom-up communications within the workforce system. This includes regular staff meetings, business services team meetings, or partner meetings that discuss recent and relevant resources, conduct training, and facilitate collaboration.**

Bottom-up communications begin with staff meetings of functional teams on a weekly basis, followed by AJC partner meetings on a monthly basis. Discussion includes positive and negative feedback from customers and employers, as well as staff ideas for continuous improvement opportunities. The monthly meeting provides a venue for discussion related to continuing the customer-centered culture. Feedback is received via employee surveys, customer suggestion boxes, program-specific questionnaires, and anecdotal notes from staff.

The operating philosophy within the AJC is an open door policy that supports two way communications between employees and management. In addition, HR support is available through Staff to the Board as needed.



**B. Infrastructure**

***Identification of Shared Costs (including non-personnel)***

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Check the box where you think the site is with regard to identifying shared costs and maintaining equitable contributions are being addressed in the MOU.

5      4      3      2      1

Please identify any policies and procedures that result in equitable contribution of infrastructure costs in one-stop center(s) among partners. (e.g. co-location with partners, infrastructure cost-sharing, pay-for-performance contracting)

Fiscal Staff in Northern Middle utilized the One-Stop Comprehensive Financial Management Technical Assistance Guide as a model to develop the procedures in place to ensure equitable contribution of shared infrastructure cost. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. Expenses such as building rent, utilities, maintenance & repairs and janitorial are based upon actual square footage occupied in the AJC. Printing, telephone, postage, shipping, internet charges, document destruction, shared staff, advertising & marketing, office supplies, furniture and copier expenses are allocated based upon full-time equivalent staff members located in the AJC.

The Regional AJC leadership team reviews the infrastructure budget and makes additions or corrections before the document is signed and submitted to partners for signature prior to the beginning of the program year. Budgets are reviewed throughout the year at team meetings and monitored for compliance. Budget modifications are submitted as necessary to reflect changes in staff and ultimately changes in benefits received by each partner. The fiscal staff in Northern Middle follow strict purchasing and accounting procedures to procure and pay for the shared infrastructure costs. Generally Accepted Accounting Principles (GAAP) are followed to ensure proper controls such as segregation of duties and proper approval of expenditures.

**Provide assurance that the One-Stop Operator has developed, and is maintaining, the One-Stop (AJC Partners) Memorandum of Understanding to include the Infrastructure Mechanism.**

The Chief Local Elected Officials in Northern Middle designated Mid-Cumberland Human Resource Agency as the lead in a consortium model to serve as the One-Stop Operator upon inception of WIOA. The consortium will continue to serve in a management role until guidance from the TDL&WFD is issued and a competitive process is initiated. The consortium serves as the Regional AJC leadership team. Workforce Essentials, serving as Staff to the Board and the lead entity in the consortium, has developed and entered into a Memorandum of Understanding with the required AJC partners. An umbrella MOU serves as the guiding document to coordinate and leverage services to provide effective and unduplicated services.

The MOU and Infrastructure Financial Agreements outline the infrastructure mechanisms to share costs between AJC partners. The current MOU in Northern Middle is effective through June, 2021. The MOU will be updated upon release of guidance and director regarding the one-stop operator.

**How is the one-stop center's co-location being addressed in the MOU as it relates to infrastructure and shared services costs in the comprehensive and/or affiliate site(s)? How does the MOU reflect efforts to reduce duplication by improving program effectiveness through the sharing of services, resources and technologies among partners?**

Utilizing the One-Stop Comprehensive Financial Management Technical Assistance Guide, procedures have been established to ensure equitable contribution of shared infrastructure cost for co-located partners. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. The MOU outlines the functional organization, customer flow and service delivery in the AJC in order to reduce duplication and improve program effectiveness. The MOU aligns with the One-Stop System Design regarding the alignment of staff and services around workforce services functions, and to prevent the duplication of services while eliminating inefficient practices. This is accomplished through partner referrals, cross training staff, developing a single customer flow and co-enrolling clients.



Distribution of Infrastructure Costs

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Check the box where you think the site is with regard to proper distribution of infrastructure costs among AJC core and required partners.

5 4 3 2 1

4 (selected)

How is the one-stop center proportionately distributing costs among AJC partners that is based upon guidance provided in 2CFR Part 200, 20CFR 678 et. Al, "Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards" (or any corresponding similar regulation or ruling)?

Workforce Essentials as Staff to the Board follows the Office of Management and Budget Compliance with Grants and Agreements when developing agreements under the Workforce Innovations and Opportunity Act. Paying particular attention to cost allocation plans and allowable costs, the agreements are reviewed to ensure compliance. The Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule is overarching guidance that is utilized ensure that cost allocation plans that are developed based upon the number of full-time equivalents in the AJC comply with the benefiting distribution.

How were the methodologies for distributing the costs for both infrastructure costs and shared services agreed upon by partners? Provide evidence of meetings and/or discussions that led to the approved partner budget reflecting the shared costs. Include the approved budget that is included in the MOU.

Methodologies are defined in the resource sharing agreement and aligned to state policies and procedures as well as federal regulation. Partners review the proposed expenditures and verify square footage and full-time equivalents before the budget is approved and submitted in IFA format. Details for shared resources are included in the IFA budget document. Partners have identified these resources which are of a shared benefit and useful to the operation and maintenance of the AJC. Quarterly consortium meetings are held to review the budget and expenditures which have been fully executed in the IFA. Partners may submit modification requests to the budget as needed based upon changes in the IFA factors such as full time equivalents. On August 5, 2020, the Consortium met and reviewed the IFA budget for 2019-2020 and adopted the new budget for 2020-2021.

**Describe how the one-stop center is aligning its technology data systems across partner programs thru the shared costs budget and/or other agreed upon arrangements.**

The AJC shares the voice and data costs throughout the AJC system. Long distance service costs are controlled and distributed via a unique identifier assigned to all employees in the AJC. Northern Middle provides internet service to the resource room and allocates cost to the IFA accordingly. Staff in the AJC utilize the JOBS4TN data management system in order to efficiently manage cases and avoid duplication of services. The VOS Greeter tracks customer flow by partner in each AJC.

### ***Program and Fiscal Compliance***

**How prepared is the one-stop center to adopt and promote alignment of cross-program policies and operations that ensures fiscal compliance?**

Cross-program alignment in Northern Middle had been promoted by the fact that Workforce Essentials and Mid-Cumberland operate several of the partner programs including WIOA Title I, Title II and TANF. This has enabled co-location of services in the comprehensive and affiliate centers across multiple workforce development areas. In addition, a pilot project with TAA has allowed Trade programs to be delivered through the affiliate AJCs by Title I staff. SNAP and RESEA programs have also been incorporated in functional service delivery. In all cases, staff have been trained in program rules and regulations to ensure fiscal compliance. In addition, Workforce Essentials and Mid-Cumberland maintain a quality assurance team to monitor programmatic and fiscal compliance. Along with PAR and an independent certified public accountant, audits and reviews are conducted to maintain program and fiscal integrity. Monthly meetings within the AJC and quarterly partner meetings allow for increased communication and program alignment.

**Describe how each partner in the AJC has demonstrated fiscal transparency and efficiency thru timely, detailed, and accurate reporting and payment of AJC costs (includes reconciliation of costs by partner programs).**

Each partner is invoiced on a monthly basis for actual costs incurred during the previous month. Because costs are recorded on an actual basis, reconciliation is not required. If an accrual is required, and the actual cost is different than the accrual, an adjustment will be made in the next reporting cycle. Invoices are submitted with supporting documentation as needed and requested to adhere to TDL&WFD policies and procedures. During consortium meeting, invoices are reviewed and approved. Invoices are recorded and booked as accounts receivable and entered in the GRANTS4TN system. If a partner fails to pay his or her agreed upon share, they will be sent a written past due notice. If they do not acknowledge the notice and pay the invoice, they will be asked to leave the partnership and the AJC.

**How has the one-stop center reviewed its staffing and contractor staffing levels to identify adjustments needed to implement provisions under WIOA.**

Customer flow in the AJC is measured through the VOS Greeter. In addition, customer case loads are analyzed through Jobs4TN to document workload. Youth contractors are evaluated to ensure that adequate funding is allocated to work experience activities in order to comply with program guidelines. Northern Middle fully utilized cross functional alignment in order to maximize efficiency in affiliate AJCs. This reduces silos and allows staff to maintain a single customer flow while bridging the gap between businesses and job seekers. Functional alignment is both an opportunity and a tool to effectively organize staff and facilities to streamline customer delivery.

**Outline how the infrastructure funding has helped to reduce overhead by streamlining and sharing financial, procurement, and facilities costs?**

The philosophy behind one-stop career centers is for all partners to come together under one roof for the alignment of staff and services to improve efficiency in operations and leverage funding. This is accomplished in Northern Middle through strong partner participation in the AJC system which has allowed for larger and more comprehensive centers and services. For example, by aligning with the TANF/Families First Program, the AJC system has leveraged over \$103,000 of savings from rent, utilities, supplies and shared staffing paid for by TANF. This is money that the AJC system (WIOA) would have had to pay for or reduce infrastructure to fund the amount from other activities or program. Likewise, the Adult Education program has saved the system \$81,643 by incorporating their services into the AJC. The Mature Worker program provides valued added staffing in the centers through their work experience program. While it does not reduce the physical infrastructure, it does reduce the staffing expenses. Procurement of supplies simplifies needed resources in the AJC for the resource center and other common areas. Title 1 has assumed the internet connections in the resource center to avoid costly per month node fees; thus saving the system financial resources.

**Provide assurance that services provided by the one-stop partners help to reduce duplication or increase financial efficiency are allowable under that partner's programs.**

Each Partner defines in the Memorandum of Understanding the method of referral and the description of on-site and off-site services that will be offered through the AJC system. By each partner defining their own services, the burden of program allowability is shifted to the individual partner. If service integration demands that partners provide additional services, then it is up to the individual partner to address allowability concerns with their program authority. In no instance should a program provide authorized services which might cause questioned costs.

**Performance**

***Performance and Accountability***

Results and outcomes for the public investment in Tennessee’s workforce system are essential to the system’s relevance. The effectiveness of service to employers and job seekers is evident in system performance and service delivery decisions are based on data. On an ongoing basis, customer data from one-stop partners and regional economic data is collected, analyzed, and shared with all workforce system staff and community stakeholders. Plans for improvement, enhancement, or adjustment are established and acted upon.

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Check the box where you think the site is with regard to  
Performance and Accountability.

5      4      3      2      1

**Describe how you measure, analyze, review, and improve workforce system performance through the use of data and information.**

The AJC utilizes the Virtual One-Stop in order to collect, measure, review, and analyze data, including data regarding required performance measures. The system also allows for data regarding case loads, Center traffic, case notes, exit status, and various other measures to be generated into reports for specified time periods, which are shared with staff, NMTWB board members, and local chief elected officials. Local monitoring of Title I enrollments is managed by an MIS department, allowing for internal review to avoid duplicated services as well as to ensure compliance with program guidelines. The MIS department serves as a resource for programs beyond Title I. Internal fiscal contract review is also provided to maximize utilization and to ensure optimum performance is reached. When conducting Rapid Response and related TAA activities, a customer needs survey is used to prepare the AJC to meet the needs of impacted customers.

The AJC leadership team facilitates needed changes and improvements, and provides ongoing professional development to ensure the staff remains updated on regulatory changes from the state or federal level. The AJC benefits from the timely review of data by the AJC leadership team and is able to adjust practices in response to changing needs of the local community, job-seeker customers, and employers. In addition, the AJC team works diligently to share best practices to improve the performance of workforce professionals and to enhance the customer experience; the AJC team has the flexibility to make operational changes as needed to help customers succeed.

**Describe how this data is shared with staff and stakeholders and what changes have resulted from use of data. How has data been used (example) to improve services?**

Generated reports are reviewed by senior management, NMTWB board members, local chief elected officials, and the AJC leadership team. The AJC provides performance projections on a monthly and quarterly basis to senior management and the NMTWB. Senior management and the NMTWB also review labor market, economic development, and census data, as well as impending regulatory changes, to enhance daily operations. Annual performance outcomes are included in employee performance reviews, a practice which provides accountability for performance measures at all levels.

**What methods are in place for staff to provide feedback? How do you incorporate staff feedback as part of continuous quality improvement? How are staff informed that their feedback was reviewed and any action taken as a result? What metrics are used to show improvement and success?**

Employees are able to submit/provide feedback through employee satisfaction surveys, as well as at any time through electronic or face-to-face interaction with an immediate supervisor or senior management. Supervisors at all levels practice an "open door" policy, which provides employees with constant access to assistance. If employees submit a concern, issue, or question, they are informed electronically or in person about resulting actions. Staff to the Board has a dedicated Human Resource department that is available to AJC employees as an extension of supervisor assistance.

Departmental, AJC, AJC leadership, and senior management team meetings provide another venue for employee input and suggestions. Changes and responses to employee suggestions are communicated in person, electronically, or by telephone. A culture of follow-up in response to employee suggestions and ideas exists at all levels.

Employees are also able to establish a "Help Desk ticket" to provide feedback for areas of quality and/or customer service improvement. Help Desk ticket reports are generated monthly, and feedback to the employee is immediate.

*Please list any best practices to highlight and share for continuous improvement.*

AJC cross-training including all partners has improved the customer experience through using data in decision making.

Community outreach in response to data has expanded the customer base and improved the placement of quality employees for local employers.

AJC monthly meetings provide a venue for sharing performance in a timely manner so that adjustments in staffing or service delivery strategies can be made.

Providing employees with multiple ways to share their front line expertise and creative ideas creates positive staff morale, which not only creates a positive workplace, but improves the customer experience.



**TENNESSEE DEPARTMENT OF HUMAN SERVICES - VOCATIONAL REHABILITATION PROGRAM**  
**ACCESSIBILITY AND ACCOMMODATION SURVEY**

**AMERICAN JOB CENTER AT DICKSON, TN**

Location: 250 Beasley Drive  
Dickson, TN 37055

Date of Survey: July 23, 2020

Survey conducted by: Tylesha McCray, Vocational Rehabilitation Program  
Assisted by AJC staff

The Tennessee Vocational Rehabilitation (VR) Program is authorized to provide information and technical assistance to individuals and entities that are covered by the Americans with Disabilities Act (ADA) and Workforce Innovation and Opportunity Act (WIOA) Section 188. However, VR is not responsible for enforcement of the ADA or WIOA requirements. The information and/or technical assistance in this report are intended solely as informational guidance and are neither a determination of legal rights or responsibilities under the ADA or WIOA nor binding on any agency enforcement responsibilities under the ADA or WIOA.

Following are the survey findings and recommendations. Referral may be made to the Accessibility and Accommodation Guidelines for specific ADA requirements and information.

**1.0 Parking**

- 1.1 The topography of the parking area is relatively level with no obstructions or hazards.
- 1.2 The parking area has 44 parking spaces.
- 1.3 There are 6 accessible parking spaces and 1 van accessible parking space with appropriate striped aisles.

Recommendations: None

**2.0 Entrance**

- 2.1 The entrance door meets accessibility requirements and has an automatic door opener.
- 2.2 The entrance has an unsecured rubber mat located outside and inside the entrance door.

Recommendations:

- a. Unsecured mats at entrances should either be secured to the floor along all edges or be removed.

### **3.0 Reception**

- 3.1 The reception area desk is wheelchair accessible. Staff is aware of how to greet and serve an individual in a wheelchair.
- 3.2 There is no information available at the reception area desk that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.

#### Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by staff by increasing the font size to 18 - 22.
- b. Information should be available at the front desk to inform individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:

“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”

### **4.0 Public Areas**

- 4.1 All public areas are accessible with no hazards.

#### Recommendations: None

### **5.0 Accessible Restrooms**

- 5.1 Restrooms are fully accessible and are properly marked as accessible.

#### Recommendations: None

### **6.0 Resource Room**

- 6.1 The resource room workstations meet the minimum requirement for wheelchair accessibility.
- 6.2 The resource room can accommodate individuals with disabilities.
- 6.3 There is no information available that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.
- 6.4 Staff is available to accommodate the use of computers, printers, faxes and copiers when needed.

Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by increasing the font size to 18 - 22.
- b. Information should be available that informs individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:  
  
“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”
- c. Ensure that staff is aware of how to instruct an individual on using available computer accommodations.

**7.0 Communication**

- 7.1 A telecommunications device for the deaf is available. Staff is aware of how to use the phone relay service for the deaf and computers to communicate with the deaf and hard of hearing.
- 7.2 Staff is aware of contacting VR for assistance with obtaining documents in Braille.
- 7.3 Staff is aware of how to contact and schedule a sign language interpreter.
- 7.4 An FM Assistive Listening System is not available.

Recommendations:

- a. In accordance with ADA effective communication guidelines, an FM Assistive Listening System should be available for the use of individuals who are hard of hearing and need to attend training classes. One device may be shared between Centers.

**8.0 Signage**

- 8.1 Room identification plaques are present at the proper height and with Braille.

Recommendations: None

**9.0 Drinking Fountains**

- 9.1 The drinking fountain fully accessible.

Recommendations: None

## **10.0 Fire Alarms**

10.1 There is no fire alarm system.

### Recommendations:

- a. The building should meet the requirements set forth by the local fire marshal.

## **11.0 Emergency Egress Planning**

11.1 There is a general knowledge of emergency egress planning.

11.2 Staff understands that in the event of an emergency that all rooms within the building, including restrooms, need to be cleared of customers and that individuals with disabilities may require additional assistance to exit the building.

### Recommendations: None

In general, staff is ready to accommodate individuals with disabilities if accommodations are not available. For example, staff is ready to provide personal assistance for individuals with visual impairments; are able to raise tables for persons in wheelchairs; are able to rearrange furniture for persons in wheelchairs; etc.

## One-Stop Certification Checklist

<b>Date:</b> July 21, 2020		<b>Type of AJC:</b> Affiliate	
<b>American Job Center Address:</b> 1356 Donelson Parkway, Dover, TN 37058			
<b>Contact Name:</b> Holly Byrd	<b>Contact Phone:</b> (931)232-5035	<b>Contact Email:</b> holly.byrd@MCHRA.com	
CRITERIA	MET	NOT MET	N/A
REQUIRED PARTNERS			
Title I Adult Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title I Dislocated Worker Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wagner-Peyser Title III	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Adult Education	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vocational Rehabilitation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Title V SCSEP	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
TANF	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career and Technical Education Program (postsecondary) Carl D. Perkins Act	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Trade Adjustment Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Veterans Employment Services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community Services Block Grant	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing & Urban Development Employment & Training	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Unemployment Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Services of one more core partners are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ONE-STOP OPERATIONS			
The MOU between the LWDB and required One-Stop partners is signed and in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The MOU reflects the name and location of the AJC and the way in which required core partners will integrate services within the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The center is implementing the MOU specifications	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The One-Stop Operator (OSO) is competitively selected and is in compliance with state and federal guidelines	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the OSO are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider (CSP) are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least one Title I staff member and one Wagner-Peyser staff member will be on-site during operating hours, and have the capacity to provide services to all individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The AJC is operating in a cost-efficient manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC actively conducts outreach and provides services such as participation in workshops, job fairs and recruitment events	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing materials provide an overview of all core partner services, and are available to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC connects with the community through multiple community partnerships and access points	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The AJC staff view themselves as part of the One-Stop system, and views all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers placed in economically sustainable employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers receiving education and training services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has identified ways to support the changing role as TANF as a one-stop partner, including coordination of services and enrollment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff view themselves as part of the One-Stop systems, and view all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON PARTICIPANT SERVICE</b>			
The AJC operates during required business hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides flexible operating hours, including evenings and weekends	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is established to provide services tailored to the needs of a specific group	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer meetings tailored to the needs of a specific group being serviced	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides initial assessment of skill level, aptitudes, abilities, and supportive service needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC utilizes labor market employment statistics information, relating to local, regional, and national labor market areas, including job vacancy listings, information on job skills necessary to obtain the jobs: and information relating to local occupations in demand and the earnings, skills requirements, and opportunities for advancement for such occupations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff members can identify regional targeted sector pathways, and understands those terms in implementation of providing services to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has available, and provides when applicable, education and training opportunities for customers at multiple skill and experience levels	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has intensive menu of training opportunities, and staff is available to assist customers with enrollment, including career pathways to middle class jobs, education and training, work-based learning, OJT, and registered apprenticeships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are competent and proficient in establishing eligibility for programs, or financial aid assistance for education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides ease of access to credentialed education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC uses LMI to actively promote targeted sector and high-demand occupations to customers, including job search and placement services, and career counseling	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan identifies ways in which core partners will integrate services and referrals among partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners support integrated intake, case management, and reporting outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a customer feedback process in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides information and assistance regarding filing claims for unemployment compensation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON BUSINESS SERVICE</b>			

The AJC establishes and develops relationships and networks with large and small employers and their intermediaries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC develops, convenes, and implements industry or sector or partnerships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a defined strategy for capturing employer input on design and delivery of job-seeker services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer services, including qualified candidate referral, on-site recruitment events, pre-employment testing, employee aptitude verification, and subsidies for hiring and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifies technical assistance needs for improving business results and utilization of available resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan specifies the ways in which core partners will identify and respond to local area economic needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan and/or MOU define specific ways in which the AJC will match existing business relationships and new business relationships with skilled workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a business customer feedback in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a cooperatively functioning Business Services Team (BST) in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan clearly outlines how business services will be conducted	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SITE SPECIFIC</b>			
The American Job Center (AJC) identifier is highly visible inside and outside the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is easily identified in the community, with signage clearly visible to the public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC conveys a professional and welcoming environment, both inside and outside	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is within reasonable distance and accessibility of public transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate parking, including accessible, is available at the AJC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interior signage results in easy navigation for customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conference space sufficiently meets partner and customer needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate safety and security measures are in place to protect customers and staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an up-to-date, easily accessible Emergency Action plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Center hours are easily identifiable, and meet the requirement of 8:00am-4:30pm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is accessible, as required by the Americans with Disabilities Act's (ADA) standards	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
**not required** There is a written procedure for accommodation of customer requests for services to be provided outside of normal operating hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PERFORMANCE</b>			
The AJC contributes to the achievement of WIOA Performance Indicators for all core partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners track and periodically report performance outcomes to the LWDB, and reflects such in meeting minutes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The policies, processes, and actions of the AJC support of local levels of performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>RESOURCE AREAS</b>			
There is technology available to assist all customers, including customers with disabilities and non-English speaking customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Up-to-date information about services and supportive services is provided within the Resource areas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are precautions in place for preventing abuse of internet access	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff is readily available for assistance in the resource area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is sufficient, accessible work space and computer stations for customer use			
A calendar of services and events is easily visible and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>EQUAL OPPORTUNITY ASSURANCE</b>			
The Equal Opportunity Officer (EOO) regularly reviews the AJC's policies, procedures, and facility for accessibility and equal opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The EOO provides recommendations and technical assistance as a result of reviews	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC implements veteran's priority of service requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core program partner staff are periodically trained on EO practices	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate knowledge and use of assistive technologies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reasonable accommodations are provided in order to avoid discrimination and meet individual's needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate appropriate and effective communication with individuals with disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a Corrective Action Plan (CAP) in the event partners or customers identify barriers to services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMMATIC ACCESSIBILITY</b>			
The AJC provides basic and individualized career services in person or via technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides access to training, education, employment, supportive, and business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with the "direct linkage" requirement, all services are available through a direct connection with the AJC, either via on-site staff or via real-time technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifier is highly visible inside and outside the facility, and appears on all products, programs, services information, and facilities and properties	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have documented the referral and direct linkage system, and define both how referrals are tracked and that CAPs are in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All program services are made available and accessible to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a system in place to promptly greet all customers, identify their needs and reason for their visit, and quickly connect them to appropriate services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have identified the services applicable to their program, and the AJC staff has developed methods for integrated delivery of those services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duplication enrollment information is not requested via application or assessment across multiple programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to make knowledgeable referrals across partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to demonstrate that modified services provided to individuals with disabilities are ensured to be as effective as non-modified services provided	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistive technology devices or auxiliary aids are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a written policy in place that defines how partners make reasonable accommodations and handle requests for accommodations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC's resources include bilingual materials or translation services, when necessary	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

There is an organizational chart that reflects and ensures staff work in functional teams, rather than program specific teams, to coordinate programs, service delivery, and referrals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>CONTINUOUS IMPROVEMENT</b>			
The AJC provides labor market information (LMI)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners and OSO utilize performance reports and customer satisfaction survey results to identify methods for improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has regular staff meetings with all staff to build relationships, provide updates on center activities, and discuss strategies for AJC improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff have received customer service training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff have received training on how to use LMI to help customers identify career pathways, develop in-demand skills and credentials, and find jobs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a professional development plan for all AJC staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LWDB meeting minutes reflect discussions about strategic improvements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction surveys allows customers to provide comments	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction survey results are periodically reported to the LWDB and used to identify continuous improvement efforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a process in place for customers to provide feedback or complaints outside of the customer feedback survey, identifying how complaints are tracked and CAPs are implemented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has internal systems in place to identify and track operational efficiency and effectiveness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training on new policies, procedures, or guidance is available to AJC staff in a timely manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has an established process for examining how the center will identify and respond to technical assistance needs of customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**APPLICATION FOR CERTIFICATION**

Date July 27, 2020

LWDA Northern Middle

Site to be Certified American Job Center - Dover

Type of Site Affiliate

Contact Person Holly Byrd Title Point of Contact

Phone 931-232-5035 Email [holly.byrd@mchra.com](mailto:holly.byrd@mchra.com)

County Stewart

Address 1356 Donelson Parkway

City Dover State TN Zip Code 37058

Web site \_\_\_\_\_

Hours of Operation 8:00 to 4:30 Extended Hours Possible

Days of Operation Monday through Friday

**I. Checklist – System Requirements**

The checklists below are to be used by sites and evaluators to help determine the extent to which system requirements are met and services and programs are present. Each application will vary in its responses based upon the level of certification being requested by the site and the agreements of the local partnership to best meet the needs of the locally-determined service delivery model.

	Yes	No – (please provide plan for complying with this requirement)
Compliance with Workforce System Policies	X	
ADA Accessibility	X	
Use of VOS for customer tracking	X	
Memorandum of Understanding for partners	X	
Workforce Brand used appropriately	X	
Wagner-Peyser services are co-located		
Specialized AJC has established target service group		

**REQUIRED PROGRAM/PARTNER CHECKLIST**

A) In the column named "On-Site," indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.

B) In the column named "Off-Site Electronic Connection," make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from staff.

C) For programs/partners that are off-site where an agreement is in place to provide their basic career services in another manner, check the last column and attach a narrative explaining how this is accomplished (*use a separate sheet*).

REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER
WIOA Title I Adult Services	37.5		
WIOA Title I Dislocated Worker Services	37.5		
WIOA Title I Youth Services	15		
Wagner-Peyser Title III	As needed by appointment	X	
Adult Education and Family and Literacy Title II (AE)	15	X	
Rehabilitation Act Title IV – Tennessee Vocational Rehabilitation (VR) Program		X	
Title V – Older Americans Act/Senior Community Service Employment	Referrals made to SCEP as needed.	X	
REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN
Temporary Assistance for Needy Families	As needed by appointment	X	
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act		X	
Trade Adjustment Assistance	As needed by appointment	X	
Veterans Employment Services - Jobs for Veterans State Grant	As needed by appointment	X	
Community Services Block Grant			
Housing & Urban Development Employment & Training			



Unemployment Insurance		X	
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**ADDITIONAL PARTNERS (not mandated)**

<b>ADDITIONAL PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN</b>
Ticket to Work and Self Sufficiency	By appointment as needed.	X	
Tennessee Small Business Development Center			
Supplemental Nutrition Assistance Program	By appointment as needed.	X	
Employment and Training			
Vocational Rehabilitation Pilot Projects			
Public Libraries			
Economic Development			
Local Government (City/County)			
Tennessee Employers	Staffing agencies on site to fill local jobs; schedule varies. At least one employer on site per week.	X	
<i>(please add partners as appropriate)</i>			

**CAREER SERVICES CHECKLISTS**

In the column named "On-Site," check the basic career, individualized career, and training services that are currently available on-site for all job seeking customers who come into a comprehensive center, affiliate or access point site.

<b>BASIC CAREER SERVICES</b>	<b>ON- SITE</b>
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs	X
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment	X
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations	X
Outreach, intake and orientation to the information and other services available through the one-stop delivery system	X
Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system	X
Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation	X
Eligibility determination	X
Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	X
Information, in formats that are usable by and understandable to one- stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	X
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area	X
Provision of information and assistance regarding filing claims for unemployment compensation	X
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	X
Translation Services	X
Avaza Language Line	X
<i>Please list addition basic services</i>	
Job Preparedness Workshops	X
<i>Please list addition basic services</i>	



**BUSINESS SERVICES CHECKLIST**

Check the business services that are available to employers

<b>BUSINESS SERVICES</b>	<b>ON-SITE</b>
Establish and develop relationships and networks with large and small employers and their intermediaries	X
Develop, convene, or implement industry or sector partnerships	X
<b>Other Business Services (not mandatory)</b>	
Customized screening and referral of qualified participants in training services to employers	X
Customized services to employers, employer associations, or other such organizations, on employment-related issues	X
Customized recruitment events and related services for employers including targeted job fairs	X
Human resource consultation services e.g.: writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers comply with wage/hour and safety/health regulations;	X
Customized labor market information for specific employers, sectors, industries or clusters	X
Customized assistance or referral for assistance in the development of a registered apprenticeship program	X
Listing of Job Orders	X
Applicant Referral	X
Employer Needs Assessment	X
Unemployment Insurance Access	X
Access to Facilities	X
Translation Services	X
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers	X
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors	X
Marketing of business services offered to appropriate area employers, including small and mid-sized employers	X
Assisting employers with accessing local, State, and Federal tax credits	X
Customized Employer Screening Testing	X
Job application pre-screening for skills match	X
Interview space	X
TN Drug-Free Workplace	X



II. Certification Criteria

The following quality standards are the criteria by which Tennessee’s Local Workforce Development Boards assess and certify One-Stop Centers. These scores will be used by the Certification Review Team as benchmarks for the site and help point to both areas of excellence and those in need of improvement. Each site is asked to work together with leadership and staff to develop responses to the following.

A. One-Stop Design

Functional and Programmatic Integration

It is critical for the workforce system and its partners to think and act as an integrated system. Our partners ensure that client services are aligned to common goals and the customer experience is seamless – regardless of funding streams. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer’s success. Integration of programs is incorporated into planning, intake, assessment, registration, and service processes, information sharing, resource decisions, actions, results, and analyses.

I. Rank on a scale of 1 to 5, where the site believes it is in its path toward meeting, or exceeding, the stated standard.

- 5 = achieved the standard and excelling
4 = significantly meeting standard with some work yet to do
3 = have some of the elements in place, some of the time
2 = making progress but long way to go
1 = no progress yet

II. Provide clear evidence and examples of current status and future plans with strategies and timelines to reach these standards.

Check the box where you think the site is with regard to Functional and Programmatic integration.

5 [4] 3 2 1

**Describe your site's approach to integrated service delivery and the use of functional teams to deliver career services to all customers.**

Service integration by all partners is the key to customer success and program delivery. The affiliate center is aligned into three functional teams: the welcome team, skills development team, and the business services team. Each function is focused on a single process to move customers and employers forward quickly among partner functions.

The Welcome Team, a shared partner responsibility, triages customer needs immediately while providing a positive and professional first impression. As part of the welcome function, customers are registered on Jobs4TN. In addition, orientation to the AJC is part of the welcome function. Customers requiring basic career services such as computer-based job search, general research on labor market information, or labor exchange services are served by the Welcome Team.

Using information gathered from the customer service needs checklist, customers are handed off to the skills/career development team. The skills/career development team assesses the skill sets of individuals, determines eligibility for programs and services, provides individualized career counseling and training services, and places customers on an appropriate career path. This function includes identifying support needs and requires significant staff involvement through case management. This team works to ensure customer success.

The business services team identifies opportunities to address the human resource needs of employers and works directly to meet employer needs through a variety of services ranging from hosting AJC job fairs to evaluating the potential for employer OJT or Apprenticeship programs. Specific services and products may be designed to meet employer needs. The business services team understands the local job sub-market and trends, and interacts directly with employers. Members of this team participate in the local Chamber of Commerce and Economic Development community-based activities to facilitate the working relationship necessary to meet employer needs. Sharing information among all AJC partners provides the opportunity for customers to align with local employers when skill sets are matched with employer needs.

At partner meetings, team members representing all functional teams meet to share information and collaborate in order to meet and exceed customer and employer expectations.

**Include a detailed diagram of customer flow, services available, assessment and referrals, and describe how the MIS is used to facilitate shared customer management across partner programs.**

The attached customer flow diagram reflects the services available through the AJC. The MIS component utilized is the Virtual One Stop data management system. Customers sign in through the VOS greeter, which enables staff to track customers as well as ensures prompt service. The greeter screen also gives customers a general idea of services available, but the Welcome Team further explains programs and services through the AJC Orientation.

Customer registration in Jobs4TN allows for information sharing among partner staff, including Title I, Title III, SNAP Employment and Training, Re-Employment Services Eligibility (RESEA), and Trade Adjustment Act (TAA). With the planned addition of Title II staff to the VOS data management system, the MIS system will be further enhanced to meet customer needs.

Customers referred to the Business Services Team are required to register in Jobs4TN. The data management system facilitates coordination among partners to ensure customers have received all necessary and available services. Behind the scenes, AJC staff and partners share customer goals informally to determine if co-enrollment or coordinated services are appropriate. Regulatory compliance is only one facet of the MIS function. This internal oversight allows the opportunity for customer review and consequently for suggestions of additional programs and services to benefit the customer, as well as to ensure the lack of duplicated services.

*Please list any best practices to highlight and share for continuous improvement.*

1. Created AJC Menu of Services for partner and customer use.
2. Assistance for job seeker customers in the resource room provided by WP staff.
3. Facilitated monthly meetings of partner staff.
4. Participated in community events such as parades and local run/walk events for visibility.
5. Participated in local Chamber of Commerce to enhance relationships with local business and industry.

### **Accessibility**

#### **Service Provision, including Services, Universal Access, and Outreach to populations with barriers**

Improved availability, a welcoming atmosphere, inclusive settings, and high quality customer service benefit all customers. This extends services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services are provided to all customers within the center and via technology through online or phone access. Principles of universal design are considered when designs have inclusive space and materials available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do

3 = have some of the elements in place, some of the time

2 = making progress but long way to go

1 = no progress yet

Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.

5

4

3

2

1

**Describe how the site works cooperatively with WIOA core partners to provide quality services to all customers. Describe your outreach to populations with barriers in the community and relationship with core program and community partners to effectively serve them.**

The site works cooperatively with WIOA core partners by serving all customers, including those with significant barriers to employment. AJC staff are committed to providing appropriate supportive services and/or referrals to help customers succeed. The core partners are cross trained on all available programs and services, and because of that training are able to match customers with the most appropriate resource available. Several significant employment barriers can be addressed on site through staff trained in special programs such as RESEA, SNAP, or TANF.

In addition, collaborations exist with community programs and services working with specialized populations such as those without a high school diploma or those with criminal backgrounds. The AJC staff makes direct referrals and introductions for customers to ensure a smooth transition to community resources. Informational resources are disseminated and advertisements are made through a broad range of media sources (social media, billboards, radio and newspaper, etc.) to reach a broad audience. Off-site presentations occur in locations accessible and usable by all prospective customers, including those with disabilities and barriers to employment. All AJC job fairs and job recruiting events include outreach to schools, community agencies, non-profit organizations serving individuals with disabilities and those with employment barriers. The AJC community partnerships allow for the exploration of additional funding options for customers. Northern Middle has a Partnership Plus agreement with TN VR under the Ticket to Work Program.

**Provide evidence that basic ADA requirements have been met, including processes to provide reasonable accommodations for individuals with disabilities.**

Northern Middle has a designated Equal Opportunity Officer. Reasonable accommodations are provided for all aspects of a customer's experience in the AJC, such as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to individual need in order to ensure the customer receives equal benefits from the program or activity, and will be able to compete fairly. The following tag line, or something similar, is included on recruitment and outreach materials: "EOE. Auxiliary aids and services are available upon request to individuals with disabilities. TDY# 1-800-848-0299." The AJC staff participate in annual training related to providing service to customers with disabilities. The Local Workforce Development Board coordinates with the broader community, including transportation agencies and existing public and private sector service providers, to ensure that the AJC and services are accessible to all customers, including those with disabilities. ADA checklist has been completed.

Describe initiatives or strategies in developing universal access and provide tangible evidence of implementation or solution driven plan development. Address the following four specific areas of access:

1. Physical: Architectural or building
2. Information: all paper, printed or posted materials
3. Digital: software, Web-based programs and alternatives to print

4. Communication: verbal, non-verbal access for services, phone and other

**Describe your wireless internet infrastructure.** The AJC has a wireless access point which connects to an internal network. The wireless network is password protected. On site employers are provided with a password to access the network during job fairs. This password is changed to protect the network integrity. Customers are steered toward use of computers within the AJC Resource Center rather than accessing the wireless network on personal electronic devices.

Staff conducting workshops or customer recruitment off site are provided mobile hot spots in order to access the web for instructional purposes.

**How are the needs of populations with barriers met through staff-assisted and other means? Please include examples of outreach activities to reach targeted populations.** Low educational attainment, poverty, lack of transportation, physical and/or mental limitations, and criminal history are just some of the employment barriers our customers face. Customers come to the AJC through self-referral, rapid response meetings, unemployment insurance claims, referrals from both internal and external agencies and organizations, on site HiSET testing, and marketing efforts such as social media. The AJC is accessible and has high visibility on a major highway. The building is handicapped accessible and is clearly marked. Aids and assistance are noted on printed materials and on building signs. Staff assistance is often needed to help customers with barriers become self-sufficient. Cross training of AJC staff allows customers to utilize services efficiently. The AJC partners with local agencies and organizations to perform outreach to targeted populations utilizing outreach tools such as social media, community newspapers, local radio, email campaigns, etc. Community outreach activities will ensure information and instructional activities are provided in libraries, housing communities and faith-based organizations for individuals who are unable to physically access the AJC.

**Describe your processes to assure effective communication with persons with disabilities. This includes providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.**

The AJC takes appropriate steps to ensure people with disabilities, including persons who are deaf, hard of hearing, or blind, or who have other sensory or manual impairments, have an equal opportunity to participate in our services, activities, programs, and other benefits. Availability of auxiliary aids and services are promoted through notices and printed materials. Sign language interpreters can be scheduled, and the AJC utilizes relay services for external telephone with TTY users through the state relay service, or using text, email, etc. Persons who are blind or visually impaired may be read to by staff. Additional assistive devices include high visibility keyboards, large print keyboards, lighted magnifiers, joy sticks and large track balls. Every resource center computer has screen reading and screen magnification capability. Staff may also assist customers with difficulty manipulating print materials by holding materials and turning pages as needed, or by providing one or more of the following: note-takers, speaker phones, or other effective methods to ensure effective communication by individuals with manual impairments.

*Please list any best practices to highlight and share for continuous improvement.*

Northern Middle participated in round 2 Disability Employment Initiative Grant (DEI) and is an Employment Network under the Social Security Administration's Ticket to Work Program. This has allowed Northern Middle to receive unrestricted funds from SSA whereby sustaining a Disability Resource Coordinator who works closely with individuals with disabilities, assisting them with employment. This work includes establishing and facilitating partnerships and collaborations, Integrated Resource Teams, Ticket to Work, Staff Training, and other projects related to the employment of individuals with disabilities.

### ***Customer Satisfaction***

**Describe how the voice of the customer is listened to and how your site incorporates both job seeker and business customer feedback as part of continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success? Please list any best practices to highlight and share for continuous improvement.**

Mid-Cumberland has an electronic link on the desktop of each Resource Center computer, allowing each job seeker direct input on the quality of service provided. Northern Middle also has a 911 customer hotline posted in the AJC and calls result in a direct contact with senior management for timely response. Both praise and problems are shared and comments are used for staff development and training to address issues and concerns.

Employers receive a written survey upon exit of AJC based job fairs. Results are used for continuous improvement initiatives.

### ***Partnership***

The one-stop system is built upon a foundation of partners linked together to deliver a comprehensive array of services and reach the shared outcomes of employment, education, skills gains, and earnings. All core and required one-stop partners are present at the site and invested in the development and implementation of service delivery to connect customers to resources.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to  
Partnership.

5

4

3

2

1

**Describe how the partnerships function at the site and the roles of each core partner from Title I- Adult, Dislocated Worker, and Youth, Title II - Adult Basic Education, Title III - Wagner-Peyser, Title IV - Vocational Rehabilitation, and TANF.**

Core partners on-site at the AJC during the Center's operating hours, Monday through Friday, 8:00 am - 4:30 pm, share responsibility for serving in the Welcome Function/Team. All of the core partners have staff who serve as members of the Skills/Career Development Function/Team, whether on-site or off-site by referral or electronic connection. For instance, Title I staff offer scholarships for postsecondary training while Title I, Title IV, and TANF may provide support services. Title II staff offer preparation classes for high school equivalency diploma and those needing remediation to enter the workforce, while Title III programs focus on connecting job seekers with employment opportunities through Jobs4TN and/or staff assistance. Staff members are cross-trained to allow for streamlined access to services and reduced duplication. Staff operate as a cohesive team and partner together to meet individual customers' needs.

**Describe how the partnerships function at the site with other required partners from postsecondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Corps, National Farmworker Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, SNAP E&T, etc.**

Contact information, including agency name, contact person, address, phone and fax numbers, e-mail address, etc., for all of the area required partner programs is available for team use. Furthermore, extensive community resources will be included in this resource material. While staff can access this information, a 2021 plan includes streamlining this information into a spreadsheet on a shared internal drive which can also be easily printed for customer dissemination. This information allows staff to connect and communicate with partners not operating at the site via referral and/or electronic connection. In order to offer a "warm hand-off," staff at the AJC will connect with the off-site partner staff while the customer is present in the AJC in order to ensure the desired services are delivered. For instance, staff in the AJC assist customers in utilizing the chat and/or ticket features to connect with UI staff while in the AJC. In addition, off-site partners will be invited and encouraged to attend on-site events at the AJC as appropriate; for example, a college and career fair would include many off-site educational and training partners.

**Describe how the affiliate/specialized centers are linked to non-colocated partners to ensure alignment with community and regional strategies. This includes tracking and appropriate follow-up. Please give examples of how this functions and the results for customers.**

In addition to the resource guide listed above, Memorandums of Understanding exist with partners establishing service delivery and referral methods. Cross referrals occur routinely through professional reference, telephone, electronic communication, or through AJC internal marketing such as brochures or listings. These methods of communication establish a regular flow of information and customer referrals from our team to the community and from those partners to our team.

AJC staff are apprised of changes and updates affecting the regional labor market via leadership from the core partner through communication from the quarterly Consortium meeting, NMTWB meetings, Regional Planning Council meetings, and various regional and local professional development opportunities. AJC leadership is active and involved in local communities and often has a seat at the table for local strategic planning and development initiatives.

**Describe how leadership works together to set the vision and goals for the site and then implements service strategies to achieve shared objectives.**

The AJC leadership of on-site partners meets monthly to develop strategies to implement goals set by the Northern Middle Tennessee Workforce Board. Goals are reviewed monthly, and progress is tracked by each program as well as in the AJC. The AJC leadership currently operates as a consortium of partners to bring the resources of their respective agencies to meet and exceed goals and objectives.

*Please list any best practices to highlight and share for continuous improvement.*

1. Outreach to diverse populations
2. Outreach to employers
3. Consortium of partners in place
4. IFA in place
5. Goals and objectives in place
6. Master summary activity report is part of ongoing evaluation
7. Annual Customer and Employer Recognition
8. AJC staff supports Adult Education graduation events.
9. Career Development Facilitator Certification

***Employer Engagement***

Business is one of our primary customers and one-stop partners work collaboratively to deliver value-added services and eliminate duplication. Business services staff from all one-stop partners have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are connected to regional and local business partnership activities and sector strategies. Employers' human capital needs are communicated to and acted upon by the workforce system. Business services are coordinated to the maximum extent possible to limit duplication and streamline the employer experience.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Employer Engagement.**      5       4      3      2      1

**Describe how partners work to deliver seamless business services. How do business services staff use and share labor market information? What strategies are used to involve employers in identifying skill gaps and developing solutions to meet their workforce needs?**

The Business Services team is focused on the needs of employers and is responsible for connecting with local industry, particularly those in the targeted industry sectors and occupations. The team strives to understand and meet the needs of employers through a variety of employer-driven initiatives including OJT grants, Incumbent Worker Training grants, apprenticeships, employer/education partnerships, job profiling, job postings, job fairs, and employee recruitment in order to assess needs and identify skill gaps as identified by employers. Business Services team members are active in local efforts directly involving business and industry, such as the Chamber of Commerce and Economic Development boards.

Partners are encouraged to participate in multi-employer job fairs and hiring events scheduled for individual employers that are planned by the Business Services team. Regular Business Services team meetings are held with partners to exchange information including labor market conditions, to coordinate services, and to keep the team updated on upcoming employer events and employers' human capital needs. The Business Services team sends out e-mails regularly to partners concerning employer's immediate needs. Employer events are posted on social media, community news outlets, and in the Resource Room so that all customers can participate.

**Describe how regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes.**

Regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes by:

- 1) Aligning education, training and employment with skill needs of local industries
- 2) Tailoring services and products to align with labor market
- 3) Providing job seekers with opportunities to upgrade skills in response to changing workforce needs
- 4) Identifying training and educational opportunities for in-demand local occupations and sectors

Since the local workforce area includes two MSAs and crosses state lines, our region is highly involved in economic development inside and outside of the local development area.

**How are career pathways and training modalities such as industry-recognized credentials, apprenticeship, on-the-job training, and other work-based learning opportunities aligned with employers' needs and marketed to support talent development?** Active industry involvement begins early on a customer's learning pathway. Customers conduct research on Jobs4TN website to explore in-demand careers and the education and skills set required for those careers.

Education and training offered to customers is aligned with in-demand industry job openings. Options for work based learning and apprenticeships are balanced with formal education demanded to meet job requirements. Credentialing is explained and implemented as part of the customer's individual plan if appropriate for the desired career.

Supportive services are then aligned to assist customers to successfully complete formal education and/or training for a career pathway. The AJC team works diligently with customers to match customers to employer human talent needs.

*Please list any best practices to highlight and share for continuous improvement.*

1. The AJC hosts major employers to facilitate their hiring in Stewart County. The AJC staff reviewed applications and made direct referrals to the company for on-site interviews.
2. Weekly job fairs are held in conjunction with employers in the AJC.

### ***Human Capital***

Each American Job Center will be a high-performance work place with staff equipped to demonstrate a visible passion for quality of service.

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do



- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.

5 4 3 2 1

Describe how centers will train and equip one-stop staff in an ongoing learning process and to ensure staff are cross-trained to increase staff capacity, expertise, and efficiency.

AJC staff meet monthly to coordinate services and develop strategies to improve the customer experience. Updates to internal processes are shared via this meeting.

Leadership is exploring a cross-training initiative to include comprehensive and affiliate center staff along with partner staff to ensure new employees understand and can communicate all programs and services available at the AJC.

Describe how centers will staff the one-stop centers with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one-stop center, and skilled in developing customers' skills for employment success.

The AJC employs a group of well-trained and dedicated professionals who receive ongoing professional development opportunities. The staff works within the structure of functional teams in order to ensure daily interaction among partners, facilitating an informal exchange of information and brainstorming customer services.

Employees meet formally once per month, covering such topics as VOS updates, serving ex-offenders, utilizing the labor market information. In addition, Vet staff receives NVTI training, and professional Career Coach training is provided for staff who work directly with job seekers. The AJC team is aware of and utilizes a list of internal and external resources and services for customers.

**Describe how staff from multiple organizations will be equipped through cross-training and information tools to enable them to respond seamlessly to customer needs.**

Within the AJC, employees have been cross trained to handle intake and triage as customers access the AJC. All staff have been cross trained on the unemployment filing process and Help Desk Ticket to provide hands on assistance to customers who enter the AJC upon job loss.

A customer-centered approach allows AJC team members to assist customers regardless of program responsibility. Multiple employees have been trained to conduct a wide range of workshops within the center, including testing and assessments. The design of the VOS greeter requires customers be served quickly by the first available staff member, regardless of the staff area of expertise. This improves the customer experience and allows staff to use their expanded knowledge base of available programs and services.

**Describe how staff are assigned to and identify themselves with functions or services as opposed to agencies, and functional supervision of partner staff is in place.**

The Stewart County American Job Center has designed and organized its staff, delivery processes and facilities in a manner that streamlines customer service, and capitalizes on strong staff and technology. The process is designed to align with the AJC system and incorporate all of the guidance outlined in the One-Stop System Design.

The partners are functionally aligned in teams that comprise a Welcome Function, a Skills/Career Development Function, and a Business Service Function.

**Describe the bottom-up communications within the workforce system. This includes regular staff meetings, business services team meetings, or partner meetings that discuss recent and relevant resources, conduct training, and facilitate collaboration.**

Bottom-up communications begin with staff meetings of functional teams on a weekly basis, followed by AJC partner meetings on a monthly basis. Discussion includes positive and negative feedback from customers and employers, as well as staff ideas for continuous improvement opportunities. The monthly meeting provides a venue for discussion related to continuing the customer-centered culture. Feedback is received via employee surveys, customer suggestion boxes, program-specific questionnaires, and anecdotal notes from staff.

The operating philosophy within the AJC is an open door policy that supports two way communications between employees and management. In addition, HR support is available through Staff to the Board as needed.

The AJC has an integrated Business Services Team that provides effective services for employers based on industry-specific needs. The team conducts research to assess needs and identify skill gaps as identified by employers. This collaboration ensures human capital needs of the local job market are met.

**B. Infrastructure**

***Identification of Shared Costs (including non-personnel)***

- 5 = achieved the standard and excelling
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- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to identifying shared costs and maintaining equitable contributions are being addressed in the MOU.

5      4      3      2      1

Please identify any policies and procedures that result in equitable contribution of infrastructure costs in one-stop center(s) among partners. (e.g. co-location with partners, infrastructure cost-sharing, pay-for-performance contracting)

Fiscal Staff in Northern Middle utilized the One-Stop Comprehensive Financial Management Technical Assistance Guide as a model to develop the procedures in place to ensure equitable contribution of shared infrastructure cost. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. Expenses such as building rent, utilities, maintenance & repairs and janitorial are based upon actual square footage occupied in the AJC. Printing, telephone, postage, shipping, internet charges, document destruction, shared staff, advertising & marketing, office supplies, furniture and copier expenses are allocated based upon full-time equivalent staff members located in the AJC.

The Regional AJC leadership team reviews the infrastructure budget and makes additions or corrections before the document is signed and submitted to partners for signature prior to the beginning of the program year. Budgets are reviewed throughout the year at team meetings and monitored for compliance. Budget modifications are submitted as necessary to reflect changes in staff and ultimately changes in benefits received by each partner. The fiscal staff in Northern Middle follow strict purchasing and accounting procedures to procure and pay for the shared infrastructure costs. Generally Accepted Accounting Principles (GAAP) are followed to ensure proper controls such as segregation of duties and proper approval of expenditures.

**Provide assurance that the One-Stop Operator has developed, and is maintaining, the One-Stop (AJC Partners) Memorandum of Understanding to include the Infrastructure Mechanism.**

The Chief Local Elected Officials in Northern Middle designated Mid-Cumberland Human Resource Agency as the lead in a consortium model to serve as the One-Stop Operator upon inception of WIOA. The consortium will continue to serve in a management role until guidance from the TDL&WFD is issued and a competitive process is initiated. The consortium serves as the Regional AJC leadership team. Workforce Essentials, serving as Staff to the Board and the lead entity in the consortium, has developed and entered into a Memorandum of Understanding with the required AJC partners. An umbrella MOU serves as the guiding document to coordinate and leverage services to provide effective and unduplicated services.

The MOU and Infrastructure Financial Agreements outline the infrastructure mechanisms to share costs between AJC partners. The current MOU in Northern Middle is effective through June, 2021. The MOU will be updated upon release of guidance and director regarding the one-stop operator.

**How is the one-stop center's co-location being addressed in the MOU as it relates to infrastructure and shared services costs in the comprehensive and/or affiliate site(s)? How does the MOU reflect efforts to reduce duplication by improving program effectiveness through the sharing of services, resources and technologies among partners?**

Utilizing the One-Stop Comprehensive Financial Management Technical Assistance Guide, procedures have been established to ensure equitable contribution of shared infrastructure cost for co-located partners. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. The MOU outlines the functional organization, customer flow and service delivery in the AJC in order to reduce duplication and improve program effectiveness. The MOU aligns with the One-Stop System Design regarding the alignment of staff and services around workforce services functions, and to prevent the duplication of services while eliminating inefficient practices. This is accomplished through partner referrals, cross training staff, developing a single customer flow and co-enrolling clients.

***Distribution of Infrastructure Costs***

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to proper distribution of infrastructure costs among AJC core and required partners.

5      4      3      2      1

How is the one-stop center proportionately distributing costs among AJC partners that is based upon guidance provided in 2CFR Part 200, 20CFR 678 et. Al, "Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards" (or any corresponding similar regulation or ruling)?

Workforce Essentials as Staff to the Board follows the Office of Management and Budget Compliance with Grants and Agreements when developing agreements under the Workforce Innovations and Opportunity Act. Paying particular attention to cost allocation plans and allowable costs, the agreements are reviewed to ensure compliance. The Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule is overarching guidance that is utilized ensure that cost allocation plans that are developed based upon the number of full-time equivalents and direct square footage in the AJC comply with the benefiting distribution.

How were the methodologies for distributing the costs for both infrastructure costs and shared services agreed upon by partners? Provide evidence of meetings and/or discussions that led to the approved partner budget reflecting the shared costs. Include the approved budget that is included in the MOU.

Methodologies are defined in the resource sharing agreement and aligned to state policies and procedures as well as federal regulation. Partners review the proposed expenditures and verify square footage and full-time equivalents before the budget is approved and submitted in IFA format. Details for shared resources are included in the IFA budget document. Partners have identified these resources which are of a shared benefit and useful to the operation and maintenance of the AJC. Quarterly consortium meetings are held to review the budget and expenditures which have been fully executed in the IFA. Partners may submit modification requests to the budget as needed based upon changes in the IFA factors such as full time equivalents. On August 5, 2020, the Consortium met and reviewed the IFA budget for 2019-2020 and adopted the new budget for 2020-2021.

**Describe how the one-stop center is aligning its technology data systems across partner programs thru the shared costs budget and/or other agreed upon arrangements.**

The AJC shares the voice and data costs throughout the AJC system. Long distance service costs are controlled and distributed via a unique identifier assigned to all employees in the AJC. Northern Middle provides internet service to the resource room and allocates cost to the IFA accordingly. Staff in the AJC utilize the JOBS4TN data management system in order to efficiently manage cases and avoid duplication of services. The VOS Greeter tracks customer flow by partner in each AJC.

### ***Program and Fiscal Compliance***

**How prepared is the one-stop center to adopt and promote alignment of cross-program policies and operations that ensures fiscal compliance?**

Cross-program alignment in Northern Middle had been promoted by the fact that Workforce Essentials and Mid-Cumberland operate several of the partner programs including WIOA Title I, Title II and TANF. This has enabled co-location of services in the comprehensive and affiliate centers across multiple workforce development areas. In addition, a pilot project with TAA has allowed Trade programs to be delivered through the affiliate AJCs by Title I staff. SNAP and RESEA programs have also been incorporated in functional service delivery. In all cases, staff have been trained in program rules and regulations to ensure fiscal compliance. In addition, Workforce Essentials and Mid-Cumberland maintain a quality assurance team to monitor programmatic and fiscal compliance. Along with PAR and an independent certified public accountant, audits and reviews are conducted to maintain program and fiscal integrity. Monthly meetings within the AJC and quarterly partner meetings allow for increased communication and program alignment.

**Describe how each partner in the AJC has demonstrated fiscal transparency and efficiency thru timely, detailed, and accurate reporting and payment of AJC costs (includes reconciliation of costs by partner programs).**

Each partner is invoiced on a monthly basis for actual costs incurred during the previous month. Because costs are recorded on an actual basis, reconciliation is not required. If an accrual is required, and the actual cost is different than the accrual, an adjustment will be made in the next reporting cycle. Invoices are submitted with supporting documentation as needed and requested to adhere to TDL&WFD policies and procedures. During consortium meeting, invoices are reviewed and approved. Invoices are recorded and booked as accounts receivable and entered in the GRANTS4TN system. If a partner fails to pay his or her agreed upon share, they will be sent a written past due notice. If they do not acknowledge the notice and pay the invoice, they will be asked to leave the partnership and the AJC.

**How has the one-stop center reviewed its staffing and contractor staffing levels to identify adjustments needed to implement provisions under WIOA.**

Customer flow in the AJC is measured through the VOS Greeter. In addition, customer case loads are analyzed through Jobs4TN to document workload. Youth contractors are evaluated to ensure that adequate funding is allocated to work experience activities in order to comply with program guidelines. Northern Middle fully utilized cross functional alignment in order to maximize efficiency in affiliate AJCs. This reduces silos and allows staff to maintain a single customer flow while bridging the gap between businesses and job seekers. Functional alignment is both an opportunity and a tool to effectively organize staff and facilities to streamline customer delivery.

**Outline how the infrastructure funding has helped to reduce overhead by streamlining and sharing financial, procurement, and facilities costs?**

The philosophy behind one-stop career centers is for all partners to come together under one roof for the alignment of staff and services to improve efficiency in operations and leverage funding. This is accomplished in Northern Middle through strong partner participation in the AJC system which has allowed for larger and more comprehensive centers and services. For example, by aligning with the TANF/Families First Program, the AJC system has leveraged over \$103,000 of savings from rent, utilities, supplies and shared staffing paid for by TANF. This is money that the AJC system (WIOA) would have had to pay for or reduce infrastructure to fund the amount from other activities or program. Likewise, the Adult Education program has saved the system \$81,643 by incorporating their services into the AJC. The Mature Worker program provides valued added staffing in the centers through their work experience program. While it does not reduce the physical infrastructure, it does reduce the staffing expenses. Procurement of supplies simplifies needed resources in the AJC for the resource center and other common areas. Title 1 has assumed the internet connections in the resource center to avoid costly per month node fees; thus saving the system financial resources.

**Provide assurance that services provided by the one-stop partners help to reduce duplication or increase financial efficiency are allowable under that partner's programs.**

Each Partner defines in the Memorandum of Understanding the method of referral and the description of on-site and off-site services that will be offered through the AJC system. By each partner defining their own services, the burden of program allowability is shifted to the individual partner. If service integration demands that partners provide additional services, then it is up to the individual partner to address allowability concerns with their program authority. In no instance should a program provide authorized services which might cause questioned costs.

**Performance**

***Performance and Accountability***

Results and outcomes for the public investment in Tennessee’s workforce system are essential to the system’s relevance. The effectiveness of service to employers and job seekers is evident in system performance and service delivery decisions are based on data. On an ongoing basis, customer data from one-stop partners and regional economic data is collected, analyzed, and shared with all workforce system staff and community stakeholders. Plans for improvement, enhancement, or adjustment are established and acted upon.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to Performance and Accountability.

5       4      3      2      1

**Describe how you measure, analyze, review, and improve workforce system performance through the use of data and information.**

The AJC utilizes the Virtual One-Stop in order to collect, measure, review, and analyze data, including data regarding required performance measures. The system also allows for data regarding case loads, Center traffic, case notes, exit status, and various other measures to be generated into reports for specified time periods, which are shared with staff, NMTWB board members, and local chief elected officials. Local monitoring of Title I enrollments is managed by an MIS department, allowing for internal review to avoid duplicated services as well as to ensure compliance with program guidelines. The MIS department serves as a resource for programs beyond Title I. Internal fiscal contract review is also provided to maximize utilization and to ensure optimum performance is reached. When conducting Rapid Response and related TAA activities, a customer needs survey is used to prepare the AJC to meet the needs of impacted customers.

The AJC leadership team facilitates needed changes and improvements, and provides ongoing professional development to ensure the staff remains updated on regulatory changes from the state or federal level. The AJC benefits from the timely review of data by the AJC leadership team and is able to adjust practices in response to changing needs of the local community, job-seeker customers, and employers. In addition, the AJC team works diligently to share best practices to improve the performance of workforce professionals and to enhance the customer experience; the AJC team has the flexibility to make operational changes as needed to help customers succeed.

**Describe how this data is shared with staff and stakeholders and what changes have resulted from use of data. How has data been used (example) to improve services?**

Generated reports are reviewed by senior management, NMTWB board members, local chief elected officials, and the AJC leadership team. The AJC provides performance projections on a monthly and quarterly basis to senior management and the NMTWB. Senior management and the NMTWB also review labor market, economic development, and census data, as well as impending regulatory changes, to enhance daily operations. Annual performance outcomes are included in employee performance reviews, a practice which provides accountability for performance measures at all levels.

**What methods are in place for staff to provide feedback? How do you incorporate staff feedback as part of continuous quality improvement? How are staff informed that their feedback was reviewed and any action taken as a result? What metrics are used to show improvement and success?**

Employees are able to submit/provide feedback through employee satisfaction surveys, as well as at any time through electronic or face-to-face interaction with an immediate supervisor or senior management. Supervisors at all levels practice an "open door" policy, which provides employees with constant access to assistance. If employees submit a concern, issue, or question, they are informed electronically or in person about resulting actions. Staff to the Board has a dedicated Human Resource department that is available to AJC employees as an extension of supervisor assistance.

Departmental, AJC, AJC leadership, and senior management team meetings provide another venue for employee input and suggestions. Changes and responses to employee suggestions are communicated in person, electronically, or by telephone. A culture of follow-up in response to employee suggestions and ideas exists at all levels.

Employees are also able to establish a "Help Desk ticket" to provide feedback for areas of quality and/or customer service improvement. Help Desk ticket reports are generated monthly, and feedback to the employee is immediate.

*Please list any best practices to highlight and share for continuous improvement.*

AJC cross-training including all partners has improved the customer experience through using data in decision making.

Community outreach in response to data has expanded the customer base and improved the placement of quality employees for local employers.

AJC monthly meetings provide a venue for sharing performance in a timely manner so that adjustments in staffing or service delivery strategies can be made.

Providing employees with multiple ways to share their front line expertise and creative ideas creates positive staff morale, which not only creates a positive workplace, but improves the customer experience.



**TENNESSEE DEPARTMENT OF HUMAN SERVICES - VOCATIONAL REHABILITATION PROGRAM**  
**ACCESSIBILITY AND ACCOMMODATION SURVEY**

**AMERICAN JOB CENTER AT DOVER, TN**

Location: 1356 Donelson Parkway  
Dover, TN 37058

Date of Survey: July 23, 2020

Survey conducted by: Tylesha McCray, Vocational Rehabilitation Program  
Assisted by AJC staff

The Tennessee Vocational Rehabilitation (VR) Program is authorized to provide information and technical assistance to individuals and entities that are covered by the Americans with Disabilities Act (ADA) and Workforce Innovation and Opportunity Act (WIOA) Section 188. However, VR is not responsible for enforcement of the ADA or WIOA requirements. The information and/or technical assistance in this report are intended solely as informational guidance and are neither a determination of legal rights or responsibilities under the ADA or WIOA nor binding on any agency enforcement responsibilities under the ADA or WIOA.

Following are the survey findings and recommendations. Referral may be made to the Accessibility and Accommodation Guidelines for specific ADA requirements and information.

**1.0 Parking**

1.1 The topography of the parking area is relatively level with no obstructions or hazards.

1.2 The parking area has no painted parking spaces, either regular or accessible.

Recommendations:

- a. If the parking area is painted, include at least one accessible parking space with appropriate accessible parking signage posted and painted on the pavement and 96-inch-wide striped adjacent aisle for van accessible. Include "Van Accessible" on the posted signage.

**2.0 Entrance**

2.1 The entrance does not have accessible signage.

2.2 The entrance door meets accessibility requirements.

2.3 The entrance has an unsecured rubber mat located outside and inside the entrance door.

Recommendations:

- a. Add the universal accessible symbol signage at the entrance.
- b. Unsecured mats at entrances should either be secured to the floor along all edges or be removed.

### **3.0 Reception**

- 3.1 The reception area is fully accessible.
- 3.2 There is no information available at the reception area desk that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.

Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by staff by increasing the font size to 18 - 22.
- b. Information should be available at the front desk to inform individuals with disabilities about the availability of accommodations and of documents in alternative formats.  
Example of information:

“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”

### **4.0 Public Areas**

- 4.1 All public areas are accessible with no hazards.

Recommendations: None

### **5.0 Accessible Restrooms**

- 5.1 Restrooms are fully accessible with the exception there is no accessible symbol identification plaque.

Recommendations:

- a. Post accessible symbol identification plaque with Braille on the wall on the lever side of the door.

### **6.0 Resource Room**

- 6.1 The resource room workstations meet the minimum requirement for wheelchair accessibility.
- 6.2 The resource room cannot accommodate individuals with dexterity disabilities.
- 6.3 The resource room can accommodate individuals who are blind or who have visual impairments.
- 6.4 There is no information available that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.
- 6.5 Staff is available to accommodate the use of computers, printers, faxes and copiers when needed.

Recommendations:

- a. Provide a trackball mouse and alternative keyboard for individuals with dexterity disabilities.
- b. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by increasing the font size to 18 - 22.
- c. Information should be available that informs individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:  
  
"Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants."
- d. Ensure that staff is aware of how to instruct an individual on using available computer accommodations.

## **7.0 Communication**

- 7.1 A telecommunications device for the deaf is not available. Staff is aware of how to use the phone relay service for the deaf and computers to communicate with the deaf and hard of hearing.
- 7.2 Staff is aware of contacting VR for assistance with obtaining documents in Braille.
- 7.3 Staff is aware of how to contact and schedule a sign language interpreter.
- 7.4 An FM Assistive Listening System is not available.

Recommendations:

- a. In accordance with ADA effective communication guidelines, a text telephone or video phone should be available for individuals who are deaf or hard of hearing.
- b. In accordance with ADA effective communication guidelines, an FM Assistive Listening System should be available for the use of individuals who are hard of hearing and need to attend training classes. One device may be shared between Centers.

## **8.0 Signage**

- 8.1 There are no room identification plaques.

Recommendations: Mount room identification plaques at the appropriate height for Braille readers, which is 60 inches above the floor to the center of the plaque

## **9.0 Drinking Fountains**

- 9.1 There is no drinking fountain.

Recommendations: None

## **10.0 Alarms**

- 10.1 There is no fire alarm system.

Recommendations:

- a. The building should meet the requirements set forth by the local fire marshal.

## **11.0 Emergency Egress Planning**

- 11.1 There is a general knowledge of emergency egress planning.

- 11.2 Staff understands that in the event of an emergency that all rooms within the building, including restrooms, need to be cleared of customers and that individuals with disabilities may require additional assistance to exit the building.

Recommendations: None

In general, staff is ready to accommodate individuals with disabilities if accommodations are not available. For example, staff is ready to provide personal assistance for individuals with visual impairments; are able to raise tables for persons in wheelchairs; are able to rearrange furniture for persons in wheelchairs; etc.

## One-Stop Certification Checklist

<b>Date:</b> July 23, 2020		<b>Type of AJC:</b> Affiliate	
<b>American Job Center Address:</b> 155 W. Front Street, Erin, TN 37061			
<b>Contact Name:</b> Joely Berg	<b>Contact Phone:</b> (931) 289-4127	<b>Contact Email:</b> Joely.Berg@MCHRA.com	
CRITERIA	MET	NOT MET	N/A
REQUIRED PARTNERS			
Title I Adult Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title I Dislocated Worker Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wagner-Peyser Title III	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Adult Education	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vocational Rehabilitation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Title V SCSEP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TANF	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career and Technical Education Program (postsecondary) Carl D. Perkins Act	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Trade Adjustment Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Veterans Employment Services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community Services Block Grant	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing & Urban Development Employment & Training	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Unemployment Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Services of one more core partners are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ONE-STOP OPERATIONS			
The MOU between the LWDB and required One-Stop partners is signed and in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The MOU reflects the name and location of the AJC and the way in which required core partners will integrate services within the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The center is implementing the MOU specifications	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The One-Stop Operator (OSO) is competitively selected and is in compliance with state and federal guidelines	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the OSO are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider (CSP) are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least one Title I staff member and one Wagner-Peyser staff member will be on-site during operating hours, and have the capacity to provide services to all individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The AJC is operating in a cost-efficient manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC actively conducts outreach and provides services such as participation in workshops, job fairs and recruitment events	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing materials provide an overview of all core partner services, and are available to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC connects with the community through multiple community partnerships and access points	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The AJC staff view themselves as part of the One-Stop system, and views all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers placed in economically sustainable employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers receiving education and training services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has identified ways to support the changing role as TANF as a one-stop partner, including coordination of services and enrollment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff view themselves as part of the One-Stop systems, and view all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON PARTICIPANT SERVICE</b>			
The AJC operates during required business hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides flexible operating hours, including evenings and weekends	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is established to provide services tailored to the needs of a specific group	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer meetings tailored to the needs of a specific group being serviced	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides initial assessment of skill level, aptitudes, abilities, and supportive service needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC utilizes labor market employment statistics information, relating to local, regional, and national labor market areas, including job vacancy listings, information on job skills necessary to obtain the jobs: and information relating to local occupations in demand and the earnings, skills requirements, and opportunities for advancement for such occupations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff members can identify regional targeted sector pathways, and understands those terms in implementation of providing services to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has available, and provides when applicable, education and training opportunities for customers at multiple skill and experience levels	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has intensive menu of training opportunities, and staff is available to assist customers with enrollment, including career pathways to middle class jobs, education and training, work-based learning, OJT, and registered apprenticeships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are competent and proficient in establishing eligibility for programs, or financial aid assistance for education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides ease of access to credentialed education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC uses LMI to actively promote targeted sector and high-demand occupations to customers, including job search and placement services, and career counseling	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan identifies ways in which core partners will integrate services and referrals among partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners support integrated intake, case management, and reporting outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a customer feedback process in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides information and assistance regarding filing claims for unemployment compensation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON BUSINESS SERVICE</b>			

The AJC establishes and develops relationships and networks with large and small employers and their intermediaries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC develops, convenes, and implements industry or sector or partnerships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a defined strategy for capturing employer input on design and delivery of job-seeker services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer services, including qualified candidate referral, on-site recruitment events, pre-employment testing, employee aptitude verification, and subsidies for hiring and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifies technical assistance needs for improving business results and utilization of available resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan specifies the ways in which core partners will identify and respond to local area economic needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan and/or MOU define specific ways in which the AJC will match existing business relationships and new business relationships with skilled workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a business customer feedback in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a cooperatively functioning Business Services Team (BST) in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan clearly outlines how business services will be conducted	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SITE SPECIFIC</b>			
The American Job Center (AJC) identifier is highly visible inside and outside the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is easily identified in the community, with signage clearly visible to the public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC conveys a professional and welcoming environment, both inside and outside	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is within reasonable distance and accessibility of public transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate parking, including accessible, is available at the AJC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interior signage results in easy navigation for customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conference space sufficiently meets partner and customer needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate safety and security measures are in place to protect customers and staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an up-to-date, easily accessible Emergency Action plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Center hours are easily identifiable, and meet the requirement of 8:00am-4:30pm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is accessible, as required by the Americans with Disabilities Act's (ADA) standards	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>**not required**</b> There is a written procedure for accommodation of customer requests for services to be provided outside of normal operating hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PERFORMANCE</b>			
The AJC contributes to the achievement of WIOA Performance Indicators for all core partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners track and periodically report performance outcomes to the LWDB, and reflects such in meeting minutes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The policies, processes, and actions of the AJC support of local levels of performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>RESOURCE AREAS</b>			
There is technology available to assist all customers, including customers with disabilities and non-English speaking customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Up-to-date information about services and supportive services is provided within the Resource areas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are precautions in place for preventing abuse of internet access	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff is readily available for assistance in the resource area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is sufficient, accessible work space and computer stations for customer use			
A calendar of services and events is easily visible and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>EQUAL OPPORTUNITY ASSURANCE</b>			
The Equal Opportunity Officer (EOO) regularly reviews the AJC's policies, procedures, and facility for accessibility and equal opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The EOO provides recommendations and technical assistance as a result of reviews	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC implements veteran's priority of service requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core program partner staff are periodically trained on EO practices	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate knowledge and use of assistive technologies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reasonable accommodations are provided in order to avoid discrimination and meet individual's needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate appropriate and effective communication with individuals with disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a Corrective Action Plan (CAP) in the event partners or customers identify barriers to services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMMATIC ACCESSIBILITY</b>			
The AJC provides basic and individualized career services in person or via technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides access to training, education, employment, supportive, and business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with the "direct linkage" requirement, all services are available through a direct connection with the AJC, either via on-site staff or via real-time technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifier is highly visible inside and outside the facility, and appears on all products, programs, services information, and facilities and properties	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have documented the referral and direct linkage system, and define both how referrals are tracked and that CAPs are in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All program services are made available and accessible to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a system in place to promptly greet all customers, identify their needs and reason for their visit, and quickly connect them to appropriate services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have identified the services applicable to their program, and the AJC staff has developed methods for integrated delivery of those services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duplication enrollment information is not requested via application or assessment across multiple programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to make knowledgeable referrals across partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to demonstrate that modified services provided to individuals with disabilities are ensured to be as effective as non-modified services provided	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistive technology devices or auxiliary aids are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a written policy in place that defines how partners make reasonable accommodations and handle requests for accommodations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC's resources include bilingual materials or translation services, when necessary	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

There is an organizational chart that reflects and ensures staff work in functional teams, rather than program specific teams, to coordinate programs, service delivery, and referrals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>CONTINUOUS IMPROVEMENT</b>			
The AJC provides labor market information (LMI)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners and OSO utilize performance reports and customer satisfaction survey results to identify methods for improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has regular staff meetings with all staff to build relationships, provide updates on center activities, and discuss strategies for AJC improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff have received customer service training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff have received training on how to use LMI to help customers identify career pathways, develop in-demand skills and credentials, and find jobs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a professional development plan for all AJC staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LWDB meeting minutes reflect discussions about strategic improvements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction surveys allows customers to provide comments	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction survey results are periodically reported to the LWDB and used to identify continuous improvement efforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a process in place for customers to provide feedback or complaints outside of the customer feedback survey, identifying how complaints are tracked and CAPs are implemented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has internal systems in place to identify and track operational efficiency and effectiveness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training on new policies, procedures, or guidance is available to AJC staff in a timely manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has an established process for examining how the center will identify and respond to technical assistance needs of customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**APPLICATION FOR CERTIFICATION**

Date July 24, 2020

LWDA Northern Middle

Site to be Certified American Job Center- Erin

Type of Site Affiliate

Contact Person Joely Berg Title Point of Contact

Phone 931-289-4127 Email [joely.berg@mchra.com](mailto:joely.berg@mchra.com)

County Houston

Address 155 W. Front Street

City Erin State TN Zip Code 37061

Web site \_\_\_\_\_

Hours of Operation 8:00 to 4:30 Extended Hours Possible

Days of Operation Monday through Friday

**I. Checklist – System Requirements**

The checklists below are to be used by sites and evaluators to help determine the extent to which system requirements are met and services and programs are present. Each application will vary in its responses based upon the level of certification being requested by the site and the agreements of the local partnership to best meet the needs of the locally-determined service delivery model.

	Yes	No – (please provide plan for complying with this requirement)
Compliance with Workforce System Policies	X	
ADA Accessibility	X	
Use of VOS for customer tracking	X	
Memorandum of Understanding for partners	X	
Workforce Brand used appropriately	X	
Wagner-Peyser services are co-located		
Specialized AJC has established target service group		

**REQUIRED PROGRAM/PARTNER CHECKLIST**

A) In the column named "On-Site," indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.

B) In the column named "Off-Site Electronic Connection," make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from staff.

C) For programs/partners that are off-site where an agreement is in place to provide their basic career services in another manner, check the last column and attach a narrative explaining how this is accomplished (*use a separate sheet*).

REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER
WIOA Title I Adult Services	37.5		
WIOA Title I Dislocated Worker Services	37.5		
WIOA Title I Youth Services	24		
Wagner-Peyser Title III	As needed by appointment	X	
Adult Education and Family and Literacy Title II (AE)	28	X	
Rehabilitation Act Title IV – Tennessee Vocational Rehabilitation (VR) Program		X	
Title V – Older Americans Act/Senior Community Service Employment	28	X	
REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN
Temporary Assistance for Needy Families	37.5		
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act		X	
Trade Adjustment Assistance	As needed by appointment		
Veterans Employment Services - Jobs for Veterans State Grant	As needed by appointment		
Community Services Block Grant			
Housing & Urban Development Employment & Training			



Unemployment Insurance		X	
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**ADDITIONAL PARTNERS (not mandated)**

<b>ADDITIONAL PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN</b>
Ticket to Work and Self Sufficiency	By appointment as needed.	X	
Tennessee Small Business Development Center			
Supplemental Nutrition Assistance Program Employment and Training	By appointment as needed.	X	
Vocational Rehabilitation Pilot Projects			
Public Libraries			
Economic Development			
Local Government (City/County)			
Tennessee Employers	Staffing agencies on site to fill local jobs; schedule varies. At least one employer on site per week.	X	
<i>(please add partners as appropriate)</i>			

**CAREER SERVICES CHECKLISTS**

In the column named "On-Site," check the basic career, individualized career, and training services that are currently available on-site for all job seeking customers who come into a comprehensive center, affiliate or access point site.

BASIC CAREER SERVICES	ON- SITE
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs	X
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment	X
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations	X
Outreach, intake and orientation to the information and other services available through the one-stop delivery system	X
Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system	X
Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation	X
Eligibility determination	X
Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	X
Information, in formats that are usable by and understandable to one- stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	X
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area	X
Provision of information and assistance regarding filing claims for unemployment compensation	X
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	X
Translation Services	X
Avaza Language Line	X
<i>Please list addition basic services</i>	
Job Preparedness Workshops	X
<i>Please list addition basic services</i>	



**BUSINESS SERVICES CHECKLIST**

Check the business services that are available to employers

<b>BUSINESS SERVICES</b>	<b>ON-SITE</b>
Establish and develop relationships and networks with large and small employers and their intermediaries	X
Develop, convene, or implement industry or sector partnerships	X
<b>Other Business Services (not mandatory)</b>	
Customized screening and referral of qualified participants in training services to employers	X
Customized services to employers, employer associations, or other such organizations, on employment-related issues	X
Customized recruitment events and related services for employers including targeted job fairs	X
Human resource consultation services e.g.: writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers <u>comply with wage/hour and safety/health regulations;</u>	X
Customized labor market information for specific employers, sectors, industries or clusters	X
Customized assistance or referral for assistance in the development of a registered apprenticeship program	X
Listing of Job Orders	X
Applicant Referral	X
Employer Needs Assessment	X
Unemployment Insurance Access	X
Access to Facilities	X
Translation Services	X
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area <u>employers and workers</u>	X
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors	X
Marketing of business services offered to appropriate area employers, including small and mid-sized employers	X
Assisting employers with accessing local, State, and Federal tax credits	X
Customized Employer Screening Testing	X
Job application pre-screening for skills match	X
Interview space	X
TN Drug-Free Workplace	X

**II. Certification Criteria**

The following quality standards are the criteria by which Tennessee's Local Workforce Development Boards assess and certify One-Stop Centers. These scores will be used by the Certification Review Team as benchmarks for the site and help point to both areas of excellence and those in need of improvement. Each site is asked to work together with leadership and staff to develop responses to the following.

**A. One-Stop Design**

***Functional and Programmatic Integration***

It is critical for the workforce system and its partners to think and act as an integrated system. Our partners ensure that client services are aligned to common goals and the customer experience is seamless – regardless of funding streams. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer’s success. Integration of programs is incorporated into planning, intake, assessment, registration, and service processes, information sharing, resource decisions, actions, results, and analyses.

I. Rank on a scale of 1 to 5, where the site believes it is in its path toward meeting, or exceeding, the stated standard.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

II. Provide **clear evidence** and **examples** of current status and future plans with strategies and timelines to reach these standards.

**Check the box where you think the site is with regard to Functional and Programmatic integration.**

5      **4**      3      2      1

**Describe your site’s approach to integrated service delivery and the use of functional teams to deliver career services to all customers.**

Service integration by all partners is the key to customer success and program delivery. The affiliate center is aligned into three functional teams: the welcome team, skills development team, and the business services team. Each function is focused on a single process to move customers and employers forward quickly among partner functions.

The Welcome Team, a shared partner responsibility, triages customer needs immediately while providing a positive and professional first impression. A more formal initial customer service needs checklist is being developed to streamline this process and to ensure needed data is gathered and that customers are aware of available services. This tool will also determine the next appropriate service needed. As part of the welcome function, customers are registered on Jobs4TN. In addition, orientation to the AJC is part of the welcome function. Customers requiring basic career services such as computer-based job search, general research on labor market information, or labor exchange services are served by the Welcome Team.

Using information gathered from the customer service needs checklist, customers are handed off to the skills/career development team. The skills/career development team assesses the skill sets of individuals, determines eligibility for programs and services, provides individualized career counseling and training services, and places customers on an appropriate career path. This function includes identifying support needs and requires significant staff involvement through case management. This team works to ensure customer success.

The business services team identifies opportunities to address the human resource needs of employers and works directly to meet employer needs through a variety of services ranging from hosting AJC job fairs to evaluating the potential for employer OJT or Apprenticeship programs. Specific services and products may be designed to meet employer needs. The business services team understands the local job sub-market and trends, and interacts directly with employers. Members of this team participate in the local Chamber of Commerce and Economic Development community-based activities to facilitate the working relationship necessary to

**Include a detailed diagram of customer flow, services available, assessment and referrals, and describe how the MIS is used to facilitate shared customer management across partner programs.**

The attached customer flow diagram (A: Comprehensive) reflects the services available through the AJC. The MIS component utilized is the Virtual One Stop data management system. Customers sign in through the VOS greeter, which enables staff to track customers as well as ensures prompt service. The greeter screen also gives customers a general idea of services available, but the Welcome Team further explains programs and services through the AJC Orientation.

Customer registration in Jobs4TN allows for information sharing among partner staff, including Title I, Title III, SNAP Employment and Training, Re-Employment Services Eligibility (RESEA), and Trade Adjustment Act (TAA). With the planned addition of Title II staff to the VOS data management system, the MIS system will be further enhanced to meet customer needs.

Customers referred to the Business Services Team are required to register in Jobs4TN. The data management system facilitates coordination among partners to ensure customers have received all necessary and available services. Behind the scenes, AJC staff and partners share customer goals informally to determine if co-enrollment or coordinated services are appropriate. Regulatory compliance is only one facet of the MIS function. This internal oversight allows the opportunity for customer review and consequently for suggestions of additional programs and services to benefit the customer, as well as to ensure the lack of duplicated services.

*Please list any best practices to highlight and share for continuous improvement.*

1. Created AJC Menu of Services for partner and customer use.
2. Assistance for job seeker customers in the resource room provided by WP staff.
3. Facilitated monthly meetings of partner staff.
4. Participated in community events such as parades and local run/walk events for visibility.
5. Participated in local Chamber of Commerce to enhance relationships with local business and industry.

### **Accessibility**

#### **Service Provision, including Services, Universal Access, and Outreach to populations with barriers**

Improved availability, a welcoming atmosphere, inclusive settings, and high quality customer service benefit all customers. This extends services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services are provided to all customers within the center and via technology through online or phone access. Principles of universal design are considered when designs have inclusive space and materials available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do

3 = have some of the elements in place, some of the time

2 = making progress but long way to go

1 = no progress yet

Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.

5

4

3

2

1

**Describe how the site works cooperatively with WIOA core partners to provide quality services to all customers. Describe your outreach to populations with barriers in the community and relationship with core program and community partners to effectively serve them.**

The site works cooperatively with WIOA core partners by serving all customers, including those with significant barriers to employment. AJC staff are committed to providing appropriate supportive services and/or referrals to help customers succeed. The core partners are crossed trained on all available programs and services, and because of that training are able to match customers with the most appropriate resource available. Several significant employment barriers can be addressed on site through staff trained in special programs such as RESEA, SNAP, or TANF.

In addition, collaborations exist with community programs and services working with specialized populations such as those without a high school diploma or those with criminal backgrounds. The AJC staff makes direct referrals and introductions for customers to ensure a smooth transition to community resources. Informational resources are disseminated and advertisements are made through a broad range of media sources (social media, billboards, radio and newspaper, etc.) to reach a broad audience. Off-site presentations occur in locations accessible and usable by all prospective customers, including those with disabilities and barriers to employment. All AJC job fairs and job recruiting events include outreach to schools, community agencies, non-profit organizations serving individuals with disabilities and those with employment barriers. The AJC community partnerships allow for the exploration of additional funding options for customers. Northern Middle has a Partnership Plus agreement with TN VR under the Ticket to Work

**Provide evidence that basic ADA requirements have been met, including processes to provide reasonable accommodations for individuals with disabilities.**

Northern Middle has a designated Equal Opportunity Officer. Reasonable accommodations are provided for all aspects of a customer's experience in the AJC, such as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to individual need in order to ensure the customer receives equal benefits from the program or activity, and will be able to compete fairly. The following tag line, or something similar, is included on recruitment and outreach materials: "EOE. Auxiliary aids and services are available upon request to individuals with disabilities. TDY# 1-800-848-0299." The AJC staff participate in annual training related to providing service to customers with disabilities. The Local Workforce Development Board coordinates with the broader community, including transportation agencies and existing public and private sector service providers, to ensure that the AJC and services are accessible to all customers, including those with disabilities. ADA checklist has been completed.

Describe initiatives or strategies in developing universal access and provide tangible evidence of implementation or solution driven plan development. Address the following four specific areas of access:

1. Physical: Architectural or building
2. Information: all paper, printed or posted materials
3. Digital: software, Web-based programs and alternatives to print
4. Communication: verbal, non-verbal access for services, phone and other

**Describe your wireless internet infrastructure.** The AJC has a wireless access point which connects to an internal network. The wireless network is password protected. On site employers are provided with a password to access the network during job fairs. This password is changed to protect the network integrity. Customers are steered toward use of computers within the AJC Resource Center rather than accessing the wireless network on personal electronic devices.

Staff conducting workshops or customer recruitment off site are provided mobile hot spots in order to access the web for instructional purposes.

**How are the needs of populations with barriers met through staff-assisted and other means? Please include examples of outreach activities to reach targeted populations.**

Low educational attainment, poverty, lack of transportation, physical and/or mental limitations, and criminal history are just some of the employment barriers our customers face. Customers come to the AJC through self-referral, rapid response meetings, unemployment insurance claims, referrals from both internal and external agencies and organizations, on site HiSET testing, and marketing efforts such as social media. The AJC is accessible and has high visibility on a major highway, and is within walking distance of public housing. The building is handicapped accessible and is clearly marked. Aids and assistance are noted on printed materials and on building signs. Staff assistance is often needed to help customers with barriers become self-sufficient. Cross training of AJC staff allows customers to utilize services efficiently. The AJC partners with local agencies and organizations to perform outreach to targeted populations utilizing outreach tools such as social media, community newspapers, local radio, email campaigns, etc. Community outreach activities will ensure information and instructional activities are provided in libraries, housing communities and faith-based organizations for individuals who are unable to physically access the AJC.

**Describe your processes to assure effective communication with persons with disabilities. This includes providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.**

The AJC takes appropriate steps to ensure people with disabilities, including persons who are deaf, hard of hearing, or blind, or who have other sensory or manual impairments, have an equal opportunity to participate in our services, activities, programs, and other benefits. Availability of auxiliary aids and services are promoted through notices and printed materials. Sign language interpreters can be scheduled, and the AJC utilizes relay services for external telephone with TTY users through the state relay service, or using text, email, etc. Persons who are blind or visually impaired may be read to by staff. Additional assistive devices include high visibility keyboards, large print keyboards, lighted magnifiers, joy sticks and large track balls. Every resource center computer has screen reading and screen magnification capability, as well as JAWS software. Staff may also assist customers with difficulty manipulating print materials by holding materials and turning pages as needed, or by providing one or more of the following: note-takers, speaker phones, or other effective methods to ensure effective communication by individuals with manual impairments.

***Please list any best practices to highlight and share for continuous improvement.***

Northern Middle participated in round 2 Disability Employment Initiative Grant (DEI) and is an Employment Network under the Social Security Administration's Ticket to Work Program. This has allowed Northern Middle to receive unrestricted funds from SSA whereby sustaining a Disability Resource Coordinator who works closely with individuals with disabilities, assisting them with employment. This work includes establishing and facilitating partnerships and collaborations, Integrated Resource Teams, Ticket to Work, Staff Training, and other projects related to the employment of individuals with disabilities.

***Customer Satisfaction***

Describe how the voice of the customer is listened to and how your site incorporates both job seeker and business customer feedback as part of continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success? Please list any best practices to highlight and share for continuous improvement.

Mid-Cumberland has an electronic link on the desktop of each Resource Center computer, allowing each job seeker direct input on the quality of service provided. Northern Middle also has a 911 customer hotline posted in the AJC and calls result in a direct contact with senior management for timely response. Both praise and problems are shared and comments are used for staff development and training to address issues and concerns.

Mid-Cumberland has also developed and implemented a secret shopper program whereby each AJC is visited quarterly. Results from the secret shopper reports will provide a baseline for continuous improvement and sharing of best practices.

***Partnership***

The one-stop system is built upon a foundation of partners linked together to deliver a comprehensive array of services and reach the shared outcomes of employment, education, skills gains, and earnings. All core and required one-stop partners are present at the site and invested in the development and implementation of service delivery to connect customers to resources.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to Partnership.

5      4      3      2      1

**Describe how the partnerships function at the site and the roles of each core partner from Title I– Adult, Dislocated Worker, and Youth, Title II - Adult Basic Education, Title III - Wagner-Peyser, Title IV - Vocational Rehabilitation, and TANF.**

Core partners on-site at the AJC during the Center's operating hours, Monday through Friday, 8:00 am - 4:30 pm, share responsibility for serving in the Welcome Function/Team. All of the core partners have staff who serve as members of the Skills/Career Development Function/Team, whether on-site or off-site by referral or electronic connection. For instance, Title I staff offer scholarships for postsecondary training while Title I, Title IV, and TANF may provide support services. Title II staff offer preparation classes for high school equivalency diploma and those needing remediation to enter the workforce, while Title III programs focus on connecting job seekers with employment opportunities through Jobs4TN and/or staff assistance. Staff members are cross-trained to allow for streamlined access to services and reduced duplication. Staff operate as a cohesive team and partner together to meet individual customers' needs. 2021 plans include the addition of a brief AJC staff morning meeting to discuss shared resources and services that might benefit both current and prospective customers and/or business and industry. This collaboration will encourage more co-enrollment of participants between programs, further reducing duplication, enhancing services, and maximizing individual

**Describe how the partnerships function at the site with other required partners from postsecondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Corps, National Farmworker Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, SNAP E&T, etc.**

Contact information, including agency name, contact person, address, phone and fax numbers, e-mail address, etc., for all of the area required partner programs is available for team use. Furthermore, extensive community resources will be included in this resource material. While staff can access this information, a 2021 plan includes streamlining this information into a spreadsheet on a shared internal drive which can also be easily printed for customer dissemination. This information allows staff to connect and communicate with partners not operating at the site via referral and/or electronic connection. In order to offer a "warm hand-off," staff at the AJC will connect with the off-site partner staff while the customer is present in the AJC in order to ensure the desired services are delivered. For instance, staff in the AJC assist customers in utilizing the chat and/or ticket features to connect with UI staff while in the AJC. In addition, off-site partners will be invited and encouraged to attend on-site events at the AJC as appropriate; for example, a

**Describe how the affiliate/specialized centers are linked to non-located partners to ensure alignment with community and regional strategies. This includes tracking and appropriate follow-up. Please give examples of how this functions and the results for customers.**

In addition to the resource guide listed above, Memorandums of Understanding exist with partners establishing service delivery and referral methods. Cross referrals occur routinely through professional reference, telephone, electronic communication, or through AJC internal marketing such as brochures or listings. These methods of communication establish a regular flow of information and customer referrals from our team to the community and from those partners to our team.

AJC staff are apprised of changes and updates affecting the regional labor market via leadership from the core partner through communication from the quarterly Consortium meeting, NMTWB meetings, Regional Planning Council meetings, and various regional and local professional development opportunities. AJC leadership is active and involved in local communities and often has a seat at the table for local strategic planning and development initiatives.

**Describe how leadership works together to set the vision and goals for the site and then implements service strategies to achieve shared objectives.**

The AJC leadership of on-site partners meets monthly to develop strategies to implement goals set by the Northern Middle Tennessee Workforce Board. Goals are reviewed monthly, and progress is tracked by each program as well as in the AJC. The AJC leadership currently operates as a consortium of partners to bring the resources of their respective agencies to meet and exceed goals and

*Please list any best practices to highlight and share for continuous improvement.*

1. Outreach to diverse populations
2. Outreach to employers
3. Consortium of partners in place
4. IFA in place
5. Goals and objectives in place
6. Master summary activity report is part of ongoing evaluation
7. Annual Customer and Employer Recognition
8. AJC staff supports Adult Education graduation events.
9. Career Development Facilitator Certification

***Employer Engagement***

Business is one of our primary customers and one-stop partners work collaboratively to deliver value-added services and eliminate duplication. Business services staff from all one-stop partners have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are connected to regional and local business partnership activities and sector strategies. Employers' human capital needs are communicated to and acted upon by the workforce system. Business services are coordinated to the maximum extent possible to limit duplication and streamline the employer experience.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Employer Engagement.**

5       4      3      2      1

**Describe how partners work to deliver seamless business services. How do business services staff use and share labor market information? What strategies are used to involve employers in identifying skill gaps and developing solutions to meet their workforce needs?**

The Business Services team is focused on the needs of employers and is responsible for connecting with local industry, particularly those in the targeted industry sectors and occupations. The team strives to understand and meet the needs of employers through a variety of employer-driven initiatives including OJT grants, Incumbent Worker Training grants, apprenticeships, employer/education partnerships, job profiling, job postings, job fairs, and employee recruitment in order to assess needs and identify skill gaps as identified by employers. Business Services team members are active in local efforts directly involving business and industry, such as the Chamber of Commerce and Economic Development boards.

Partners are encouraged to participate in multi-employer job fairs and hiring events scheduled for individual employers that are planned by the Business Services team. Regular Business Services team meetings are held with partners to exchange information including labor market conditions, to coordinate services, and to keep the team updated on upcoming employer events and employers' human capital needs. The Business Services team sends out e-mails regularly to partners concerning employer's immediate needs. Employer events are posted on social media, community news outlets, and in the Resource Room so that all customers can participate.

**Describe how regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes.**

Regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes by:

- 1) Aligning education, training and employment with skill needs of local industries
- 2) Tailoring services and products to align with labor market
- 3) Providing job seekers with opportunities to upgrade skills in response to changing workforce needs
- 4) Identifying training and educational opportunities for in-demand local occupations and sectors

Since the local workforce area includes two MSAs and crosses state lines, our region is highly involved in economic development inside and outside of the local development area.

**How are career pathways and training modalities such as industry-recognized credentials, apprenticeship, on-the-job training, and other work-based learning opportunities aligned with employers' needs and marketed to support talent development?** Active industry involvement begins early on a customer's learning pathway. Customers conduct research on Jobs4TN website to explore in-demand careers and the education and skills set required for those careers.

Education and training offered to customers is aligned with in-demand industry job openings. Options for work based learning and apprenticeships are balanced with formal education demanded to meet job requirements. Credentialing is explained and implemented as part of the customer's individual plan if appropriate for the desired career.

Supportive services are then aligned to assist customers to successfully complete formal education and/or training for a career pathway. The AJC team works diligently with customers to match customers to employer human talent needs.

*Please list any best practices to highlight and share for continuous improvement.*

1. The AJC hosts major employers to facilitate their hiring in Houston County. The AJC staff reviewed applications and made direct referrals to the company for on-site interviews.
2. Weekly job fairs are held in conjunction with employers in the AJC.

### ***Human Capital***

Each American Job Center will be a high-performance work place with staff equipped to demonstrate a visible passion for quality of service.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go

1 = no progress yet

**Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.**

5      4      3      2      1

**Describe how centers will train and equip one-stop staff in an ongoing learning process and to ensure staff are cross-trained to increase staff capacity, expertise, and efficiency.**

AJC staff meet monthly to coordinate services and develop strategies to improve the customer experience. Updates to internal processes are shared via this meeting.

Leadership is exploring a cross-training initiative to include comprehensive and affiliate center staff along with partner staff to ensure new employees understand and can communicate all programs and services available at the AJC.

**Describe how centers will staff the one-stop centers with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one-stop center, and skilled in developing customers' skills for employment success.**

The AJC employs a group of well-trained and dedicated professionals who receive ongoing professional development opportunities. The staff works within the structure of functional teams in order to ensure daily interaction among partners, facilitating an informal exchange of information and brainstorming customer services.

Certified Workforce Development Professionals through the NAWDP receive quarterly updates to ensure staff are continuously improving their skill sets.

Employees meet formally once per month, covering such topics as VOS updates, serving ex-offenders, utilizing the labor market information. In addition, Vet staff receives NVTI training, and professional Career Coach training is provided for staff who work directly with job seekers. The AJC team is aware of and utilizes a list of internal and external resources and services for customers.

**Describe how staff from multiple organizations will be equipped through cross-training and information tools to enable them to respond seamlessly to customer needs.**

Within the AJC, employees have been cross trained to handle intake and triage as customers access the AJC. All staff have been cross trained on the unemployment filing process and Help Desk Ticket to provide hands on assistance to customers who enter the AJC upon job loss.

A customer-centered approach allows AJC team members to assist customers regardless of program responsibility. Multiple employees have been trained to conduct a wide range of workshops within the center, including testing and assessments. The design of the VOS greeter requires customers be served quickly by the first available staff member, regardless of the staff area of expertise.

**Describe how staff are assigned to and identify themselves with functions or services as opposed to agencies, and functional supervision of partner staff is in place.**

The Houston County American Job Center has designed and organized its staff, delivery processes and facilities in a manner that streamlines customer service, and capitalizes on strong staff and technology. The process is designed to align with the AJC system and incorporate all of the guidance outlined in Workforce Services Policy #7.

The partners are functionally aligned in teams that comprise a Welcome Function, a Skills/Career Development Function, and a Business Service Function.

**Describe the bottom-up communications within the workforce system. This includes regular staff meetings, business services team meetings, or partner meetings that discuss recent and relevant resources, conduct training, and facilitate collaboration.**

Bottom-up communications begin with staff meetings of functional teams on a weekly basis, followed by AJC partner meetings on a monthly basis. Discussion includes positive and negative feedback from customers and employers, as well as staff ideas for continuous improvement opportunities. The monthly meeting provides a venue for discussion related to continuing the customer-centered culture. Feedback is received via employee surveys, customer suggestion boxes, program-specific questionnaires, and anecdotal notes from staff.

The operating philosophy within the AJC is an open door policy that supports two way communications between employees and management. In addition, HR support is available through Staff to the Board as needed.

The AJC has an integrated Business Services Team that provides effective services for employers based on industry-specific needs. The team conducts research to assess needs and identify skill gaps as identified by employers. This collaboration ensures human capital needs of the local job market are met

**B. Infrastructure**

***Identification of Shared Costs (including non-personnel)***

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to identifying shared costs and maintaining equitable contributions are being addressed in the MOU.

5      4      3      2      1

Please identify any policies and procedures that result in equitable contribution of infrastructure costs in one-stop center(s) among partners. (e.g. co-location with partners, infrastructure cost-sharing, pay-for-performance contracting)

Fiscal Staff in Northern Middle utilized the One-Stop Comprehensive Financial Management Technical Assistance Guide as a model to develop the procedures in place to ensure equitable contribution of shared infrastructure cost. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. Expenses such as building rent, utilities, maintenance & repairs and janitorial are based upon actual square footage occupied in the AJC. Printing, telephone, postage, shipping, internet charges, document destruction, shared staff, advertising & marketing, office supplies, furniture and copier expenses are allocated based upon full-time equivalent staff members located in the AJC.

The Regional AJC leadership team reviews the infrastructure budget and makes additions or corrections before the document is signed and submitted to partners for signature prior to the beginning of the program year. Budgets are reviewed throughout the year at team meetings and monitored for compliance. Budget modifications are submitted as necessary to reflect changes in staff and ultimately changes in benefits received by each partner. The fiscal staff in Northern Middle follow strict purchasing and accounting procedures to procure and pay for the shared infrastructure costs. Generally Accepted Accounting Principles (GAAP) are

**Provide assurance that the One-Stop Operator has developed, and is maintaining, the One-Stop (AJC Partners) Memorandum of Understanding to include the Infrastructure Mechanism.**

The Chief Local Elected Officials in Northern Middle designated Mid-Cumberland Human Resource Agency as the lead in a consortium model to serve as the One-Stop Operator upon inception of WIOA. The consortium will continue to serve in a management role until guidance from the TDL&WFD is issued and a competitive process is initiated. The consortium serves as the Regional AJC leadership team. Workforce Essentials, serving as Staff to the Board and the lead entity in the consortium, has developed and entered into a Memorandum of Understanding with the required AJC partners. An umbrella MOU serves as the guiding document to coordinate and leverage services to provide effective and unduplicated services.

The MOU and Infrastructure Financial Agreements outline the infrastructure mechanisms to share costs between AJC partners. The current MOU in Northern Middle is effective through June, 2021. The MOU will be updated upon release of guidance and director regarding the one-stop operator.

**How is the one-stop center's co-location being addressed in the MOU as it relates to infrastructure and shared services costs in the comprehensive and/or affiliate site(s)? How does the MOU reflect efforts to reduce duplication by improving program effectiveness through the sharing of services, resources and technologies among partners?**

Utilizing the One-Stop Comprehensive Financial Management Technical Assistance Guide, procedures have been established to ensure equitable contribution of shared infrastructure cost for co-located partners. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. The MOU outlines the functional organization, customer flow and service delivery in the AJC in order to reduce duplication and improve program effectiveness. The MOU aligns with Workforce Services Policy #7 regarding the alignment of staff and services around workforce services functions, and to prevent the duplication of services while eliminating inefficient practices. This is accomplished through partner referrals, cross training staff, developing a single customer flow and co-enrolling clients.

***Distribution of Infrastructure Costs***

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to proper distribution of infrastructure costs among AJC core and required partners.**

5      4      3      2      1

**How is the one-stop center proportionately distributing costs among AJC partners that is based upon guidance provided in 2CFR Part 200, 20CFR 678 et. Al, "Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards" (or any corresponding similar regulation or ruling)?**

Workforce Essentials as Staff to the Board follows the Office of Management and Budget Compliance with Grants and Agreements when developing agreements under the Workforce Innovations and Opportunity Act. Paying particular attention to cost allocation plans and allowable costs, the agreements are reviewed to ensure compliance. The Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule is overarching guidance that is utilized ensure that cost allocation plans that are developed based upon the number of full-time equivalents and direct square footage in the AJC comply with the benefiting distribution.

**How were the methodologies for distributing the costs for both infrastructure costs and shared services agreed upon by partners? Provide evidence of meetings and/or discussions that led to the approved partner budget reflecting the shared costs. Include the approved budget that is included in the MOU.**

Methodologies are defined in the resource sharing agreement and aligned to state policies and procedures as well as federal regulation. Partners review the proposed expenditures and verify square footage and full-time equivalents before the budget is approved and submitted in IFA format. Details for shared resources are included in the IFA budget document. Partners have identified these resources which are of a shared benefit and useful to the operation and maintenance of the AJC. Quarterly consortium meetings are held to review the budget and expenditures which have been fully executed in the IFA. Partners may submit modification requests to the budget as needed based upon changes in the IFA factors such as full time equivalents. On August 5, 2020, the Consortium met and reviewed the IFA budget for 2019-2020 and adopted the new budget for 2020-2021. See following attachments for budget and consortium agenda and minutes.

**Describe how the one-stop center is aligning its technology data systems across partner programs thru the shared costs budget and/or other agreed upon arrangements.**

The AJC shares the voice and data costs throughout the AJC system. Long distance service costs are controlled and distributed via a unique identifier assigned to all employees in the AJC. Northern Middle provides internet service to the resource room and allocates cost to the IFA accordingly. Staff in the AJC utilize the JOBS4TN data management system in order to efficiently manage cases and avoid duplication of services. The VOS Greeter tracks customer flow by partner in each AJC.

### *Program and Fiscal Compliance*

**How prepared is the one-stop center to adopt and promote alignment of cross-program policies and operations that ensures fiscal compliance?**

Cross-program alignment in Northern Middle had been promoted by the fact that Workforce Essentials and Mid-Cumberland operate several of the partner programs including WIOA Title I, Title II and TANF. This has enabled co-location of services in the comprehensive and affiliate centers across multiple workforce development areas. In addition, a pilot project with TAA has allowed Trade programs to be delivered through the affiliate AJCs by Title I staff. SNAP and RESEA programs have also been incorporated in functional service delivery. In all cases, staff have been trained in program rules and regulations to ensure fiscal compliance. In addition, Workforce Essentials and Mid-Cumberland maintain a quality assurance team to monitor programmatic and fiscal

**Describe how each partner in the AJC has demonstrated fiscal transparency and efficiency thru timely, detailed, and accurate reporting and payment of AJC costs (includes reconciliation of costs by partner programs).**

Each partner is invoiced on a monthly basis for actual costs incurred during the previous month. Because costs are recorded on an actual basis, reconciliation is not required. If an accrual is required, and the actual cost is different than the accrual, an adjustment will be made in the next reporting cycle. Invoices are submitted with supporting documentation as needed and requested to adhere to TDL&WFD polices and procedures. During consortium meeting, invoices are reviewed and approved. Invoices are recorded and booked as accounts receivable and entered in the GRANTS4TN system. If a partner fails to pay his or her agreed upon share, they will be sent a written past due notice. If they do not acknowledge the notice and pay the invoice, they will be asked to leave the partnership and the AJC.

**How has the one-stop center reviewed its staffing and contractor staffing levels to identify adjustments needed to implement provisions under WIOA.**

Customer flow in the AJC is measured through the VOS Greeter. In addition, customer case loads are analyzed through Jobs4TN to document workload. Youth contractors are evaluated to ensure that adequate funding is allocated to work experience activities in order to comply with program guidelines. Northern Middle fully utilized cross functional alignment in order to maximize efficiency in affiliate AJCs. This reduces silos and allows staff to maintain a single customer flow while bridging the gap between businesses and job seekers. Functional alignment is both an opportunity and a tool to effectively organize staff and facilities to streamline customer

**Outline how the infrastructure funding has helped to reduce overhead by streamlining and sharing financial, procurement, and facilities costs?**

The philosophy behind one-stop career centers is for all partners to come together under one roof for the alignment of staff and services to improve efficiency in operations and leverage funding. This is accomplished in Northern Middle through strong partner participation in the AJC system which has allowed for larger and more comprehensive centers and services. For example, by aligning with the TANF/Families First Program, the AJC system has leveraged over \$103,000 of savings from rent, utilities, supplies and shared staffing paid for by TANF. This is money that the AJC system (WIOA) would have had to pay for or reduce infrastructure to fund the amount from other activities or program. Likewise, the Adult Education program has saved the system \$81,643 by incorporating their services into the AJC. The Mature Worker program provides valued added staffing in the centers through their work experience program. While it does not reduce the physical infrastructure, it does reduce the staffing expenses. Procurement of supplies simplifies needed resources in the AJC for the resource center and other common areas. Title 1 has assumed the internet connections in the resource center to avoid costly per month node fees; thus saving the system financial resources.

**Provide assurance that services provided by the one-stop partners help to reduce duplication or increase financial efficiency are allowable under that partner's programs.**

Each Partner defines in the Memorandum of Understanding the method of referral and the description of on-site and off-site services that will be offered through the AJC system. By each partner defining their own services, the burden of program allowability is shifted to the individual partner. If service integration demands that partners provide additional services, then it is up to the individual partner to address allowability concerns with their program authority. In no instance should a program provide authorized services which might cause questioned costs.

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**Performance**

***Performance and Accountability***

Results and outcomes for the public investment in Tennessee’s workforce system are essential to the system’s relevance. The effectiveness of service to employers and job seekers is evident in system performance and service delivery decisions are based on data. On an ongoing basis, customer data from one-stop partners and regional economic data is collected, analyzed, and shared with all workforce system staff and community stakeholders. Plans for improvement, enhancement, or adjustment are established and acted upon.

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Check the box where you think the site is with regard to  
Performance and Accountability.

5       4      3      2      1

**Describe how you measure, analyze, review, and improve workforce system performance through the use of data and information.**

The AJC utilizes the Virtual One-Stop in order to collect, measure, review, and analyze data, including data regarding required performance measures. The system also allows for data regarding case loads, Center traffic, case notes, exit status, and various other measures to be generated into reports for specified time periods, which are shared with staff, NMTWB board members, and local chief elected officials. Local monitoring of Title I enrollments is managed by an MIS department, allowing for internal review to avoid duplicated services as well as to ensure compliance with program guidelines. The MIS department serves as a resource for programs beyond Title I. Internal fiscal contract review is also provided to maximize utilization and to ensure optimum performance is reached. Surveys including secret shopper reports, as well as customer and employer survey results, provide additional data for AJC improvement opportunities. When conducting Rapid Response and related TAA activities, a customer needs survey is used to prepare the AJC to meet the needs of impacted customers.

The AJC leadership team facilitates needed changes and improvements, and provides ongoing professional development to ensure the staff remains updated on regulatory changes from the state or federal level. The AJC benefits from the timely review of data by the AJC leadership team and is able to adjust practices in response to changing needs of the local community, job-seeker customers, and employers. In addition, the AIC team works diligently to share best practices to improve the performance of workforce

**Describe how this data is shared with staff and stakeholders and what changes have resulted from use of data. How has data been used (example) to improve services?**

Generated reports are reviewed by senior management, NMTWB board members, local chief elected officials, and the AJC leadership team. The AJC provides performance projections on a monthly and quarterly basis to senior management and the NMTWB. Senior management and the NMTWB also review labor market, economic development, and census data, as well as impending regulatory changes, to enhance daily operations. Annual performance outcomes are included in employee performance reviews, a practice which provides accountability for performance measures at all levels.

Recently, a review of customer data resulted in a process change that allowed National Guard members to receive services that were previously limited to active duty veterans. A customer self-identified as a veteran because of National Guard service, and a subsequent change in rules followed.

**What methods are in place for staff to provide feedback? How do you incorporate staff feedback as part of continuous quality improvement? How are staff informed that their feedback was reviewed and any action taken as a result? What metrics are used to show improvement and success?**

Employees are able to submit/provide feedback through employee satisfaction surveys, as well as at any time through electronic or face-to-face interaction with an immediate supervisor or senior management. Supervisors at all levels practice an "open door" policy, which provides employees with constant access to assistance. If employees submit a concern, issue, or question, they are informed electronically or in person about resulting actions. Staff to the Board has a dedicated Human Resource department that is available to AJC employees as an extension of supervisor assistance.

Departmental, AJC, AJC leadership, and senior management team meetings provide another venue for employee input and suggestions. Changes and responses to employee suggestions are communicated in person, electronically, or by telephone. A culture of follow-up in response to employee suggestions and ideas exists at all levels.

Employees are also able to establish a "Help Desk ticket" to provide feedback for areas of quality and/or customer service improvement. Help Desk ticket reports are generated monthly, and feedback to the employee is immediate.

*Please list any best practices to highlight and share for continuous improvement.*

AJC cross-training including all partners has improved the customer experience through using data in decision making.

Community outreach in response to data has expanded the customer base and improved the placement of quality employees for local employers.

AJC monthly meetings provide a venue for sharing performance in a timely manner so that adjustments in staffing or service delivery strategies can be made.

Providing employees with multiple ways to share their front line expertise and creative ideas creates positive staff morale, which not only creates a positive workplace, but improves the customer experience.



**TENNESSEE DEPARTMENT OF HUMAN SERVICES - VOCATIONAL REHABILITATION PROGRAM**  
**ACCESSIBILITY AND ACCOMMODATION SURVEY**

**AMERICAN JOB CENTER AT ERIN, TN**

Location: 155 Front Street  
Erin, TN 37061

Date of Survey: July 23, 2020

Survey conducted by: Tylesha McCray, Vocational Rehabilitation Program  
Assisted by AJC staff

The Tennessee Vocational Rehabilitation (VR) Program is authorized to provide information and technical assistance to individuals and entities that are covered by the Americans with Disabilities Act (ADA) and Workforce Innovation and Opportunity Act (WIOA) Section 188. However, VR is not responsible for enforcement of the ADA or WIOA requirements. The information and/or technical assistance in this report are intended solely as informational guidance and are neither a determination of legal rights or responsibilities under the ADA or WIOA nor binding on any agency enforcement responsibilities under the ADA or WIOA.

Following are the survey findings and recommendations. Referral may be made to the Accessibility and Accommodation Guidelines for specific ADA requirements and information.

**1.0 Parking**

- 1.1 The topography of the parking area is relatively level with no obstructions or hazards.
- 1.2 The parking area has approximately 11 parking spaces along the front of the building.
- 1.3 The parking area has no painted parking spaces either regular or accessible.
- 1.4 There are 2 parking spaces isolated from the main parking area that have been designated accessible by a single accessible signage on a post. There is no painting on the pavement designating an accessible space or adjacent painted aisle.

Recommendations:

- a. If the parking area is painted, include at least one accessible parking space with appropriate accessible parking signage posted and painted on the pavement and 96-inch-wide striped adjacent aisle for van accessible. Include "Van Accessible" on the posted signage.

**2.0 Entrance**

- 2.1 The entrance door meets accessibility requirements.

- 2.2 The entrance has an unsecured rubber mat located outside and inside the entrance door.

Recommendations:

- a. Unsecured mats at entrances should either be secured to the floor along all edges or be removed.

### **3.0 Reception**

- 3.1 The reception area is fully accessible.
- 3.2 There is no information available at the reception area desk that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.

Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by staff by increasing the font size to 18 - 22.
- b. Information should be available at the front desk to inform individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:

“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”

### **4.0 Public Areas**

- 4.1 All public areas are accessible with no hazards.

Recommendations: None

### **5.0 Accessible Restrooms**

- 5.1 Restrooms are fully accessible with the exception there is no universal accessibility symbol with Braille posted.

Recommendations:

- a. Post the accessible symbol identification plaque with Braille on the wall on the lever side of the door.

## **6.0 Resource Room**

- 6.1 The resource room workstations meet the minimum requirement for wheelchair accessibility.
- 6.2 The resource room cannot accommodate individuals with dexterity disabilities.
- 6.3 The resource room can accommodate individuals who are blind or who have visual impairments.
- 6.4 There is no information available that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.
- 6.5 Staff is available to accommodate the use of computers, printers, faxes and copiers when needed.

### Recommendations:

- a. Provide a trackball mouse and alternative keyboard for individuals with dexterity disabilities.
- b. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by increasing the font size to 18 - 22.
- c. Information should be available that informs individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:  
  
"Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants."
- d. Ensure that staff is aware of how to instruct an individual on using available computer accommodations.

## **7.0 Communication**

- 7.1 A telecommunications device for the deaf is not available. Staff is aware of how to use the phone relay service for the deaf and computers to communicate with the deaf and hard of hearing.
- 7.2 Staff is aware of contacting VR for assistance with obtaining documents in Braille.
- 7.3 Staff is aware of how to contact and schedule a sign language interpreter.

7.4 An FM Assistive Listening System is not available.

Recommendations:

- a. In accordance with ADA effective communication requirements, a text telephone or video phone should be available for individuals who are deaf or hard of hearing.
- b. In accordance with ADA effective communication guidelines, an FM Assistive Listening System should be available for the use of individuals who are hard of hearing and need to attend training classes. One device may be shared between Centers.

## **8.0 Signage**

8.1 There are no room identification plaques.

Recommendations: Mount room identification plaques at the appropriate height for Braille readers, which is 60 inches above the floor to the center of the plaque

## **9.0 Drinking Fountains**

9.1 There is no drinking fountain.

Recommendations: None

## **10.0 Fire Alarms**

10.1 There is a fire alarm system.

Recommendations: None

## **11.0 Emergency Egress Planning**

11.1 There is a general knowledge of emergency egress planning.

11.2 Staff understands that in the event of an emergency that all rooms within the building, including restrooms, need to be cleared of customers and that individuals with disabilities may require additional assistance to exit the building.

Recommendations: None

In general, staff is ready to accommodate individuals with disabilities if accommodations are not available. For example, staff is ready to provide personal assistance for individuals with visual impairments; are able to raise tables for persons in wheelchairs; are able to rearrange furniture for persons in wheelchairs; etc.

## One-Stop Certification Checklist

**Date:** July 29, 2020

**Type of AJC:** Specialized

**American Job Center Address:**

5661 Screaming Eagle Blvd, Fort Campbell, KY 42223

**Contact Name:**

Perry Hatch

**Contact Phone:**

(270) 956-0054

**Contact Email:**

Perry.Hatch@Tn.gov

CRITERIA	MET	NOT MET	N/A
<b>REQUIRED PARTNERS</b>			
Title I Adult Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title I Dislocated Worker Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wagner-Peyser Title III	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adult Education	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Vocational Rehabilitation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Title V SCSEP	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
TANF	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Career and Technical Education Program (postsecondary) Carl D. Perkins Act	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Trade Adjustment Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Veterans Employment Services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community Services Block Grant	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing & Urban Development Employment & Training	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Unemployment Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Services of one more core partners are available	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>ONE-STOP OPERATIONS</b>			
The MOU between the LWDB and required One-Stop partners is signed and in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The MOU reflects the name and location of the AJC and the way in which required core partners will integrate services within the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The center is implementing the MOU specifications	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The One-Stop Operator (OSO) is competitively selected and is in compliance with state and federal guidelines	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the OSO are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider (CSP) are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least one Title I staff member and one Wagner-Peyser staff member will be on-site during operating hours, and have the capacity to provide services to all individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The AJC is operating in a cost-efficient manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC actively conducts outreach and provides services such as participation in workshops, job fairs and recruitment events	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing materials provide an overview of all core partner services, and are available to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC connects with the community through multiple community partnerships and access points	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The AJC staff view themselves as part of the One-Stop system, and views all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers placed in economically sustainable employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers receiving education and training services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has identified ways to support the changing role as TANF as a one-stop partner, including coordination of services and enrollment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff view themselves as part of the One-Stop systems, and view all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON PARTICIPANT SERVICE</b>			
The AJC operates during required business hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides flexible operating hours, including evenings and weekends	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is established to provide services tailored to the needs of a specific group			
The AJC provides employer meetings tailored to the needs of a specific group being serviced	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides initial assessment of skill level, aptitudes, abilities, and supportive service needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC utilizes labor market employment statistics information, relating to local, regional, and national labor market areas, including job vacancy listings, information on job skills necessary to obtain the jobs: and information relating to local occupations in demand and the earnings, skills requirements, and opportunities for advancement for such occupations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff members can identify regional targeted sector pathways, and understands those terms in implementation of providing services to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has available, and provides when applicable, education and training opportunities for customers at multiple skill and experience levels	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has intensive menu of training opportunities, and staff is available to assist customers with enrollment, including career pathways to middle class jobs, education and training, work-based learning, OJT, and registered apprenticeships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are competent and proficient in establishing eligibility for programs, or financial aid assistance for education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides ease of access to credentialed education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC uses LMI to actively promote targeted sector and high-demand occupations to customers, including job search and placement services, and career counseling	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan identifies ways in which core partners will integrate services and referrals among partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners support integrated intake, case management, and reporting outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a customer feedback process in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides information and assistance regarding filing claims for unemployment compensation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON BUSINESS SERVICE</b>			

The AJC establishes and develops relationships and networks with large and small employers and their intermediaries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC develops, convenes, and implements industry or sector or partnerships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a defined strategy for capturing employer input on design and delivery of job-seeker services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer services, including qualified candidate referral, on-site recruitment events, pre-employment testing, employee aptitude verification, and subsidies for hiring and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifies technical assistance needs for improving business results and utilization of available resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan specifies the ways in which core partners will identify and respond to local area economic needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan and/or MOU define specific ways in which the AJC will match existing business relationships and new business relationships with skilled workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a business customer feedback in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a cooperatively functioning Business Services Team (BST) in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan clearly outlines how business services will be conducted	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SITE SPECIFIC</b>			
The American Job Center (AJC) identifier is highly visible inside and outside the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is easily identified in the community, with signage clearly visible to the public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC conveys a professional and welcoming environment, both inside and outside	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is within reasonable distance and accessibility of public transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate parking, including accessible, is available at the AJC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interior signage results in easy navigation for customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conference space sufficiently meets partner and customer needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate safety and security measures are in place to protect customers and staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an up-to-date, easily accessible Emergency Action plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Center hours are easily identifiable, and meet the requirement of 8:00am-4:30pm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is accessible, as required by the Americans with Disabilities Act's (ADA) standards	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
**not required** There is a written procedure for accommodation of customer requests for services to be provided outside of normal operating hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PERFORMANCE</b>			
The AJC contributes to the achievement of WIOA Performance Indicators for all core partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners track and periodically report performance outcomes to the LWDB, and reflects such in meeting minutes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The policies, processes, and actions of the AJC support of local levels of performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>RESOURCE AREAS</b>			
There is technology available to assist all customers, including customers with disabilities and non-English speaking customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Up-to-date information about services and supportive services is provided within the Resource areas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are precautions in place for preventing abuse of internet access	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff is readily available for assistance in the resource area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is sufficient, accessible work space and computer stations for customer use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A calendar of services and events is easily visible and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>EQUAL OPPORTUNITY ASSURANCE</b>			
The Equal Opportunity Officer (EOO) regularly reviews the AJC's policies, procedures, and facility for accessibility and equal opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The EOO provides recommendations and technical assistance as a result of reviews	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC implements veteran's priority of service requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core program partner staff are periodically trained on EO practices	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate knowledge and use of assistive technologies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reasonable accommodations are provided in order to avoid discrimination and meet individual's needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate appropriate and effective communication with individuals with disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a Corrective Action Plan (CAP) in the event partners or customers identify barriers to services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMMATIC ACCESSIBILITY</b>			
The AJC provides basic and individualized career services in person or via technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides access to training, education, employment, supportive, and business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with the "direct linkage" requirement, all services are available through a direct connection with the AJC, either via on-site staff or via real-time technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifier is highly visible inside and outside the facility, and appears on all products, programs, services information, and facilities and properties	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have documented the referral and direct linkage system, and define both how referrals are tracked and that CAPs are in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All program services are made available and accessible to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a system in place to promptly greet all customers, identify their needs and reason for their visit, and quickly connect them to appropriate services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have identified the services applicable to their program, and the AJC staff has developed methods for integrated delivery of those services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duplication enrollment information is not requested via application or assessment across multiple programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to make knowledgeable referrals across partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to demonstrate that modified services provided to individuals with disabilities are ensured to be as effective as non-modified services provided	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistive technology devices or auxiliary aids are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a written policy in place that defines how partners make reasonable accommodations and handle requests for accommodations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC's resources include bilingual materials or translation services, when necessary	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

There is an organizational chart that reflects and ensures staff work in functional teams, rather than program specific teams, to coordinate programs, service delivery, and referrals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>CONTINUOUS IMPROVEMENT</b>			
The AJC provides labor market information (LMI)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners and OSO utilize performance reports and customer satisfaction survey results to identify methods for improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has regular staff meetings with all staff to build relationships, provide updates on center activities, and discuss strategies for AJC improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff have received customer service training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff have received training on how to use LMI to help customers identify career pathways, develop in-demand skills and credentials, and find jobs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a professional development plan for all AJC staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LWDB meeting minutes reflect discussions about strategic improvements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction surveys allows customers to provide comments	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction survey results are periodically reported to the LWDB and used to identify continuous improvement efforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a process in place for customers to provide feedback or complaints outside of the customer feedback survey, identifying how complaints are tracked and CAPs are implemented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has internal systems in place to identify and track operational efficiency and effectiveness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training on new policies, procedures, or guidance is available to AJC staff in a timely manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has an established process for examining how the center will identify and respond to technical assistance needs of customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**APPLICATION FOR CERTIFICATION**

Date July 27, 2020

LWDA Northern Middle

Site to be Certified Fort Campbell

Type of Site Specialized

Contact Person Perry Hatch Title Career Specialist

Phone 270-956-0054 Email [perry.hatch@tn.gov](mailto:perry.hatch@tn.gov)

County Montgomery

Address 5661 Screaming Eagle Blvd

City Fort Campbell State TN Zip Code 42223

Web site \_\_\_\_\_

Hours of Operation 8:00 to 4:30 Extended Hours Possible

Days of Operation Monday through Friday

**I. Checklist – System Requirements**

The checklists below are to be used by sites and evaluators to help determine the extent to which system requirements are met and services and programs are present. Each application will vary in its responses based upon the level of certification being requested by the site and the agreements of the local partnership to best meet the needs of the locally-determined service delivery model.

	Yes	No – (please provide plan for complying with this requirement)
Compliance with Workforce System Policies	X	
ADA Accessibility	X	
Use of VOS for customer tracking	X	
Memorandum of Understanding for partners	X	
Workforce Brand used appropriately	X	
Wagner-Peyser services are co-located	X	
Specialized AJC has established target service group	X	



**REQUIRED PROGRAM/PARTNER CHECKLIST**

A) In the column named "On-Site," indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.

B) In the column named "Off-Site Electronic Connection," make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from staff.

C) For programs/partners that are off-site where an agreement is in place to provide their basic career services in another manner, check the last column and attach a narrative explaining how this is accomplished (*use a separate sheet*).

REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER
WIOA Title I Adult Services	37.5		
WIOA Title I Dislocated Worker Services	37.5		
WIOA Title I Youth Services		X	
Wagner-Peyser Title III	37.5		
Adult Education and Family and Literacy Title II (AE)		X	
Rehabilitation Act Title IV – Tennessee Vocational Rehabilitation (VR) Program		X	
Title V – Older Americans Act/Senior Community Service Employment		X	
REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN
Temporary Assistance for Needy Families		X	
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act		X	
Trade Adjustment Assistance		X	
Veterans Employment Services - Jobs for Veterans State Grant	37.5		
Community Services Block Grant			
Housing & Urban Development Employment & Training			

Unemployment Insurance		X	
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**ADDITIONAL PARTNERS (not mandated)**

<b>ADDITIONAL PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN</b>
Ticket to Work and Self Sufficiency		X	
Tennessee Small Business Development Center			
Supplemental Nutrition Assistance Program		X	
Employment and Training			
Vocational Rehabilitation Pilot Projects			
Public Libraries			
Economic Development			
Local Government (City/County)			
Tennessee Employers	Staffing agencies on site to fill local jobs; schedule varies. At least one employer on site per week.	X	
<i>(please add partners as appropriate)</i>	Ft. Campbell Soldier Transition Program		

**CAREER SERVICES CHECKLISTS**

In the column named "On-Site," check the basic career, individualized career, and training services that are currently available on-site for all job seeking customers who come into a comprehensive center, affiliate or access point site.

<b>BASIC CAREER SERVICES</b>	<b>ON- SITE</b>
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs	X
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment	X
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations	X
Outreach, intake and orientation to the information and other services available through the one-stop delivery system	X
Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system	X
Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation	X
Eligibility determination	X
Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	X
Information, in formats that are usable by and understandable to one- stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	X
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area	X
Provision of information and assistance regarding filing claims for unemployment compensation	X
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	X
Translation Services	X
Avaza Language Line	X
<i>Please list addition basic services</i>	
Job Preparedness Workshops	X
<i>Please list addition basic services</i>	



**BUSINESS SERVICES CHECKLIST**

Check the business services that are available to employers

<b>BUSINESS SERVICES</b>	<b>ON-SITE</b>
Establish and develop relationships and networks with large and small employers and their intermediaries	X
Develop, convene, or implement industry or sector partnerships	X
<b>Other Business Services (not mandatory)</b>	
Customized screening and referral of qualified participants in training services to employers	X
Customized services to employers, employer associations, or other such organizations, on employment-related issues	X
Customized recruitment events and related services for employers including targeted job fairs	X
Human resource consultation services e.g.: writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers comply with wage/hour and safety/health regulations;	
Customized labor market information for specific employers, sectors, industries or clusters	
Customized assistance or referral for assistance in the development of a registered apprenticeship program	
Listing of Job Orders	X
Applicant Referral	X
Employer Needs Assessment	X
Unemployment Insurance Access	X
Access to Facilities	X
Translation Services	X
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers	X
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors	
Marketing of business services offered to appropriate area employers, including small and mid-sized employers	
Assisting employers with accessing local, State, and Federal tax credits	X
Customized Employer Screening Testing	X
Job application pre-screening for skills match	X
Interview space	X
TN Drug-Free Workplace	X

**II. Certification Criteria**

The following quality standards are the criteria by which Tennessee’s Local Workforce Development Boards assess and certify One-Stop Centers. These scores will be used by the Certification Review Team as benchmarks for the site and help point to both areas of excellence and those in need of improvement. Each site is asked to work together with leadership and staff to develop responses to the following.

**A. One-Stop Design**

***Functional and Programmatic Integration***

It is critical for the workforce system and its partners to think and act as an integrated system. Our partners ensure that client services are aligned to common goals and the customer experience is seamless – regardless of funding streams. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer’s success. Integration of programs is incorporated into planning, intake, assessment, registration, and service processes, information sharing, resource decisions, actions, results, and analyses.

- I. Rank on a scale of 1 to 5, where the site believes it is in its path toward meeting, or exceeding, the stated standard.
  - 5 = achieved the standard and excelling
  - 4 = significantly meeting standard with some work yet to do
  - 3 = have some of the elements in place, some of the time
  - 2 = making progress but long way to go
  - 1 = no progress yet
- II. Provide **clear evidence** and **examples** of current status and future plans with strategies and timelines to reach these standards.

Check the box where you think the site is with regard to Functional and Programmatic integration.

5      4      3      2      1

**Describe your site’s approach to integrated service delivery and the use of functional teams to deliver career services to all customers.**

The Fort Campbell designation (specialized center) encompasses a single state of Tennessee Veterans Representative who partners with the Soldier For Life Center on Fort Campbell, Ky to assist transitioning soldiers into employment in Tennessee at the end of their Department of Defense service contract. The designation (specialized center) directly connects the transitioning military to the American Job Center system in Tennessee through its electronic connections and referrals to services in the Montgomery County Career Center. Leveraging the transition services available on the Fort Campbell installation, this designation (specialized center) allows transitioning soldiers to prepare for civilian work life and skills upgrade well before their actual transition date. The services provided through the career center system is a workforce multiplier for the individual since it is on the base.

**Include a detailed diagram of customer flow, services available, assessment and referrals, and describe how the MIS is used to facilitate shared customer management across partner programs.**

Service members who are being discharged are required to process out of the service through the Soldier for Life Transition Center, the location of this designation (specialized center). Soldiers wishing to find employment in Tennessee can access the TN AJC system initially through this satellite office. New and returning customers to the Soldier for Life Center can receive all of the functions of the career center from the welcome function through the skills/career development function. The individual will follow the same customer flow as the Montgomery County Comprehensive AJC (attachment A); however the customer flow begins through a singular point of contact via the designation (specialized center) or directly through an off site referral to the Montgomery County Career Center. Fort Campbell KY is a restricted entry installation so employers can only gain access by invitation. Therefore, employers will only be allowed access to soldiers at the Soldier for Life Center designation (specialized center). Employers interact and make connection with the AJC system through the Soldier for Life Center designation (specialized center).

*Please list any best practices to highlight and share for continuous improvement.*

1. Tennessee outreach to soldiers prior to discharge.
2. Tennessee outreach on a military installation off site from the AJC.
3. Tennessee outreach in Kentucky.

**Accessibility**

**Service Provision, including Services, Universal Access, and Outreach to populations with barriers**

Improved availability, a welcoming atmosphere, inclusive settings, and high quality customer service benefit all customers. This extends services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services are provided to all customers within the center and via technology through online or phone access. Principles of universal design are considered when designs have inclusive space and materials available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.**

5      4      3      2      1

4
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**Describe how the site works cooperatively with WIOA core partners to provide quality services to all customers. Describe your outreach to populations with barriers in the community and relationship with core program and community partners to effectively serve them.**

The Fort Campbell designation (specialized center) refers soldiers and family members that qualify for WIOA services to the AJC in Montgomery County. This unique relationship between the AJC and the Soldier for Life Center on the base at Fort Campbell allows the AJC staff to link with and utilize a myriad of services on post that are not available to the civilian community. If needed, individuals can receive services in the Soldier for Life Center such as transitional workshops and computer resources. In addition, soldiers can access the military spouse network, helping a hero, hiring our heroes and other organizations that are not representative of the installation.

**Provide evidence that basic ADA requirements have been met, including processes to provide reasonable accommodations for individuals with disabilities.**

The installation is ADA compliant, as well as compliant at the Soldier for Life Center. The designation (specialized center) can refer disabled veterans to the Wounded Warrior Transition Battalion, DOD Blanchfield Hospital and supporting medical facilities as well as DVOP's, VR and Ticket to Work representatives in TN for assistance with any needs or accommodations in job search or job placement.

Describe initiatives or strategies in developing universal access and provide tangible evidence of implementation or solution driven plan development. Address the following four specific areas of access:

1. Physical: Architectural or building
2. Information: all paper, printed or posted materials
3. Digital: software, Web-based programs and alternatives to print
4. Communication: verbal, non-verbal access for services, phone and other

**Describe your wireless internet infrastructure.**

Since the designation (specialized center) is manned by a Title I and state employee via the AJC, the staff has complete access to phone and internet infrastructure as allowed by the Fort Campbell partnership, at no additional cost to the AJC.

**How are the needs of populations with barriers met through staff-assisted and other means? Please include examples of outreach activities to reach targeted populations .**

Since 300-450 soldiers a month leave the service and are required to attend Soldier for Life Transition programs while in active duty they are 'captured' through the designation (specialized center) without a need to conduct massive outreach. With the operational tempo of the Army in Afghanistan and Iraq, along with other trouble spots around the globe, some of the soldiers have become disabled. As disabled soldiers transition through the Affiliate designation (specialized center), the active duty supports remain in place and they are connected with transitional disability services through the AJC prior to release from the military.

**Describe your processes to assure effective communication with persons with disabilities. This includes providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.**

Soldiers with disabilities that require assistive devices have all the access to receive benefits and help from the AJC. These soldiers also qualify for services from the Veterans Administration locally and regionally.

*Please list any best practices to highlight and share for continuous improvement.*

The military provides a tremendous amount of support to soldiers that are being discharged with a disability, and these soldiers receive continued support through the Veterans Administration. The Disabled Veterans Outreach Program is uniquely tailored to serve service members with disabilities. Employment Networks in Middle Tennessee are an additional help for those with disabilities.

### ***Customer Satisfaction***

**Describe how the voice of the customer is listened to and how your site incorporates both job seeker and business customer feedback as part of continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success? Please list any best practices to highlight and share for continuous improvement.**

Informal feedback has been extremely positive in regard to soldier job placements matching employer demanded skill sets. In 2021, plans call for the addition of a AJC customer survey, utilizing both paper and electronic formats, that will address the overall customer experience across all programs which would capture feedback from the Ft. Campbell customers.

### ***Partnership***

The one-stop system is built upon a foundation of partners linked together to deliver a comprehensive array of services and reach the shared outcomes of employment, education, skills gains, and earnings. All core and required one-stop partners are present at the site and invested in the development and implementation of service delivery to connect customers to resources.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to Partnership.

5      4      3      2      1

**Describe how the partnerships function at the site and the roles of each core partner from Title I- Adult, Dislocated Worker, and Youth, Title II - Adult Basic Education, Title III - Wagner-Peyser, Title IV - Vocational Rehabilitation, and TANF.**

The Fort Campbell designation (specialized center) utilizes the Montgomery County AJC to provide needed services beyond the scope of the Soldier for Life Center.

Core partners on-site at the Montgomery County AJC during the Center's operating hours, Monday through Friday, 8:00 am - 4:30 pm, share responsibility for serving in the Welcome Function/Team. All of the core partners have staff who serve as members of the Skills/Career Development Function/Team, whether on-site or off-site by referral or electronic connection. For instance, Title I staff offer scholarships for postsecondary training while Title I, Title IV, and TANF may provide support services. Title II staff offer preparation classes for high school equivalency diploma and those needing remediation to enter the workforce, while Title III programs focus on connecting job seekers with employment opportunities through Jobs4TN and/or staff assistance. Staff members are cross-trained to allow for streamlined access to services and reduced duplication. Staff operate as a cohesive team and partner together to meet individual customers' needs. 2017 plans include the addition of a brief AJC staff morning meeting to discuss shared resources and services that might benefit both current and prospective customers and/or business and industry. This collaboration will encourage more co-enrollment of participants between programs, further reducing duplication, enhancing services, and maximizing individual program funding.

**Describe how the partnerships function at the site with other required partners from postsecondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Corps, National Farmworker Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, SNAP E&T, etc.**

Contact information, including agency name, contact person, address, phone and fax numbers, e-mail address, etc., for all of the area required partner programs is available for use at the Fort Campbell designation (specialized center). However, due to the unique customer flow on the restricted installation referrals are normally made only to Career and Technical Education, UI, VETS and E+T. A complete education center of higher education providers is also located on post and veterans have access to the Montgomery GI Bill funding.

**Describe how the affiliate/specialized centers are linked to non-located partners to ensure alignment with community and regional strategies. This includes tracking and appropriate follow-up. Please give examples of how this functions and the results for customers.**

In addition to the resource guide listed above, Memorandums of Understanding exist with partners establishing service delivery and referral methods. Cross referrals occur routinely through professional reference, telephone, electronic communication, or through AJC internal marketing such as brochures or listings. These methods of communication establish a regular flow of information and customer referrals from our team to the community and from those partners to our team. AJC leadership is active and involved in local communities and often has a seat at the table for local strategic planning and development initiatives, and connects the soldier community to employers.

**Describe how leadership works together to set the vision and goals for the site and then implements service strategies to achieve shared objectives.**

The designation (specialized center) participates as a full partner in the administration of services at the Transition Assistance Program and participates in meeting goals and objectives through weekly and monthly meetings of partner staff. The AJC leadership of on-site partners meets monthly to develop strategies to implement goals set by the North Tennessee Workforce Board which includes delivery of services from the Fort Campbell designation (specialized center). Goals are reviewed monthly, and progress is tracked by each program as well as in the AJC. The AJC leadership currently operates as a consortium of partners to bring the resources of their respective agencies to meet and exceed goals and objectives.

*Please list any best practices to highlight and share for continuous improvement.*

1. Outreach to diverse populations
2. Outreach to employers
3. Outreach out of state and on a restricted military reservation
4. Outreach in advance of soldiers separating from active service
5. Outreach to new partners on the installation that previously were not in play

***Employer Engagement***

Business is one of our primary customers and one-stop partners work collaboratively to deliver value-added services and eliminate duplication. Business services staff from all one-stop partners have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are connected to regional and local business partnership activities and sector strategies. Employers' human capital needs are communicated to and acted upon by the workforce system. Business services are coordinated to the maximum extent possible to limit duplication and streamline the employer experience.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Employer Engagement.**

5       4      3      2      1

**Describe how partners work to deliver seamless business services. How do business services staff use and share labor market information? What strategies are used to involve employers in identifying skill gaps and developing solutions to meet their workforce needs?**

The designation (specialized center) allows employers another opportunity to recruit qualified applicants for jobs. Employers outside of the Local Workforce Development Area may not have previously made contact with the Montgomery County AJC, and the designation (specialized center) provides a venue for those employers to access transitioning soldiers.

**Describe how regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes.**

Regional and local sector strategies are used to target services and resources to focus workforce efforts. A soldier who has a military occupational specialty uses their soft skills and past expertise in problem solving and leadership to make professional investments by:

- 1) Aligning education, training and employment with skill needs of local industries
- 2) Tailoring services and products to align with labor market
- 3) Providing job seekers with opportunities to upgrade skills in response to changing workforce needs
- 4) Identifying training and educational opportunities for in-demand local occupations and sectors

Currently soldiers are transitioning into advanced manufacturing employment in industries such as Akeebono, and are also transitioning to the role of EMT in the Clarksville area.

**How are career pathways and training modalities such as industry-recognized credentials, apprenticeship, on-the-job training, and other work-based learning opportunities aligned with employers' needs and marketed to support talent development?**

Part of the services provided by the Soldier for Life program include assisting soldiers in identifying skill sets in a civilian labor market.

For example, a soldier who has spent his military career in the medical field is teaming up with Montgomery County emergency management to become a trained EMT. The soldier's military training and experience allows for credit for relevant experience, allowing the soldier to move more rapidly through the civilian job requirements and fast track to a job.

Soldiers with maintenance skills are receiving certificates in mechatronics while still on active duty, which leads to recruitment by automotive industry leaders such as Volkswagen or to full-time position offers with Mohawk Dal Tile while still on active duty.

*Please list any best practices to highlight and share for continuous improvement.*

1. The mechatronics career pathway administered through the LEAP grant for Fort Campbell soldiers connecting them to businesses such as Bridgestone and Akeebono is an example of an effective career pathway.
2. The OJT program with DAL Tile provides an opportunity for customers to receive maintenance technician skills as a pathway to full-time employment.

***Human Capital***

Each American Job Center will be a high-performance work place with staff equipped to demonstrate a visible passion for quality of service.

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**Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.**

5	<input checked="" type="checkbox"/>	3	2	1
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**Describe how centers will train and equip one-stop staff in an ongoing learning process and to ensure staff are cross-trained to increase staff capacity, expertise, and efficiency.**

AJC staff meet monthly to coordinate services and develop strategies to improve the customer experience. Updates to internal processes are shared via this meeting.

**Describe how centers will staff the one-stop centers with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one-stop center, and skilled in developing customers' skills for employment success.**

The AJC employs a group of well-trained and dedicated professionals who receive ongoing professional development opportunities. The staff works within the structure of functional teams in order to ensure daily interaction among partners, facilitating an informal exchange of information and brainstorming customer services.

The individuals at the designation (specialized center) on Fort Campbell have a military background with numerous years of service to fully understand the depth of the customers background and the unique offerings of services that are available to customers only allowed access to the installation.

**Describe how staff from multiple organizations will be equipped through cross-training and information tools to enable them to respond seamlessly to customer needs.**

The designation (specialized center) employees also participate in AJC weekly and monthly meetings to ensure that all are kept abreast of changes issues and challenges of the military customer base on Fort Campbell. This improves the customer experience and allows staff to use their expanded knowledge base of available programs and services.

**Describe how staff are assigned to and identify themselves with functions or services as opposed to agencies, and functional supervision of partner staff is in place.**

The Montgomery County American Job Center has designed and organized its staff, delivery processes and facilities in a manner that streamlines customer service, and capitalizes on strong staff and technology. The process is designed to align with the AJC system and incorporate all of the guidance outlined in The One-Stop System Design.

Due to limited access to Fort Campbell, only individuals with military background can be assigned to the Fort Campbell designation (specialized center).

**Describe the bottom-up communications within the workforce system. This includes regular staff meetings, business services team meetings, or partner meetings that discuss recent and relevant resources, conduct training, and facilitate collaboration.**

Bottom-up communications begin with staff meetings of functional teams on a weekly basis, followed by AJC partner meetings on a monthly basis. Discussion includes positive and negative feedback from customers and employers, as well as staff ideas for continuous improvement opportunities. The monthly meeting provides a venue for discussion related to continuing the customer-centered culture.

Similar discussion and information exchange is conducted at the Soldier for Life center on Fort Campbell where problems are discussed and new services planned and implemented by all team members.

The operating philosophy within the AJC is an open door policy that supports two way communications between employees and management. In addition, HR support is available through Workforce Essentials as needed.



B. Infrastructure

Identification of Shared Costs (including non-personnel)

- 5 = achieved the standard and excelling
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- 1 = no progress yet

Check the box where you think the site is with regard to identifying shared costs and maintaining equitable contributions are being addressed in the MOU.

	5	<input checked="" type="checkbox"/>	3	2	1
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Please identify any policies and procedures that result in equitable contribution of infrastructure costs in one-stop center(s) among partners. (e.g. co-location with partners, infrastructure cost-sharing, pay-for-performance contracting)

Fort Campbell leadership has required a legal MOU but not an exchange or contribution of infrastructure costs for the designation (specialized center) Other than salary and costs for administrative paperwork, the Affiliate designation (specialized center) on Fort Campbell is a unique cost-free partnership.

**Provide assurance that the One-Stop Operator has developed, and is maintaining, the One-Stop (AJC Partners) Memorandum of Understanding to include the Infrastructure Mechanism.**

The Chief Local Elected Officials in Northern Middle designated Workforce Essentials as the lead in a consortium model to serve as the One-Stop Operator upon inception of WIOA. The consortium will continue to serve in a management role until guidance from the TDL&WFD is issued and a competitive process is initiated. The consortium serves as the Regional AJC leadership team. Workforce Essentials, serving as the lead entity in the consortium, has developed and entered into a Memorandum of Understanding with the required AJC partners. An umbrella MOU serves as the guiding document to coordinate and leverage services to provide effective and unduplicated services.

The MOU and Resource Sharing Agreements outline the infrastructure mechanisms to share costs between AJC partners. The current MOU in Northern Middle is effective through June, 2021. The MOU will be updated upon release of guidance and director regarding the one-stop operator.



**How is the one-stop center's co-location being addressed in the MOU as it relates to infrastructure and shared services costs in the comprehensive and/or affiliate site(s)? How does the MOU reflect efforts to reduce duplication by improving program effectiveness through the sharing of services, resources and technologies among partners?**

Due to the unique structure of the Soldier for Life Center and Montgomery County AJC partnership, there is no shared infrastructure cost for the designation (specialized center).



Distribution of Infrastructure Costs

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Check the box where you think the site is with regard to proper distribution of infrastructure costs among AJC core and required partners.

5 4 3 2 1

4

How is the one-stop center proportionately distributing costs among AJC partners that is based upon guidance provided in 2CFR Part 200, 20CFR 678 et. Al, "Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards" (or any corresponding similar regulation or ruling)?

There is space in the AJC for the Soldier for Life employees and their part time equivalency is included in the RSA. Due to the unique structure of the Soldier for Life Center and Montgomery County AJC partnership, there is no shared infrastructure cost for the designation (specialized center).

How were the methodologies for distributing the costs for both infrastructure costs and shared services agreed upon by partners? Provide evidence of meetings and/or discussions that led to the approved partner budget reflecting the shared costs. Include the approved budget that is included in the MOU.

Methodologies are defined in the resource sharing agreement and aligned to state policies and procedures as well as federal regulation, however there is no associated cost to the designation (specialized center) on Fort Campbell.

**Describe how the one-stop center is aligning its technology data systems across partner programs thru the shared costs budget and/or other agreed upon arrangements.**

Long distance service costs are controlled and distributed via a unique identifier assigned to all employees in the AJC which would be used only when the designation (specialized center) staff are within the primary AJC. The AJC shares the voice and data costs throughout the AJC system. Long distance service costs are controlled and distributed via a unique identifier assigned to all employees in the AJC. Workforce Essentials, serving as lead in the consortium provides internet service to the resource room and allocates cost to the RSA accordingly. Staff in the AJC utilize the JOBS4TN data management system in order to efficiently manage cases and avoid duplication of services.

### *Program and Fiscal Compliance*

**How prepared is the one-stop center to adopt and promote alignment of cross-program policies and operations that ensures fiscal compliance?**

Cross-program alignment in Northern Middle had been promoted by the fact that Workforce Essentials operates several of the partner programs including WIOA Title II and TANF. Title I is now handled by Mid-Cumberland Human Resources Agency. This has enabled co-location of services in the comprehensive and affiliate centers across multiple workforce development areas. In addition, a pilot project with TAA has allowed Trade programs to be delivered through the affiliate AJC's by Title I staff. SNAP and RESEA programs have also been incorporated in functional service delivery. In all cases, staff have been trained in program rules and regulations to ensure fiscal compliance. Along with PAR and an independent certified public accountant, audits and reviews are conducted to maintain program and fiscal integrity. Monthly meetings within the AJC and quarterly partner meetings allow for increased communication and program alignment.

The addition of the designation (specialized center) brings additional partners to assist customers at no cost to the system.

**Describe how each partner in the AJC has demonstrated fiscal transparency and efficiency thru timely, detailed, and accurate reporting and payment of AJC costs (includes reconciliation of costs by partner programs).**

Each partner is invoiced on a monthly basis for actual costs incurred during the previous month. Because costs are recorded on an actual basis, reconciliation is not required. If an accrual is required, and the actual cost is different than the accrual, an adjustment will be made in the next reporting cycle. Invoices are submitted with supporting documentation as needed and requested to adhere to TDL&WFD policies and procedures. During consortium meeting, invoices are reviewed and approved. Invoices are recorded and booked as accounts receivable and entered in the GRANTS4TN system. If a partner fails to pay his or her agreed upon share, they will be sent a written past due notice. However, the designation (specialized center) does not increase the cost of center operations.

**How has the one-stop center reviewed its staffing and contractor staffing levels to identify adjustments needed to implement provisions under WIOA.**

Through our current agreement with Fort Campbell and the transition assistance program on base, there is only room for a two staff people.

**Outline how the infrastructure funding has helped to reduce overhead by streamlining and sharing financial, procurement, and facilities costs?**

There has been no increase in costs while conducting additional outreach.

**Provide assurance that services provided by the one-stop partners help to reduce duplication or increase financial efficiency are allowable under that partner's programs.**

Outreach on Fort Campbell has only increased customer access and not duplicated services due to its availability to begin transition pro-actively while soldiers are on active duty instead of reactively after discharge from the service.



**Performance**

***Performance and Accountability***

Results and outcomes for the public investment in Tennessee’s workforce system are essential to the system’s relevance. The effectiveness of service to employers and job seekers is evident in system performance and service delivery decisions are based on data. On an ongoing basis, customer data from one-stop partners and regional economic data is collected, analyzed, and shared with all workforce system staff and community stakeholders. Plans for improvement, enhancement, or adjustment are established and acted upon.

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Check the box where you think the site is with regard to Performance and Accountability.

5

4

3

2

1

**Describe how you measure, analyze, review, and improve workforce system performance through the use of data and information.**

The AJC leadership team facilitates changes and improvements and provides ongoing professional development to ensure the staff remains updated on regulatory changes from the state or federal level. The designation (specialized center) can adjust delivery practices in response to changing situations on Fort Campbell such as an increase or decrease in customer flow due to deployments or re-deployments.

**Describe how this data is shared with staff and stakeholders and what changes have resulted from use of data. How has data been used (example) to improve services?**

General reports are reviewed by senior management, the NMTWB, and local officials. Performance projections are reviewed monthly and quarterly and results analyzed so that outcomes are included in performance reviews which provides accountability.

**What methods are in place for staff to provide feedback? How do you incorporate staff feedback as part of continuous quality improvement? How are staff informed that their feedback was reviewed and any action taken as a result? What metrics are used to show improvement and success?**

Departmental, AJC, and leadership meetings provide a venue for employee suggestions and feedback for continuous improvement. Supervisors operate at all levels with an open door policy of which employees are able to provide feedback at any time.

*Please list any best practices to highlight and share for continuous improvement.*

- Cross training of all-inclusive staff and external partners to be able to service customers in a timely and proficient manner.
- Continued outreach to the Fort Campbell Community

## One-Stop Certification Checklist

**Date:** July 23, 2020

**Type of AJC:** Affiliate

**American Job Center Address:**

118 Seaboard Lane Suite 100, Franklin, TN 37067

**Contact Name:**

Melissa Counts

**Contact Phone:**

(615) 370-6004

**Contact Email:**

Melissa.counts@MCHRA.com

CRITERIA	MET	NOT MET	N/A
<b>REQUIRED PARTNERS</b>			
Title I Adult Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title I Dislocated Worker Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wagner-Peyser Title III	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Adult Education	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vocational Rehabilitation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Title V SCSEP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TANF	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career and Technical Education Program (postsecondary) Carl D. Perkins Act	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Trade Adjustment Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Veterans Employment Services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community Services Block Grant	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing & Urban Development Employment & Training	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Unemployment Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Services of one more core partners are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>ONE-STOP OPERATIONS</b>			
The MOU between the LWDB and required One-Stop partners is signed and in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The MOU reflects the name and location of the AJC and the way in which required core partners will integrate services within the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The center is implementing the MOU specifications	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The One-Stop Operator (OSO) is competitively selected and is in compliance with state and federal guidelines	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the OSO are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider (CSP) are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least one Title I staff member and one Wagner-Peyser staff member will be on-site during operating hours, and have the capacity to provide services to all individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The AJC is operating in a cost-efficient manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC actively conducts outreach and provides services such as participation in workshops, job fairs and recruitment events	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing materials provide an overview of all core partner services, and are available to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC connects with the community through multiple community partnerships and access points	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The AJC staff view themselves as part of the One-Stop system, and views all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers placed in economically sustainable employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers receiving education and training services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has identified ways to support the changing role as TANF as a one-stop partner, including coordination of services and enrollment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff view themselves as part of the One-Stop systems, and view all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON PARTICIPANT SERVICE</b>			
The AJC operates during required business hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides flexible operating hours, including evenings and weekends	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is established to provide services tailored to the needs of a specific group	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer meetings tailored to the needs of a specific group being serviced	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides initial assessment of skill level, aptitudes, abilities, and supportive service needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC utilizes labor market employment statistics information, relating to local, regional, and national labor market areas, including job vacancy listings, information on job skills necessary to obtain the jobs: and information relating to local occupations in demand and the earnings, skills requirements, and opportunities for advancement for such occupations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff members can identify regional targeted sector pathways, and understands those terms in implementation of providing services to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has available, and provides when applicable, education and training opportunities for customers at multiple skill and experience levels	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has intensive menu of training opportunities, and staff is available to assist customers with enrollment, including career pathways to middle class jobs, education and training, work-based learning, OJT, and registered apprenticeships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are competent and proficient in establishing eligibility for programs, or financial aid assistance for education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides ease of access to credentialed education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC uses LMI to actively promote targeted sector and high-demand occupations to customers, including job search and placement services, and career counseling	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan identifies ways in which core partners will integrate services and referrals among partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners support integrated intake, case management, and reporting outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a customer feedback process in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides information and assistance regarding filing claims for unemployment compensation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON BUSINESS SERVICE</b>			

The AJC establishes and develops relationships and networks with large and small employers and their intermediaries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC develops, convenes, and implements industry or sector or partnerships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a defined strategy for capturing employer input on design and delivery of job-seeker services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer services, including qualified candidate referral, on-site recruitment events, pre-employment testing, employee aptitude verification, and subsidies for hiring and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifies technical assistance needs for improving business results and utilization of available resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan specifies the ways in which core partners will identify and respond to local area economic needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan and/or MOU define specific ways in which the AJC will match existing business relationships and new business relationships with skilled workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a business customer feedback in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a cooperatively functioning Business Services Team (BST) in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan clearly outlines how business services will be conducted	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SITE SPECIFIC</b>			
The American Job Center (AJC) identifier is highly visible inside and outside the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is easily identified in the community, with signage clearly visible to the public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC conveys a professional and welcoming environment, both inside and outside	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is within reasonable distance and accessibility of public transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate parking, including accessible, is available at the AJC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interior signage results in easy navigation for customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conference space sufficiently meets partner and customer needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate safety and security measures are in place to protect customers and staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an up-to-date, easily accessible Emergency Action plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Center hours are easily identifiable, and meet the requirement of 8:00am-4:30pm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is accessible, as required by the Americans with Disabilities Act's (ADA) standards	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
**not required** There is a written procedure for accommodation of customer requests for services to be provided outside of normal operating hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PERFORMANCE</b>			
The AJC contributes to the achievement of WIOA Performance Indicators for all core partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners track and periodically report performance outcomes to the LWDB, and reflects such in meeting minutes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The policies, processes, and actions of the AJC support of local levels of performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>RESOURCE AREAS</b>			
There is technology available to assist all customers, including customers with disabilities and non-English speaking customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Up-to-date information about services and supportive services is provided within the Resource areas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are precautions in place for preventing abuse of internet access	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff is readily available for assistance in the resource area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is sufficient, accessible work space and computer stations for customer use			
A calendar of services and events is easily visible and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>EQUAL OPPORTUNITY ASSURANCE</b>			
The Equal Opportunity Officer (EOO) regularly reviews the AJC's policies, procedures, and facility for accessibility and equal opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The EOO provides recommendations and technical assistance as a result of reviews	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC implements veteran's priority of service requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core program partner staff are periodically trained on EO practices	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate knowledge and use of assistive technologies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reasonable accommodations are provided in order to avoid discrimination and meet individual's needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate appropriate and effective communication with individuals with disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a Corrective Action Plan (CAP) in the event partners or customers identify barriers to services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMMATIC ACCESSIBILITY</b>			
The AJC provides basic and individualized career services in person or via technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides access to training, education, employment, supportive, and business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with the "direct linkage" requirement, all services are available through a direct connection with the AJC, either via on-site staff or via real-time technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifier is highly visible inside and outside the facility, and appears on all products, programs, services information, and facilities and properties	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have documented the referral and direct linkage system, and define both how referrals are tracked and that CAPs are in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All program services are made available and accessible to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a system in place to promptly greet all customers, identify their needs and reason for their visit, and quickly connect them to appropriate services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have identified the services applicable to their program, and the AJC staff has developed methods for integrated delivery of those services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duplication enrollment information is not requested via application or assessment across multiple programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to make knowledgeable referrals across partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to demonstrate that modified services provided to individuals with disabilities are ensured to be as effective as non-modified services provided	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistive technology devices or auxiliary aids are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a written policy in place that defines how partners make reasonable accommodations and handle requests for accommodations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC's resources include bilingual materials or translation services, when necessary	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

There is an organizational chart that reflects and ensures staff work in functional teams, rather than program specific teams, to coordinate programs, service delivery, and referrals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>CONTINUOUS IMPROVEMENT</b>			
The AJC provides labor market information (LMI)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners and OSO utilize performance reports and customer satisfaction survey results to identify methods for improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has regular staff meetings with all staff to build relationships, provide updates on center activities, and discuss strategies for AJC improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff have received customer service training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff have received training on how to use LMI to help customers identify career pathways, develop in-demand skills and credentials, and find jobs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a professional development plan for all AJC staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LWDB meeting minutes reflect discussions about strategic improvements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction surveys allows customers to provide comments	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction survey results are periodically reported to the LWDB and used to identify continuous improvement efforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a process in place for customers to provide feedback or complaints outside of the customer feedback survey, identifying how complaints are tracked and CAPs are implemented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has internal systems in place to identify and track operational efficiency and effectiveness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training on new policies, procedures, or guidance is available to AJC staff in a timely manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has an established process for examining how the center will identify and respond to technical assistance needs of customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**APPLICATION FOR CERTIFICATION**

Date July 27, 2020

LWDA Northern Middle

Site to be Certified American Job Center - Franklin

Type of Site Affiliate

Contact Person Melissa Counts Title Point of Contact

Phone 615-370-6004 Email [melissa.counts@mchra.com](mailto:melissa.counts@mchra.com)

County Williamson

Address 118 Seaboard Lane, Suite 100

City Franklin State TN Zip Code 37067

Web site \_\_\_\_\_

Hours of Operation 8:00 to 4:30 Extended Hours Possible

Days of Operation Monday through Friday

**I. Checklist – System Requirements**

The checklists below are to be used by sites and evaluators to help determine the extent to which system requirements are met and services and programs are present. Each application will vary in its responses based upon the level of certification being requested by the site and the agreements of the local partnership to best meet the needs of the locally-determined service delivery model.

	Yes	No – (please provide plan for complying with this requirement)
Compliance with Workforce System Policies	X	
ADA Accessibility	X	
Use of VOS for customer tracking	X	
Memorandum of Understanding for partners	X	
Workforce Brand used appropriately	X	
Wagner-Peyser services are co-located		
Specialized AJC has established target service group		

**REQUIRED PROGRAM/PARTNER CHECKLIST**

A) In the column named "On-Site," indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.

B) In the column named "Off-Site Electronic Connection," make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from staff.

C) For programs/partners that are off-site where an agreement is in place to provide their basic career services in another manner, check the last column and attach a narrative explaining how this is accomplished (*use a separate sheet*).

REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER
WIOA Title I Adult Services	37.5		
WIOA Title I Dislocated Worker Services	37.5		
WIOA Title I Youth Services	37.5		
Wagner-Peyser Title III	As needed by appointment	X	
Adult Education and Family and Literacy Title II (AE)	40	X	
Rehabilitation Act Title IV – Tennessee Vocational Rehabilitation (VR) Program	As needed by appointment	X	
Title V – Older Americans Act/Senior Community Service Employment	37.5	X	
REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN
Temporary Assistance for Needy Families	24	X	
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act		X	
Trade Adjustment Assistance	As needed by appointment	X	
Veterans Employment Services - Jobs for Veterans State Grant	As needed by appointment	X	
Community Services Block Grant			
Housing & Urban Development Employment & Training			



Unemployment Insurance		X	
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**ADDITIONAL PARTNERS (not mandated)**

<b>ADDITIONAL PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN</b>
Ticket to Work and Self Sufficiency	By appointment as needed.	X	
Tennessee Small Business Development Center			
Supplemental Nutrition Assistance Program Employment and Training	By appointment as needed.	X	
Vocational Rehabilitation Pilot Projects			
Public Libraries			
Economic Development			
Local Government (City/County)			
Tennessee Employers	Staffing agencies on site to fill local jobs; schedule varies. At least one employer on site per week.	X	
<i>(please add partners as appropriate)</i>			

**CAREER SERVICES CHECKLISTS**

In the column named "On-Site," check the basic career, individualized career, and training services that are currently available on-site for all job seeking customers who come into a comprehensive center, affiliate or access point site.

<b>BASIC CAREER SERVICES</b>	<b>ON- SITE</b>
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs	X
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment	X
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations	X
Outreach, intake and orientation to the information and other services available through the one-stop delivery system	X
Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system	X
Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation	X
Eligibility determination	X
Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	X
Information, in formats that are usable by and understandable to one- stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	X
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area	X
Provision of information and assistance regarding filing claims for unemployment compensation	X
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	X
Translation Services	X
Avaza Language Line	X
<i>Please list addition basic services</i>	
Job Preparedness Workshops	X
<i>Please list addition basic services</i>	



**BUSINESS SERVICES CHECKLIST**

Check the business services that are available to employers

<b>BUSINESS SERVICES</b>	<b>ON-SITE</b>
Establish and develop relationships and networks with large and small employers and their intermediaries	X
Develop, convene, or implement industry or sector partnerships	X
<b>Other Business Services (not mandatory)</b>	
Customized screening and referral of qualified participants in training services to employers	X
Customized services to employers, employer associations, or other such organizations, on employment-related issues	X
Customized recruitment events and related services for employers including targeted job fairs	X
Human resource consultation services e.g.: writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers comply with wage/hour and safety/health regulations;	X
Customized labor market information for specific employers, sectors, industries or clusters	X
Customized assistance or referral for assistance in the development of a registered apprenticeship program	X
Listing of Job Orders	X
Applicant Referral	X
Employer Needs Assessment	X
Unemployment Insurance Access	X
Access to Facilities	X
Translation Services	X
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers	X
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors	X
Marketing of business services offered to appropriate area employers, including small and mid-sized employers	X
Assisting employers with accessing local, State, and Federal tax credits	X
Customized Employer Screening Testing	X
Job application pre-screening for skills match	X
Interview space	X
TN Drug-Free Workplace	X

**II. Certification Criteria**

The following quality standards are the criteria by which Tennessee’s Local Workforce Development Boards assess and certify One-Stop Centers. These scores will be used by the Certification Review Team as benchmarks for the site and help point to both areas of excellence and those in need of improvement. Each site is asked to work together with leadership and staff to develop responses to the following.

**A. One-Stop Design**

***Functional and Programmatic Integration***

It is critical for the workforce system and its partners to think and act as an integrated system. Our partners ensure that client services are aligned to common goals and the customer experience is seamless – regardless of funding streams. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer’s success. Integration of programs is incorporated into planning, intake, assessment, registration, and service processes, information sharing, resource decisions, actions, results, and analyses.

I. Rank on a scale of 1 to 5, where the site believes it is in its path toward meeting, or exceeding, the stated standard.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

II. Provide **clear evidence** and **examples** of current status and future plans with strategies and timelines to reach these standards.

Check the box where you think the site is with regard to  
Functional and Programmatic integration.

5     4    3    2    1

**Describe your site's approach to integrated service delivery and the use of functional teams to deliver career services to all customers.**

Service integration by all partners is the key to customer success and program delivery. The affiliate center is aligned into three functional teams: the welcome team, skills development team, and the business services team. Each function is focused on a single process to move customers and employers forward quickly among partner functions.

The Welcome Team, a shared partner responsibility, triages customer needs immediately while providing a positive and professional first impression. As part of the welcome function, customers are registered on Jobs4TN. In addition, orientation to the AJC is part of the welcome function. Customers requiring basic career services such as computer-based job search, general research on labor market information, or labor exchange services are served by the Welcome Team.

Using information gathered from the customer service needs checklist, customers are handed off to the skills/career development team. The skills/career development team assesses the skill sets of individuals, determines eligibility for programs and services, provides individualized career counseling and training services, and places customers on an appropriate career path. This function includes identifying support needs and requires significant staff involvement through case management. This team works to ensure customer success.

The business services team identifies opportunities to address the human resource needs of employers and works directly to meet employer needs through a variety of services ranging from hosting AJC job fairs to evaluating the potential for employer OJT or Apprenticeship programs. Specific services and products may be designed to meet employer needs. The business services team understands the local job sub-market and trends, and interacts directly with employers. Members of this team participate in the local Chamber of Commerce and Economic Development community-based activities to facilitate the working relationship necessary to meet employer needs. Sharing information among all AJC partners provides the opportunity for customers to align with local employers when skill sets are matched with employer needs.

At partner meetings, team members representing all functional teams meet to share information and collaborate in order to meet and exceed customer and employer expectations.

**Include a detailed diagram of customer flow, services available, assessment and referrals, and describe how the MIS is used to facilitate shared customer management across partner programs.**

The attached customer flow diagram reflects the services available through the AJC. The MIS component utilized is the Virtual One Stop data management system. Customers sign in through the VOS greeter, which enables staff to track customers as well as ensures prompt service. The greeter screen also gives customers a general idea of services available, but the Welcome Team further explains programs and services through the AJC Orientation.

Customer registration in Jobs4TN allows for information sharing among partner staff, including Title I, Title III, SNAP Employment and Training, Re-Employment Services Eligibility (RESEA), and Trade Adjustment Act (TAA). With the planned addition of Title II staff to the VOS data management system, the MIS system will be further enhanced to meet customer needs.

Customers referred to the Business Services Team are required to register in Jobs4TN. The data management system facilitates coordination among partners to ensure customers have received all necessary and available services. Behind the scenes, AJC staff and partners share customer goals informally to determine if co-enrollment or coordinated services are appropriate. Regulatory compliance is only one facet of the MIS function. This internal oversight allows the opportunity for customer review and consequently for suggestions of additional programs and services to benefit the customer, as well as to ensure the lack of duplicated services.

*Please list any best practices to highlight and share for continuous improvement.*

1. Created AJC Menu of Services for partner and customer use.
2. Assistance for job seeker customers in the resource room provided by WP staff.
3. Facilitated monthly meetings of partner staff.
4. Participated in community events such as parades and local run/walk events for visibility.
5. Participated in local Chamber of Commerce to enhance relationships with local business and industry.

### ***Accessibility***

#### ***Service Provision, including Services, Universal Access, and Outreach to populations with barriers***

Improved availability, a welcoming atmosphere, inclusive settings, and high quality customer service benefit all customers. This extends services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services are provided to all customers within the center and via technology through online or phone access. Principles of universal design are considered when designs have inclusive space and materials available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

5 = achieved the standard and excelling

- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.**

5	<input checked="" type="checkbox"/> 4	3	2	1
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**Describe how the site works cooperatively with WIOA core partners to provide quality services to all customers. Describe your outreach to populations with barriers in the community and relationship with core program and community partners to effectively serve them.**

The site works cooperatively with WIOA core partners by serving all customers, including those with significant barriers to employment. AJC staff are committed to providing appropriate supportive services and/or referrals to help customers succeed. The core partners are crossed trained on all available programs and services, and because of that training are able to match customers with the most appropriate resource available. Several significant employment barriers can be addressed on site through staff trained in special programs such as RESEA, SNAP, or TANF.

In addition, collaborations exist with community programs and services working with specialized populations such as those without a high school diploma or those with criminal backgrounds. The AJC staff makes direct referrals and introductions for customers to ensure a smooth transition to community resources. Informational resources are disseminated and advertisements are made through a broad range of media sources (social media, billboards, radio and newspaper, etc.) to reach a broad audience. Off-site presentations occur in locations accessible and usable by all prospective customers, including those with disabilities and barriers to employment. All AJC job fairs and job recruiting events include outreach to schools, community agencies, non-profit organizations serving individuals with disabilities and those with employment barriers. The AJC community partnerships allow for the exploration of additional funding options for customers. Northern Middle has a Partnership Plus agreement with TN VR under the Ticket to Work Program.

**Provide evidence that basic ADA requirements have been met, including processes to provide reasonable accommodations for individuals with disabilities.**

Northern Middle has a designated Equal Opportunity Officer. Reasonable accommodations are provided for all aspects of a customer's experience in the AJC, such as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to individual need in order to ensure the customer receives equal benefits from the program or activity, and will be able to compete fairly. The following tag line, or something similar, is included on recruitment and outreach materials: "EOE. Auxiliary aids and services are available upon request to individuals with disabilities. TDY# 1-800-848-0299." The AJC staff participate in annual training related to providing service to customers with disabilities. The Local Workforce Development Board coordinates with the broader community, including transportation agencies and existing public and private sector service providers, to ensure that the AJC and services are accessible to all customers, including those with disabilities. ADA checklist has been completed.

Describe initiatives or strategies in developing universal access and provide tangible evidence of implementation or solution driven plan development. Address the following four specific areas of access:

1. Physical: Architectural or building
2. Information: all paper, printed or posted materials
3. Digital: software, Web-based programs and alternatives to print
4. Communication: verbal, non-verbal access for services, phone and other

**Describe your wireless internet infrastructure.** The AJC has a wireless access point which connects to an internal network. The wireless network is password protected. On site employers are provided with a password to access the network during job fairs. This password is changed to protect the network integrity. Customers are steered toward use of computers within the AJC Resource Center rather than accessing the wireless network on personal electronic devices.

Staff conducting workshops or customer recruitment off site are provided mobile hot spots in order to access the web for instructional purposes.

**How are the needs of populations with barriers met through staff-assisted and other means? Please include examples of outreach activities to reach targeted populations.**

Low educational attainment, poverty, lack of transportation, physical and/or mental limitations, and criminal history are just some of the employment barriers our customers face. Customers come to the AJC through self-referral, rapid response meetings, unemployment insurance claims, referrals from both internal and external agencies and organizations, on site HiSET testing, and marketing efforts such as social media. The AJC is near many businesses. The building is handicapped accessible and is clearly marked. Aids and assistance are noted on printed materials and on building signs. Staff assistance is often needed to help customers with barriers become self-sufficient. Cross training of AJC staff allows customers to utilize services efficiently. The AJC partners with local agencies and organizations to perform outreach to targeted populations utilizing outreach tools such as social media, community newspapers, local radio, email campaigns, etc. Community outreach activities will ensure information and instructional activities are provided in libraries, housing communities and faith-based organizations for individuals who are unable to physically access the AJC.

**Describe your processes to assure effective communication with persons with disabilities. This includes providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.**

The AJC takes appropriate steps to ensure people with disabilities, including persons who are deaf, hard of hearing, or blind, or who have other sensory or manual impairments, have an equal opportunity to participate in our services, activities, programs, and other benefits. Availability of auxiliary aids and services are promoted through notices and printed materials. Sign language interpreters can be scheduled, and the AJC utilizes relay services for external telephone with TTY users through the state relay service, or using text, email, etc. Persons who are blind or visually impaired may be read to by staff. Additional assistive devices include high visibility keyboards, large print keyboards, lighted magnifiers, joy sticks and large track balls. Every resource center computer has screen reading and screen magnification capability. Staff may also assist customers with difficulty manipulating print materials by holding materials and turning pages as needed, or by providing one or more of the following: note-takers, speaker phones, or other effective methods to ensure effective communication by individuals with manual impairments.

*Please list any best practices to highlight and share for continuous improvement.*

Northern Middle participated in round 2 Disability Employment Initiative Grant (DEI) and is an Employment Network under the Social Security Administration's Ticket to Work Program. This has allowed Northern Middle to receive unrestricted funds from SSA whereby sustaining a Disability Resource Coordinator who works closely with individuals with disabilities, assisting them with employment. This work includes establishing and facilitating partnerships and collaborations, Integrated Resource Teams, Ticket to Work, Staff Training, and other projects related to the employment of individuals with disabilities.

### ***Customer Satisfaction***

**Describe how the voice of the customer is listened to and how your site incorporates both job seeker and business customer feedback as part of continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success? Please list any best practices to highlight and share for continuous improvement.**

Mid-Cumberland has an electronic link on the desktop of each Resource Center computer, allowing each job seeker direct input on the quality of service provided. Northern Middle also has a 911 customer hotline posted in the AJC and calls result in a direct contact with senior management for timely response. Both praise and problems are shared and comments are used for staff development and training to address issues and concerns.

Mid-Cumberland has also developed and implemented a secret shopper program whereby each AJC is visited quarterly. Results from the secret shopper reports will provide a baseline for continuous improvement and sharing of best practices.

Employers receive a written survey upon exit of AJC based job fairs. Results are used for continuous improvement initiatives.



Partnership

The one-stop system is built upon a foundation of partners linked together to deliver a comprehensive array of services and reach the shared outcomes of employment, education, skills gains, and earnings. All core and required one-stop partners are present at the site and invested in the development and implementation of service delivery to connect customers to resources.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to Partnership.

5      4      3      2      1

Describe how the partnerships function at the site and the roles of each core partner from Title I- Adult, Dislocated Worker, and Youth, Title II - Adult Basic Education, Title III - Wagner-Peyser, Title IV - Vocational Rehabilitation, and TANF.

Core partners on-site at the AJC during the Center's operating hours, Monday through Friday, 8:00 am - 4:30 pm, share responsibility for serving in the Welcome Function/Team. All of the core partners have staff who serve as members of the Skills/Career Development Function/Team, whether on-site or off-site by referral or electronic connection. For instance, Title I staff offer scholarships for postsecondary training while Title I, Title IV, and TANF may provide support services. Title II staff offer preparation classes for high school equivalency diploma and those needing remediation to enter the workforce, while Title III programs focus on connecting job seekers with employment opportunities through Jobs4TN and/or staff assistance. Staff members are cross-trained to allow for streamlined access to services and reduced duplication. Staff operate as a cohesive team and partner together to meet individual customers' needs.

**Describe how the partnerships function at the site with other required partners from postsecondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Corps, National Farmworker Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, SNAP E&T, etc.**

Contact information, including agency name, contact person, address, phone and fax numbers, e-mail address, etc., for all of the area required partner programs is available for team use. Furthermore, extensive community resources will be included in this resource material. While staff can access this information, a 2021 plan includes streamlining this information into a spreadsheet on a shared internal drive which can also be easily printed for customer dissemination. This information allows staff to connect and communicate with partners not operating at the site via referral and/or electronic connection. In order to offer a "warm hand-off," staff at the AJC will connect with the off-site partner staff while the customer is present in the AJC in order to ensure the desired services are delivered. For instance, staff in the AJC assist customers in utilizing the chat and/or ticket features to connect with UI staff while in the AJC. In addition, off-site partners will be invited and encouraged to attend on-site events at the AJC as appropriate; for example, a college and career fair would include many off-site educational and training partners.

**Describe how the affiliate/specialized centers are linked to non-colocated partners to ensure alignment with community and regional strategies. This includes tracking and appropriate follow-up. Please give examples of how this functions and the results for customers.**

In addition to the resource guide listed above, Memorandums of Understanding exist with partners establishing service delivery and referral methods. Cross referrals occur routinely through professional reference, telephone, electronic communication, or through AJC internal marketing such as brochures or listings. These methods of communication establish a regular flow of information and customer referrals from our team to the community and from those partners to our team.

AJC staff are apprised of changes and updates affecting the regional labor market via leadership from the core partner through communication from the quarterly Consortium meeting, NMTWB meetings, Regional Planning Council meetings, and various regional and local professional development opportunities. AJC leadership is active and involved in local communities and often has a seat at the table for local strategic planning and development initiatives.

**Describe how leadership works together to set the vision and goals for the site and then implements service strategies to achieve shared objectives.**

The AJC leadership of on-site partners meets monthly to develop strategies to implement goals set by the Northern Middle Tennessee Workforce Board. Goals are reviewed monthly, and progress is tracked by each program as well as in the AJC. The AJC leadership currently operates as a consortium of partners to bring the resources of their respective agencies to meet and exceed goals and objectives.

*Please list any best practices to highlight and share for continuous improvement.*

1. Outreach to diverse populations
2. Outreach to employers
3. Consortium of partners in place
4. IFA in place
5. Goals and objectives in place
6. Master summary activity report is part of ongoing evaluation
7. Annual Customer and Employer Recognition
8. AJC staff supports Adult Education graduation events.
9. Career Development Facilitator Certification

***Employer Engagement***

Business is one of our primary customers and one-stop partners work collaboratively to deliver value-added services and eliminate duplication. Business services staff from all one-stop partners have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are connected to regional and local business partnership activities and sector strategies. Employers' human capital needs are communicated to and acted upon by the workforce system. Business services are coordinated to the maximum extent possible to limit duplication and streamline the employer experience.

- 5 = achieved the standard and excelling
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- 1 = no progress yet

**Check the box where you think the site is with regard to Employer Engagement.**

5	<input checked="" type="checkbox"/>	3	2	1
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**Describe how partners work to deliver seamless business services. How do business services staff use and share labor market information? What strategies are used to involve employers in identifying skill gaps and developing solutions to meet their workforce needs?**

The Business Services team is focused on the needs of employers and is responsible for connecting with local industry, particularly those in the targeted industry sectors and occupations. The team strives to understand and meet the needs of employers through a variety of employer-driven initiatives including OJT grants, Incumbent Worker Training grants, apprenticeships, employer/education partnerships, job profiling, job postings, job fairs, and employee recruitment in order to assess needs and identify skill gaps as identified by employers. Business Services team members are active in local efforts directly involving business and industry, such as the Chamber of Commerce and Economic Development boards.

Partners are encouraged to participate in multi-employer job fairs and hiring events scheduled for individual employers that are planned by the Business Services team. Regular Business Services team meetings are held with partners to exchange information including labor market conditions, to coordinate services, and to keep the team updated on upcoming employer events and employers' human capital needs. The Business Services team sends out e-mails regularly to partners concerning employer's immediate needs. Employer events are posted on social media, community news outlets, and in the Resource Room so that all customers can participate.

**Describe how regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes.**

Regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes by:

- 1) Aligning education, training and employment with skill needs of local industries
- 2) Tailoring services and products to align with labor market
- 3) Providing job seekers with opportunities to upgrade skills in response to changing workforce needs
- 4) Identifying training and educational opportunities for in-demand local occupations and sectors

Since the local workforce area includes two MSAs and crosses state lines, our region is highly involved in economic development inside and outside of the local development area.

**How are career pathways and training modalities such as industry-recognized credentials, apprenticeship, on-the-job training, and other work-based learning opportunities aligned with employers' needs and marketed to support talent development?** Active industry involvement begins early on a customer's learning pathway. Customers conduct research on Jobs4TN website to explore in-demand careers and the education and skills set required for those careers.

Education and training offered to customers is aligned with in-demand industry job openings. Options for work based learning and apprenticeships are balanced with formal education demanded to meet job requirements. Credentialing is explained and implemented as part of the customer's individual plan if appropriate for the desired career.

Supportive services are then aligned to assist customers to successfully complete formal education and/or training for a career pathway. The AJC team works diligently with customers to match customers to employer human talent needs.

*Please list any best practices to highlight and share for continuous improvement.*

1. The AJC hosts major employers to facilitate their hiring in Williamson County. The AJC staff reviewed applications and made direct referrals to the company for on-site interviews.
2. Weekly job fairs are held in conjunction with employers in the AJC.



**Human Capital**

Each American Job Center will be a high-performance work place with staff equipped to demonstrate a visible passion for quality of service.

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Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.

5	4	3	2	1
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Describe how centers will train and equip one-stop staff in an ongoing learning process and to ensure staff are cross-trained to increase staff capacity, expertise, and efficiency.

AJC staff meet monthly to coordinate services and develop strategies to improve the customer experience. Updates to internal processes are shared via this meeting.

Leadership is exploring a cross-training initiative to include comprehensive and affiliate center staff along with partner staff to ensure new employees understand and can communicate all programs and services available at the AJC.

**Describe how centers will staff the one-stop centers with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one-stop center, and skilled in developing customers' skills for employment success.**

The AJC employs a group of well-trained and dedicated professionals who receive ongoing professional development opportunities. The staff works within the structure of functional teams in order to ensure daily interaction among partners, facilitating an informal exchange of information and brainstorming customer services.

Employees meet formally once per month, covering such topics as VOS updates, serving ex-offenders, utilizing the labor market information. In addition, Vet staff receives NVTI training, and professional Career Coach training is provided for staff who work directly with job seekers. The AJC team is aware of and utilizes a list of internal and external resources and services for customers.

**Describe how staff from multiple organizations will be equipped through cross-training and information tools to enable them to respond seamlessly to customer needs.**

Within the AJC, employees have been cross trained to handle intake and triage as customers access the AJC. All staff have been cross trained on the unemployment filing process and Help Desk Ticket to provide hands on assistance to customers who enter the AJC upon job loss.

A customer-centered approach allows AJC team members to assist customers regardless of program responsibility. Multiple employees have been trained to conduct a wide range of workshops within the center, including testing and assessments. The design of the VOS greeter requires customers be served quickly by the first available staff member, regardless of the staff area of expertise. This improves the customer experience and allows staff to use their expanded knowledge base of available programs and services.

**Describe how staff are assigned to and identify themselves with functions or services as opposed to agencies, and functional supervision of partner staff is in place.**

The Williamson County American Job Center has designed and organized its staff, delivery processes and facilities in a manner that streamlines customer service, and capitalizes on strong staff and technology. The process is designed to align with the AJC system and incorporate all of the guidance outlined in the One-Stop System Design.

The partners are functionally aligned in teams that comprise a Welcome Function, a Skills/Career Development Function, and a Business Service Function.

**Describe the bottom-up communications within the workforce system. This includes regular staff meetings, business services team meetings, or partner meetings that discuss recent and relevant resources, conduct training, and facilitate collaboration.**

Bottom-up communications begin with staff meetings of functional teams on a weekly basis, followed by AJC partner meetings on a monthly basis. Discussion includes positive and negative feedback from customers and employers, as well as staff ideas for continuous improvement opportunities. The monthly meeting provides a venue for discussion related to continuing the customer-centered culture. Feedback is received via employee surveys, customer suggestion boxes, program-specific questionnaires, and anecdotal notes from staff.

The operating philosophy within the AJC is an open door policy that supports two way communications between employees and management. In addition, HR support is available through Staff to the Board as needed.

The AJC has an integrated Business Services Team that provides effective services for employers based on industry-specific needs. The team conducts research to assess needs and identify skill gaps as identified by employers. This collaboration ensures human capital needs of the local job market are met.



**B. Infrastructure**

***Identification of Shared Costs (including non-personnel)***

- 5 = achieved the standard and excelling
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Check the box where you think the site is with regard to identifying shared costs and maintaining equitable contributions are being addressed in the MOU.

5       4      3      2      1

Please identify any policies and procedures that result in equitable contribution of infrastructure costs in one-stop center(s) among partners. (e.g. co-location with partners, infrastructure cost-sharing, pay-for-performance contracting)

Fiscal Staff in Northern Middle utilized the One-Stop Comprehensive Financial Management Technical Assistance Guide as a model to develop the procedures in place to ensure equitable contribution of shared infrastructure cost. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. Expenses such as building rent, utilities, maintenance & repairs and janitorial are based upon actual square footage occupied in the AJC. Printing, telephone, postage, shipping, internet charges, document destruction, shared staff, advertising & marketing, office supplies, furniture and copier expenses are allocated based upon full-time equivalent staff members located in the AJC.

The Regional AJC leadership team reviews the infrastructure budget and makes additions or corrections before the document is signed and submitted to partners for signature prior to the beginning of the program year. Budgets are reviewed throughout the year at team meetings and monitored for compliance. Budget modifications are submitted as necessary to reflect changes in staff and ultimately changes in benefits received by each partner. The fiscal staff in Northern Middle follow strict purchasing and accounting procedures to procure and pay for the shared infrastructure costs. Generally Accepted Accounting Principles (GAAP) are followed to ensure proper controls such as segregation of duties and proper approval of expenditures.

**Provide assurance that the One-Stop Operator has developed, and is maintaining, the One-Stop (AJC Partners) Memorandum of Understanding to include the Infrastructure Mechanism.**

The Chief Local Elected Officials in Northern Middle designated Mid-Cumberland Human Resource Agency as the lead in a consortium model to serve as the One-Stop Operator upon inception of WIOA. The consortium will continue to serve in a management role until guidance from the TDL&WFD is issued and a competitive process is initiated. The consortium serves as the Regional AJC leadership team. Workforce Essentials, serving as Staff to the Board and the lead entity in the consortium, has developed and entered into a Memorandum of Understanding with the required AJC partners. An umbrella MOU serves as the guiding document to coordinate and leverage services to provide effective and unduplicated services.

The MOU and Infrastructure Financial Agreements outline the infrastructure mechanisms to share costs between AJC partners. The current MOU in Northern Middle is effective through June, 2021. The MOU will be updated upon release of guidance and director regarding the one-stop operator.

**How is the one-stop center's co-location being addressed in the MOU as it relates to infrastructure and shared services costs in the comprehensive and/or affiliate site(s)? How does the MOU reflect efforts to reduce duplication by improving program effectiveness through the sharing of services, resources and technologies among partners?**

Utilizing the One-Stop Comprehensive Financial Management Technical Assistance Guide, procedures have been established to ensure equitable contribution of shared infrastructure cost for co-located partners. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. The MOU outlines the functional organization, customer flow and service delivery in the AJC in order to reduce duplication and improve program effectiveness. The MOU aligns with the One-Stop System Design regarding the alignment of staff and services around workforce services functions, and to prevent the duplication of services while eliminating inefficient practices. This is accomplished through partner referrals, cross training staff, developing a single customer flow and co-enrolling clients.

***Distribution of Infrastructure Costs***

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Check the box where you think the site is with regard to proper distribution of infrastructure costs among AJC core and required partners.

5      4      3      2      1

How is the one-stop center proportionately distributing costs among AJC partners that is based upon guidance provided in 2CFR Part 200, 20CFR 678 et. Al, "Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards" (or any corresponding similar regulation or ruling)?

Workforce Essentials as Staff to the Board follows the Office of Management and Budget Compliance with Grants and Agreements when developing agreements under the Workforce Innovations and Opportunity Act. Paying particular attention to cost allocation plans and allowable costs, the agreements are reviewed to ensure compliance. The Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule is overarching guidance that is utilized ensure that cost allocation plans that are developed based upon the number of full-time equivalents and direct square footage in the AJC comply with the benefiting distribution.

How were the methodologies for distributing the costs for both infrastructure costs and shared services agreed upon by partners? Provide evidence of meetings and/or discussions that led to the approved partner budget reflecting the shared costs. Include the approved budget that is included in the MOU.

Methodologies are defined in the resource sharing agreement and aligned to state policies and procedures as well as federal regulation. Partners review the proposed expenditures and verify square footage and full-time equivalents before the budget is approved and submitted in IFA format. Details for shared resources are included in the IFA budget document. Partners have identified these resources which are of a shared benefit and useful to the operation and maintenance of the AJC. Quarterly consortium meetings are held to review the budget and expenditures which have been fully executed in the IFA. Partners may submit modification requests to the budget as needed based upon changes in the IFA factors such as full time equivalents. On August 5, 2020, the Consortium met and reviewed the IFA budget for 2019-2020 and adopted the new budget for 2020-2021.

**Describe how the one-stop center is aligning its technology data systems across partner programs thru the shared costs budget and/or other agreed upon arrangements.**

The AJC shares the voice and data costs throughout the AJC system. Long distance service costs are controlled and distributed via a unique identifier assigned to all employees in the AJC. Northern Middle provides internet service to the resource room and allocates cost to the IFA accordingly. Staff in the AJC utilize the JOBS4TN data management system in order to efficiently manage cases and avoid duplication of services. The VOS Greeter tracks customer flow by partner in each AJC.

### *Program and Fiscal Compliance*

**How prepared is the one-stop center to adopt and promote alignment of cross-program policies and operations that ensures fiscal compliance?**

Cross-program alignment in Northern Middle had been promoted by the fact that Workforce Essentials and Mid-Cumberland operate several of the partner programs including WIOA Title I, Title II and TANF. This has enabled co-location of services in the comprehensive and affiliate centers across multiple workforce development areas. In addition, a pilot project with TAA has allowed Trade programs to be delivered through the affiliate AJCs by Title I staff. SNAP and RESEA programs have also been incorporated in functional service delivery. In all cases, staff have been trained in program rules and regulations to ensure fiscal compliance. In addition, Workforce Essentials and Mid-Cumberland maintain a quality assurance team to monitor programmatic and fiscal compliance. Along with PAR and an independent certified public accountant, audits and reviews are conducted to maintain program and fiscal integrity. Monthly meetings within the AJC and quarterly partner meetings allow for increased communication and program alignment.

**Describe how each partner in the AJC has demonstrated fiscal transparency and efficiency thru timely, detailed, and accurate reporting and payment of AJC costs (includes reconciliation of costs by partner programs).**

Each partner is invoiced on a monthly basis for actual costs incurred during the previous month. Because costs are recorded on an actual basis, reconciliation is not required. If an accrual is required, and the actual cost is different than the accrual, an adjustment will be made in the next reporting cycle. Invoices are submitted with supporting documentation as needed and requested to adhere to TDL&WFD polices and procedures. During consortium meeting, invoices are reviewed and approved. Invoices are recorded and booked as accounts receivable and entered in the GRANTS4TN system. If a partner fails to pay his or her agreed upon share, they will be sent a written past due notice. If they do not acknowledge the notice and pay the invoice, they will be asked to leave the partnership and the AJC.

**How has the one-stop center reviewed its staffing and contractor staffing levels to identify adjustments needed to implement provisions under WIOA.**

Customer flow in the AJC is measured through the VOS Greeter. In addition, customer case loads are analyzed through Jobs4TN to document workload. Youth contractors are evaluated to ensure that adequate funding is allocated to work experience activities in order to comply with program guidelines. Northern Middle fully utilized cross functional alignment in order to maximize efficiency in affiliate AJCs. This reduces silos and allows staff to maintain a single customer flow while bridging the gap between businesses and job seekers. Functional alignment is both an opportunity and a tool to effectively organize staff and facilities to streamline customer delivery.

**Outline how the infrastructure funding has helped to reduce overhead by streamlining and sharing financial, procurement, and facilities costs?**

The philosophy behind one-stop career centers is for all partners to come together under one roof for the alignment of staff and services to improve efficiency in operations and leverage funding. This is accomplished in Northern Middle through strong partner participation in the AJC system which has allowed for larger and more comprehensive centers and services. For example, by aligning with the TANF/Families First Program, the AJC system has leveraged over \$103,000 of savings from rent, utilities, supplies and shared staffing paid for by TANF. This is money that the AJC system (WIOA) would have had to pay for or reduce infrastructure to fund the amount from other activities or program. Likewise, the Adult Education program has saved the system \$81,643 by incorporating their services into the AJC. The Mature Worker program provides valued added staffing in the centers through their work experience program. While it does not reduce the physical infrastructure, it does reduce the staffing expenses. Procurement of supplies simplifies needed resources in the AJC for the resource center and other common areas. Title 1 has assumed the internet connections in the resource center to avoid costly per month node fees; thus saving the system financial resources.

**Provide assurance that services provided by the one-stop partners help to reduce duplication or increase financial efficiency are allowable under that partner's programs.**

Each Partner defines in the Memorandum of Understanding the method of referral and the description of on-site and off-site services that will be offered through the AJC system. By each partner defining their own services, the burden of program allowability is shifted to the individual partner. If service integration demands that partners provide additional services, then it is up to the individual partner to address allowability concerns with their program authority. In no instance should a program provide authorized services which might cause questioned costs.

**Performance**

***Performance and Accountability***

Results and outcomes for the public investment in Tennessee’s workforce system are essential to the system’s relevance. The effectiveness of service to employers and job seekers is evident in system performance and service delivery decisions are based on data. On an ongoing basis, customer data from one-stop partners and regional economic data is collected, analyzed, and shared with all workforce system staff and community stakeholders. Plans for improvement, enhancement, or adjustment are established and acted upon.

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Check the box where you think the site is with regard to Performance and Accountability.

5       4      3      2      1

**Describe how you measure, analyze, review, and improve workforce system performance through the use of data and information.**

The AJC utilizes the Virtual One-Stop in order to collect, measure, review, and analyze data, including data regarding required performance measures. The system also allows for data regarding case loads, Center traffic, case notes, exit status, and various other measures to be generated into reports for specified time periods, which are shared with staff, NMTWB board members, and local chief elected officials. Local monitoring of Title I enrollments is managed by an MIS department, allowing for internal review to avoid duplicated services as well as to ensure compliance with program guidelines. The MIS department serves as a resource for programs beyond Title I. Internal fiscal contract review is also provided to maximize utilization and to ensure optimum performance is reached. When conducting Rapid Response and related TAA activities, a customer needs survey is used to prepare the AJC to meet the needs of impacted customers.

The AJC leadership team facilitates needed changes and improvements, and provides ongoing professional development to ensure the staff remains updated on regulatory changes from the state or federal level. The AJC benefits from the timely review of data by the AJC leadership team and is able to adjust practices in response to changing needs of the local community, job-seeker customers, and employers. In addition, the AJC team works diligently to share best practices to improve the performance of workforce professionals and to enhance the customer experience; the AJC team has the flexibility to make operational changes as needed to help customers succeed.

**Describe how this data is shared with staff and stakeholders and what changes have resulted from use of data. How has data been used (example) to improve services?**

Generated reports are reviewed by senior management, NMTWB board members, local chief elected officials, and the AJC leadership team. The AJC provides performance projections on a monthly and quarterly basis to senior management and the NMTWB. Senior management and the NMTWB also review labor market, economic development, and census data, as well as impending regulatory changes, to enhance daily operations. Annual performance outcomes are included in employee performance reviews, a practice which provides accountability for performance measures at all levels.

**What methods are in place for staff to provide feedback? How do you incorporate staff feedback as part of continuous quality improvement? How are staff informed that their feedback was reviewed and any action taken as a result? What metrics are used to show improvement and success?**

Employees are able to submit/provide feedback through employee satisfaction surveys, as well as at any time through electronic or face-to-face interaction with an immediate supervisor or senior management. Supervisors at all levels practice an "open door" policy, which provides employees with constant access to assistance. If employees submit a concern, issue, or question, they are informed electronically or in person about resulting actions. Staff to the Board has a dedicated Human Resource department that is available to AJC employees as an extension of supervisor assistance.

Departmental, AJC, AJC leadership, and senior management team meetings provide another venue for employee input and suggestions. Changes and responses to employee suggestions are communicated in person, electronically, or by telephone. A culture of follow-up in response to employee suggestions and ideas exists at all levels.

Employees are also able to establish a "Help Desk ticket" to provide feedback for areas of quality and/or customer service improvement. Help Desk ticket reports are generated monthly, and feedback to the employee is immediate.

*Please list any best practices to highlight and share for continuous improvement.*

AJC cross-training including all partners has improved the customer experience through using data in decision making.

Community outreach in response to data has expanded the customer base and improved the placement of quality employees for local employers.

AJC monthly meetings provide a venue for sharing performance in a timely manner so that adjustments in staffing or service delivery strategies can be made.

Providing employees with multiple ways to share their front line expertise and creative ideas creates positive staff morale, which not only creates a positive workplace, but improves the customer experience.



TENNESSEE DEPARTMENT OF HUMAN SERVICES - VOCATIONAL REHABILITATION PROGRAM  
**ACCESSIBILITY AND ACCOMMODATION SURVEY**

**AMERICAN JOB CENTER AT FRANKLIN, TN**

Location: 118 Seaboard Lane  
Franklin, TN 37064

Date of Survey: July 14, 2020

Survey conducted by: Tylesha McCray, Vocational Rehabilitation Program  
Assisted by AJC staff

The Tennessee Vocational Rehabilitation (VR) Program is authorized to provide information and technical assistance to individuals and entities that are covered by the Americans with Disabilities Act (ADA) and Workforce Innovation and Opportunity Act (WIOA) Section 188. However, VR is not responsible for enforcement of the ADA or WIOA requirements. The information and/or technical assistance in this report are intended solely as informational guidance and are neither a determination of legal rights or responsibilities under the ADA or WIOA nor binding on any agency enforcement responsibilities under the ADA or WIOA.

Following are the survey findings and recommendations. Referral may be made to the Accessibility and Accommodation Guidelines for specific ADA requirements and information.

**1.0 Parking**

- 1.1 The topography of the parking area is relatively level with no obstructions or hazards. The building is shared with Adult Education.
- 1.2 The parking area has 41 parking spaces in the front of the building. There are additional parking spaces available at the rear entrance of the building.
- 1.3 There are 4 accessible parking spaces with 2 designated for van accessible parking with appropriate striped aisles.

Recommendations: None

**2.0 Entrance**

- 2.1 The entrance door meets accessibility requirements and has an automatic door opener.

Recommendations: None

**3.0 Reception**

- 3.1 The reception area desk is wheelchair accessible. Staff is aware of how to greet and serve an individual in a wheelchair.

- 3.2 There is no information available at the reception area desk that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.

Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by staff by increasing the font size to 18 - 22.
- b. Information should be available at the front desk to inform individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:

“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”

#### **4.0 Public Areas**

- 4.1 All public areas are accessible with no hazards.

Recommendations: None

#### **5.0 Accessible Restrooms**

- 5.1 Restrooms are fully accessible and are properly marked as accessible with the exception of the paper towel holder being too high.

Recommendations:

- a. Lower the paper towel holder to 48 inches from the floor to the paper towel outlet.

#### **6.0 Resource Room**

- 6.1 The resource room workstations meet the minimum requirement for wheelchair accessibility.
- 6.2 The resource room can accommodate individuals with disabilities.
- 6.3 There is no information available that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.
- 6.4 Staff is available to accommodate the use of computers, printers, faxes and copiers when needed.

Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by increasing the font size to 18 - 22.
- b. Information should be available that informs individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:  
  
“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”
- c. Ensure that staff is aware of how to instruct an individual on using available computer accommodations.

**7.0 Communication**

- 7.1 A telecommunications device for the deaf is not available. Staff is aware of how to use the phone relay service for the deaf and computers to communicate with the deaf and hard of hearing.
- 7.2 Staff is aware of contacting VR for assistance with obtaining documents in Braille.
- 7.3 Staff is aware of how to contact and schedule a sign language interpreter.
- 7.4 An FM Assistive Listening System is not available.

Recommendations:

- a. In accordance with ADA effective communication guidelines, a text telephone or video phone should be available for individuals who are deaf or hard of hearing.
- b. In accordance with ADA effective communication guidelines, an FM Assistive Listening System should be available for the use of individuals who are hard of hearing and need to attend training classes. One device may be shared between Centers.

**8.0 Signage**

- 8.1 Room identification plaques are present at the proper height and with Braille.

Recommendations: None

**9.0 Drinking Fountains**

9.1 The drinking fountain fully accessible.

Recommendations: None

## **10.0 Fire Alarms**

10.1 There is a fire alarm system with audio and visual components.

Recommendations: None

## **11.0 Emergency Egress Planning**

11.1 There is a general knowledge of emergency egress planning.

11.2 Staff understands that in the event of an emergency that all rooms within the building, including restrooms, need to be cleared of customers and that individuals with disabilities may require additional assistance to exit the building.

Recommendations: None

In general, staff is ready to accommodate individuals with disabilities if accommodations are not available. For example, staff is ready to provide personal assistance for individuals with visual impairments; are able to raise tables for persons in wheelchairs; are able to rearrange furniture for persons in wheelchairs; etc.

## One-Stop Certification Checklist

<b>Date:</b> July 21, 2020		<b>Type of AJC:</b> Comprehensive	
<b>American Job Center Address:</b> 1598 Green Lea Blvd, Gallatin, TN 37066			
<b>Contact Name:</b> Mark May	<b>Contact Phone:</b> (615) 206-0232	<b>Contact Email:</b> Mark.May@Tn.gov	
CRITERIA	MET	NOT MET	N/A
REQUIRED PARTNERS			
Title I Adult Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title I Dislocated Worker Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wagner-Peyser Title III	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adult Education	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vocational Rehabilitation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title V SCSEP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TANF	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career and Technical Education Program (postsecondary) Carl D. Perkins Act	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trade Adjustment Assistance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Veterans Employment Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Services Block Grant	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing & Urban Development Employment & Training	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Unemployment Insurance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services of one more core partners are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ONE-STOP OPERATIONS			
The MOU between the LWDB and required One-Stop partners is signed and in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The MOU reflects the name and location of the AJC and the way in which required core partners will integrate services within the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The center is implementing the MOU specifications	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The One-Stop Operator (OSO) is competitively selected and is in compliance with state and federal guidelines	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the OSO are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider (CSP) are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least one Title I staff member and one Wagner-Peyser staff member will be on-site during operating hours, and have the capacity to provide services to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is operating in a cost-efficient manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC actively conducts outreach and provides services such as participation in workshops, job fairs and recruitment events	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing materials provide an overview of all core partner services, and are available to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC connects with the community through multiple community partnerships and access points	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The AJC staff view themselves as part of the One-Stop system, and views all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers placed in economically sustainable employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers receiving education and training services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has identified ways to support the changing role as TANF as a one-stop partner, including coordination of services and enrollment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff view themselves as part of the One-Stop systems, and view all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON PARTICIPANT SERVICE</b>			
The AJC operates during required business hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides flexible operating hours, including evenings and weekends	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is established to provide services tailored to the needs of a specific group			
The AJC provides employer meetings tailored to the needs of a specific group being serviced	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides initial assessment of skill level, aptitudes, abilities, and supportive service needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC utilizes labor market employment statistics information, relating to local, regional, and national labor market areas, including job vacancy listings, information on job skills necessary to obtain the jobs: and information relating to local occupations in demand and the earnings, skills requirements, and opportunities for advancement for such occupations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff members can identify regional targeted sector pathways, and understands those terms in implementation of providing services to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has available, and provides when applicable, education and training opportunities for customers at multiple skill and experience levels	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has intensive menu of training opportunities, and staff is available to assist customers with enrollment, including career pathways to middle class jobs, education and training, work-based learning, OJT, and registered apprenticeships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are competent and proficient in establishing eligibility for programs, or financial aid assistance for education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides ease of access to credentialed education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC uses LMI to actively promote targeted sector and high-demand occupations to customers, including job search and placement services, and career counseling	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan identifies ways in which core partners will integrate services and referrals among partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners support integrated intake, case management, and reporting outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a customer feedback process in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides information and assistance regarding filing claims for unemployment compensation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON BUSINESS SERVICE</b>			

The AJC establishes and develops relationships and networks with large and small employers and their intermediaries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC develops, convenes, and implements industry or sector or partnerships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a defined strategy for capturing employer input on design and delivery of job-seeker services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer services, including qualified candidate referral, on-site recruitment events, pre-employment testing, employee aptitude verification, and subsidies for hiring and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifies technical assistance needs for improving business results and utilization of available resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan specifies the ways in which core partners will identify and respond to local area economic needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan and/or MOU define specific ways in which the AJC will match existing business relationships and new business relationships with skilled workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a business customer feedback in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a cooperatively functioning Business Services Team (BST) in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan clearly outlines how business services will be conducted	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SITE SPECIFIC</b>			
The American Job Center (AJC) identifier is highly visible inside and outside the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is easily identified in the community, with signage clearly visible to the public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC conveys a professional and welcoming environment, both inside and outside	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is within reasonable distance and accessibility of public transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate parking, including accessible, is available at the AJC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interior signage results in easy navigation for customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conference space sufficiently meets partner and customer needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate safety and security measures are in place to protect customers and staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an up-to-date, easily accessible Emergency Action plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Center hours are easily identifiable, and meet the requirement of 8:00am-4:30pm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is accessible, as required by the Americans with Disabilities Act's (ADA) standards	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
**not required** There is a written procedure for accommodation of customer requests for services to be provided outside of normal operating hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PERFORMANCE</b>			
The AJC contributes to the achievement of WIOA Performance Indicators for all core partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners track and periodically report performance outcomes to the LWDB, and reflects such in meeting minutes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The policies, processes, and actions of the AJC support of local levels of performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>RESOURCE AREAS</b>			
There is technology available to assist all customers, including customers with disabilities and non-English speaking customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Up-to-date information about services and supportive services is provided within the Resource areas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are precautions in place for preventing abuse of internet access	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff is readily available for assistance in the resource area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is sufficient, accessible work space and computer stations for customer use			
A calendar of services and events is easily visible and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>EQUAL OPPORTUNITY ASSURANCE</b>			
The Equal Opportunity Officer (EOO) regularly reviews the AJC's policies, procedures, and facility for accessibility and equal opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The EOO provides recommendations and technical assistance as a result of reviews	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC implements veteran's priority of service requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core program partner staff are periodically trained on EO practices	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate knowledge and use of assistive technologies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reasonable accommodations are provided in order to avoid discrimination and meet individual's needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate appropriate and effective communication with individuals with disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a Corrective Action Plan (CAP) in the event partners or customers identify barriers to services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMMATIC ACCESSIBILITY</b>			
The AJC provides basic and individualized career services in person or via technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides access to training, education, employment, supportive, and business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with the "direct linkage" requirement, all services are available through a direct connection with the AJC, either via on-site staff or via real-time technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifier is highly visible inside and outside the facility, and appears on all products, programs, services information, and facilities and properties	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have documented the referral and direct linkage system, and define both how referrals are tracked and that CAPs are in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All program services are made available and accessible to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a system in place to promptly greet all customers, identify their needs and reason for their visit, and quickly connect them to appropriate services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have identified the services applicable to their program, and the AJC staff has developed methods for integrated delivery of those services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duplication enrollment information is not requested via application or assessment across multiple programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to make knowledgeable referrals across partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to demonstrate that modified services provided to individuals with disabilities are ensured to be as effective as non-modified services provided	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistive technology devices or auxiliary aids are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a written policy in place that defines how partners make reasonable accommodations and handle requests for accommodations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC's resources include bilingual materials or translation services, when necessary	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

There is an organizational chart that reflects and ensures staff work in functional teams, rather than program specific teams, to coordinate programs, service delivery, and referrals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>CONTINUOUS IMPROVEMENT</b>			
The AJC provides labor market information (LMI)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners and OSO utilize performance reports and customer satisfaction survey results to identify methods for improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has regular staff meetings with all staff to build relationships, provide updates on center activities, and discuss strategies for AJC improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff have received customer service training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff have received training on how to use LMI to help customers identify career pathways, develop in-demand skills and credentials, and find jobs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a professional development plan for all AJC staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LWDB meeting minutes reflect discussions about strategic improvements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction surveys allows customers to provide comments	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction survey results are periodically reported to the LWDB and used to identify continuous improvement efforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a process in place for customers to provide feedback or complaints outside of the customer feedback survey, identifying how complaints are tracked and CAPs are implemented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has internal systems in place to identify and track operational efficiency and effectiveness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training on new policies, procedures, or guidance is available to AJC staff in a timely manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has an established process for examining how the center will identify and respond to technical assistance needs of customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**APPLICATION FOR CERTIFICATION**

**Date** 7/27/2020

**LWDA** Northern Middle

**Site to be Certified** American Job Center - Gallatin

**Type of Site** **Comprehensive**

**Contact Person** Mark May **Title** Site Lead

**Phone** 615-206-0232 **Email** [mark.may@tn.gov](mailto:mark.may@tn.gov)

**County** Sumner

**Address** 1598 Green Lea Blvd.

**City** Gallatin **State** TN **Zip Code** 37066

**Web site** \_\_\_\_\_

**Hours of Operation** 8:00 to 4:30 **Extended Hours** Possible

**Days of Operation** Monday through Friday

**I. Checklist – System Requirements**

The checklists below are to be used by sites and evaluators to help determine the extent to which system requirements are met and services and programs are present. Each application will vary in its responses based upon the level of certification being requested by the site and the agreements of the local partnership to best meet the needs of the locally-determined service delivery model.

	Yes	No – (please provide plan for complying with this requirement)
Compliance with Workforce System Policies	X	
ADA Accessibility	X	
Use of VOS for customer tracking	X	
Memorandum of Understanding for partners	X	
Workforce Brand used appropriately	X	
Wagner-Peyser services are co-located	X	
Specialized AJC has established target service group	X	

**REQUIRED PROGRAM/PARTNER CHECKLIST**

A) In the column named "On-Site," indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.

B) In the column named “Off-Site Electronic Connection,” make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from staff.

C) For programs/partners that are off-site where an agreement is in place to provide their basic career services in another manner, check the last column and attach a narrative explaining how this is accomplished (*use a separate sheet*).

REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER
WIOA Title I Adult Services	37.5		
WIOA Title I Dislocated Worker Services	37.5		
WIOA Title I Youth Services	37.5		
Wagner-Peyser Title III	37.5		
Adult Education and Family and Literacy Title II (AE)	Program is off-site at Volunteer State Community College, with 85 instructional hours per week.	X	
Rehabilitation Act Title IV – Tennessee Vocational Rehabilitation (VR) Program	As needed by appointment	X	
Title V – Older Americans Act/Senior Community Service Employment	28	X	
REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE
Temporary Assistance for Needy Families	As needed	X	
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act		X	
Trade Adjustment Assistance	37.5		
Veterans Employment Services - Jobs for Veterans State Grant	37.5		
Community Services Block Grant	37.5	X	
Housing & Urban Development Employment & Training			
Unemployment Insurance		X	

**ADDITIONAL PARTNERS (not mandated)**

ADDITIONAL PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE
Ticket to Work and Self Sufficiency	By appointment as needed.	X	
Tennessee Small Business Development Center			



Supplemental Nutrition Assistance Program Employment and Training	By appointment as needed.	X	
Vocational Rehabilitation Pilot Projects			
Public Libraries			
Economic Development			
Local Government (City/County)			
Tennessee Employers	Staffing agencies on site to fill local jobs; schedule varies. At least one employer on site per day.	X	
<i>(please add partners as appropriate)</i>			

**CAREER SERVICES CHECKLISTS**

In the column named "On-Site," check the basic career, individualized career, and training services that are currently available on-site for all job seeking customers who come into a comprehensive center, affiliate or access point site.

<b>BASIC CAREER SERVICES</b>	<b>ON- SITE</b>
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs	X
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment	X
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations	X
Outreach, intake and orientation to the information and other services available through the one-stop delivery system	X
Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system	X
Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation	X
Eligibility determination	X
Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	X
Information, in formats that are usable by and understandable to one- stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	X
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area	X
Provision of information and assistance regarding filing claims for unemployment compensation	X
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	X
Translation Services	X
Avaza Language Line	X
<i>Please list addition basic services</i>	
Job Preparedness Workshops	X
<i>Please list addition basic services</i>	
<i>Please list addition basic services</i>	



**BUSINESS SERVICES CHECKLIST**

Check the business services that are available to employers

<b>BUSINESS SERVICES</b>	<b>ON-SITE</b>
Establish and develop relationships and networks with large and small employers and their intermediaries	X
Develop, convene, or implement industry or sector partnerships	X
<b>Other Business Services (not mandatory)</b>	
Customized screening and referral of qualified participants in training services to employers	X
Customized services to employers, employer associations, or other such organizations, on employment-related issues	X
Customized recruitment events and related services for employers including targeted job fairs	X
Human resource consultation services e.g.: writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers comply with wage/hour and safety/health regulations;	X
Customized labor market information for specific employers, sectors, industries or clusters	X
Customized assistance or referral for assistance in the development of a registered apprenticeship program	X
Listing of Job Orders	X
Applicant Referral	X
Employer Needs Assessment	X
Unemployment Insurance Access	X
Access to Facilities	X
Translation Services	X
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers	X
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors	X
Marketing of business services offered to appropriate area employers, including small and mid-sized employers	X
Assisting employers with accessing local, State, and Federal tax credits	X
Customized Employer Screening Testing	X
Job application pre-screening for skills match	X
Interview space	X
TN Drug-Free Workplace	X

**II. Certification Criteria**

The following quality standards are the criteria by which Tennessee’s Local Workforce Development Boards assess and certify One-Stop Centers. These scores will be used by the Certification Review Team as benchmarks for the site and help point to both areas of excellence and those in need of improvement. Each site is asked to work together with leadership and staff to develop responses to the following.

**A. One-Stop Design**  
*Functional and Programmatic Integration*

It is critical for the workforce system and its partners to think and act as an integrated system. Our partners ensure that client services are aligned to common goals and the customer experience is seamless – regardless of funding streams. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer’s success. Integration of programs is incorporated into planning, intake, assessment, registration, and service processes, information sharing, resource decisions, actions, results, and analyses.

- I. Rank on a scale of 1 to 5, where the site believes it is in its path toward meeting, or exceeding, the stated standard.
  - 5 = achieved the standard and excelling
  - 4 = significantly meeting standard with some work yet to do
  - 3 = have some of the elements in place, some of the time
  - 2 = making progress but long way to go
  - 1 = no progress yet
- II. Provide **clear evidence** and **examples** of current status and future plans with strategies and timelines to reach these standards.

**Check the box where you think the site is with regard to Functional and Programmatic integration.**

5       4      3      2      1

**Describe your site's approach to integrated service delivery and the use of functional teams to deliver career services to all customers.**

Service integration by all partners is the key to customer success and program delivery. The comprehensive center is aligned into three functional teams: the welcome team, skills development team, and the business services team. Each function is focused on a single process to move customers and employers forward quickly among partner functions.

The Welcome Team, a shared partner responsibility, triages customer needs immediately while providing a positive and professional first impression. As part of the welcome function, customers are registered on Jobs4TN. In addition, orientation to the AJC is part of the welcome function. Customers requiring basic career services such as computer-based job search, general research on labor market information, or labor exchange services are served by the Welcome Team.

Using information gathered from the customer service needs checklist, customers are handed off to the skills/career development team. The skills/career development team assesses the skill sets of individuals, determines eligibility for programs and services, provides individualized career counseling and training services, and places customers on an appropriate career path. This function includes identifying support needs and requires significant staff involvement through case management. This team works to ensure customer success.

The business services team identifies opportunities to address the human resource needs of employers and works directly to meet employer needs through a variety of services ranging from hosting AJC job fairs to evaluating the potential for employer OJT or Apprenticeship programs. Specific services and products may be designed to meet employer needs. The business services team understands the local job sub-market and trends, and interacts directly with employers. Members of this team participate in the local Chamber of Commerce and Economic Development community-based activities to facilitate the working relationship necessary to meet employer needs. Sharing information among all AJC partners provides the opportunity for customers to align with local employers when skill sets are matched with employer needs.

At partner meetings, team members representing all functional teams meet to share information and collaborate in order to meet and exceed customer and employer expectations.

**Include a detailed diagram of customer flow, services available, assessment and referrals, and describe how the MIS is used to facilitate shared customer management across partner programs.**

The attached customer flow diagram (A: Comprehensive) reflects the services available through the AJC. The MIS component utilized is the Virtual One Stop data management system. Customers sign in through the VOS greeter, which enables staff to track customers as well as ensures prompt service. The greeter screen also gives customers a general idea of services available, but the Welcome Team further explains programs and services through the AJC Orientation.

Customer registration in Jobs4TN allows for information sharing among partner staff, including Title I, Title III, SNAP Employment and Training, Re-Employment Services Eligibility (RESEA), and Trade Adjustment Act (TAA). With the planned addition of Title II staff to the VOS data management system, the MIS system will be further enhanced to meet customer needs.

Customers referred to the Business Services Team are required to register in Jobs4TN. The data management system facilitates coordination among partners to ensure customers have received all necessary and available services. Behind the scenes, AJC staff and partners share customer goals informally to determine if co-enrollment or coordinated services are appropriate. Regulatory compliance is only one facet of the MIS function. This internal oversight allows the opportunity for customer review and consequently for suggestions of additional programs and services to benefit the customer, as well as to ensure the lack of duplicated services.

***Please list any best practices to highlight and share for continuous improvement.***

1. Created AJC Menu of Services for partner and customer use.
2. Assistance for job seeker customers in the resource room provided by WP staff.
3. Facilitated monthly meetings of partner staff.
4. Participated in community events such as parades and local run/walk events for visibility.
5. Participated in local Chamber of Commerce to enhance relationships with local business and industry.

***Accessibility***

***Service Provision, including Services, Universal Access, and Outreach to populations with barriers***

Improved availability, a welcoming atmosphere, inclusive settings, and high quality customer service benefit all customers. This extends services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services are provided to all customers within the center and via technology through online or phone access. Principles of universal design are considered when designs have inclusive space and materials available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.**

5      4      3      2      1

5	4	3	2	1
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**Describe how the site works cooperatively with WIOA core partners to provide quality services to all customers. Describe your outreach to populations with barriers in the community and relationship with core program and community partners to effectively serve them.**

The site works cooperatively with WIOA core partners by serving all customers, including those with significant barriers to employment. AJC staff are committed to providing appropriate supportive services and/or referrals to help customers succeed. The core partners are cross trained on all available programs and services, and because of that training are able to match customers with the most appropriate resource available. Several significant employment barriers can be addressed on site through staff trained in special programs such as RESEA, SNAP, or TANF.

In addition, collaborations exist with community programs and services working with specialized populations such as those without a high school diploma or those with criminal backgrounds. The AJC staff makes direct referrals and introductions for customers to ensure a smooth transition to community resources. Informational resources are disseminated and advertisements are made through a broad range of media sources (social media, billboards, radio and newspaper, etc.) to reach a broad audience. Off-site presentations occur in locations accessible and usable by all prospective customers, including those with disabilities and barriers to employment. All AJC job fairs and job recruiting events include outreach to schools, community agencies, non-profit organizations serving individuals with disabilities and those with employment barriers. The AJC community partnerships allow for the exploration of additional funding options for customers. Northern Middle has a Partnership Plus agreement with TN VR under the Ticket to Work Program.

**Provide evidence that basic ADA requirements have been met, including processes to provide reasonable accommodations for individuals with disabilities.**

Northern Middle has a designated Equal Opportunity Officer. Reasonable accommodations are provided for all aspects of a customer's experience in the AJC, such as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to individual need in order to ensure the customer receives equal benefits from the program or activity, and will be able to compete fairly. The following tag line, or something similar, is included on recruitment and outreach materials: "EOE. Auxiliary aids and services are available upon request to individuals with disabilities. TDY# 1-800-848-0299." The AJC staff participate in annual training related to providing service to customers with disabilities. The Local Workforce Development Board coordinates with the broader community, including transportation agencies and existing public and private sector service providers, to ensure that the AJC and services are accessible to all customers, including those with disabilities. ADA checklist has been completed.

Describe initiatives or strategies in developing universal access and provide tangible evidence of implementation or solution driven plan development. Address the following four specific areas of access:

1. Physical: Architectural or building
2. Information: all paper, printed or posted materials
3. Digital: software, Web-based programs and alternatives to print
4. Communication: verbal, non-verbal access for services, phone and other

**Describe your wireless internet infrastructure.** The AJC has a wireless access point which connects to an internal network. The wireless network is password protected. On site employers are provided with a password to access the network during job fairs. This password is changed to protect the network integrity. Customers are steered toward use of computers within the AJC Resource Center rather than accessing the wireless network on personal electronic devices.

Staff conducting workshops or customer recruitment off site are provided mobile hot spots in order to access the web for instructional purposes.

**How are the needs of populations with barriers met through staff-assisted and other means? Please include examples of outreach activities to reach targeted populations.** Low educational attainment, poverty, lack of transportation, physical and/or mental limitations, and criminal history are just some of the employment barriers our customers face. Customers come to the AJC through self-referral, rapid response meetings, unemployment insurance claims, referrals from both internal and external agencies and organizations, on site HiSET testing, and marketing efforts such as social media. The building is handicapped accessible and is clearly marked. Aids and assistance are noted on printed materials and on building signs. Staff assistance is often needed to help customers with barriers become self-sufficient. Cross training of AJC staff allows customers to utilize services efficiently. The AJC partners with local agencies and organizations to perform outreach to targeted populations utilizing outreach tools such as social media, community newspapers, local radio, email campaigns, etc. Community outreach activities will ensure information and instructional activities are provided in libraries, housing communities and faith-based organizations for individuals who are unable to physically access the AJC.

**Describe your processes to assure effective communication with persons with disabilities. This includes providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.**

The AJC takes appropriate steps to ensure people with disabilities, including persons who are deaf, hard of hearing, or blind, or who have other sensory or manual impairments, have an equal opportunity to participate in our services, activities, programs, and other benefits. Availability of auxiliary aids and services are promoted through notices and printed materials. Sign language interpreters can be scheduled, and the AJC utilizes relay services for external telephone with TTY users through the state relay service, or using text, email, etc. Persons who are blind or visually impaired may be read to by staff. Additional assistive devices include high visibility keyboards, large print keyboards, lighted magnifiers, joy sticks and large track balls. Every resource center computer has screen reading and screen magnification capability. Staff may also assist customers with difficulty manipulating print materials by holding materials and turning pages as needed, or by providing one or more of the following: note-takers, speaker phones, or other effective methods to ensure effective communication by individuals with manual impairments.

***Please list any best practices to highlight and share for continuous improvement.***

Northern Middle participated in round 2 Disability Employment Initiative Grant (DEI) and is an Employment Network under the Social Security Administration's Ticket to Work Program. This has allowed Northern Middle to receive unrestricted funds from SSA whereby sustaining a Disability Resource Coordinator who works closely with individuals with disabilities, assisting them with employment. This work includes establishing and facilitating partnerships and collaborations, Integrated Resource Teams, Ticket to Work, Staff Training, and other projects related to the employment of individuals with disabilities.

*Customer Satisfaction*

**Describe how the voice of the customer is listened to and how your site incorporates both job seeker and business customer feedback as part of continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success? Please list any best practices to highlight and share for continuous improvement.**

Mid-Cumberland has electronic Customer Survey icons prominently posted on the desktop of each Resource Room computer. Northern Middle also has a 911 customer hotline posted in the AJC and calls result in a direct contact with senior management for timely response. Both praise and problems are shared and comments are used for staff development and training to address issues and concerns.

Employers receive a written survey upon exit of AJC based job fairs. Results are used for continuous improvement initiatives.

*Partnership*

The one-stop system is built upon a foundation of partners linked together to deliver a comprehensive array of services and reach the shared outcomes of employment, education, skills gains, and earnings. All core and required one-stop partners are present at the site and invested in the development and implementation of service delivery to connect customers to resources.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
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**Check the box where you think the site is with regard to Partnership.**

5      4      3      2      1

**Describe how the partnerships function at the site and the roles of each core partner from Title I– Adult, Dislocated Worker, and Youth, Title II - Adult Basic Education, Title III - Wagner-Peyser, Title IV - Vocational Rehabilitation, and TANF.**

Core partners on-site at the AJC during the Center's operating hours, Monday through Friday, 8:00 am - 4:30 pm, share responsibility for serving in the Welcome Function/Team. All of the core partners have staff who serve as members of the Skills/Career Development Function/Team, whether on-site or off-site by referral or electronic connection. For instance, Title I staff offer scholarships for postsecondary training while Title I, Title IV, and TANF may provide support services. Title II staff offer preparation classes for high school equivalency diploma and those needing remediation to enter the workforce, while Title III programs focus on connecting job seekers with employment opportunities through Jobs4TN and/or staff assistance. Staff members are cross-trained to allow for streamlined access to services and reduced duplication. Staff operate as a cohesive team and partner together to meet individual customers' needs. 2021 plans include the addition of a brief AJC staff morning meeting to discuss shared resources and services that might benefit both current and prospective customers and/or business and industry. This collaboration will encourage more co-enrollment of participants between programs, further reducing duplication, enhancing services, and maximizing individual program funding.

**Describe how the partnerships function at the site with other required partners from postsecondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Corps, National Farmworker Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, SNAP E&T, etc.**

Contact information, including agency name, contact person, address, phone and fax numbers, e-mail address, etc., for all of the area required partner programs is available for team use. This information allows staff to connect and communicate with partners not operating at the site via referral and/or electronic connection. In order to offer a "warm hand-off," staff at the AJC will connect with the off-site partner staff while the customer is present in the AJC in order to ensure the desired services are delivered. For instance, staff in the AJC assist customers in utilizing the chat and/or ticket features to connect with UI staff while in the AJC. In addition, off-site partners will be invited and encouraged to attend on-site events at the AJC as appropriate; for example, a college and career fair would include many off-site educational and training partners.

**Describe how the affiliate/specialized centers are linked to non-colocated partners to ensure alignment with community and regional strategies. This includes tracking and appropriate follow-up. Please give examples of how this functions and the results for customers.**

In addition to the resource guide listed above, Memorandums of Understanding exist with partners establishing service delivery and referral methods. Cross referrals occur routinely through professional reference, telephone, electronic communication, or through AJC internal marketing such as brochures or listings. These methods of communication establish a regular flow of information and customer referrals from our team to the community and from those partners to our team.

An example of off-site partner is Adult Education. Customers who enter the AJC and lack a high school diploma are referred to the Volunteer State Community College for assessment and evaluation. A phone call is made while the customer is at the AJC to ensure a smooth transition between locations. Customers may be co-enrolled for services while attending adult education classes, but if not, the customer is referred back to the AJC for career assistance upon earning the high school equivalency diploma. The addition of Adult Education into the VOS system will enhance tracking and follow-up of these customers.

AJC staff are apprised of changes and updates affecting the regional labor market via leadership from the core partner through communication from the quarterly Consortium meeting, NTWB meetings, Regional Planning Council meetings, and various regional and local professional development opportunities. AJC leadership is active and involved in local communities and often has a seat at the table for local strategic planning and development initiatives.

**Describe how leadership works together to set the vision and goals for the site and then implements service strategies to achieve shared objectives.**

The AJC leadership of on-site partners meets monthly to develop strategies to implement goals set by the Northern Middle Tennessee Workforce Board. Goals are reviewed monthly, and progress is tracked by each program as well as in the AJC. The AJC leadership currently operates as a consortium of partners to bring the resources of their respective agencies to meet and exceed goals and objectives.

***Please list any best practices to highlight and share for continuous improvement.***

1. Outreach to diverse populations
2. Outreach to employers
3. Consortium of partners in place
4. IFA in place
5. Goals and objectives in place
6. Master summary activity report is part of ongoing evaluation
7. Annual Customer and Employer Recognition
8. AJC staff supports Adult Education graduation events.
9. Career Development Facilitator Certification

**Employer Engagement**

Business is one of our primary customers and one-stop partners work collaboratively to deliver value-added services and eliminate duplication. Business services staff from all one-stop partners have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are connected to regional and local business partnership activities and sector strategies. Employers’ human capital needs are communicated to and acted upon by the workforce system. Business services are coordinated to the maximum extent possible to limit duplication and streamline the employer experience.

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**Check the box where you think the site is with regard to Employer Engagement.**      5       4      3      2      1

**Describe how partners work to deliver seamless business services. How do business services staff use and share labor market information? What strategies are used to involve employers in identifying skill gaps and developing solutions to meet their workforce needs?**

The Business Services team is focused on the needs of employers and is responsible for connecting with local industry, particularly those in the targeted industry sectors and occupations. The team strives to understand and meet the needs of employers through a variety of employer-driven initiatives including OJT grants, Incumbent Worker Training grants, apprenticeships, employer/education partnerships, job profiling, job postings, job fairs, and employee recruitment in order to assess needs and identify skill gaps as identified by employers. Business Services team members are active in local efforts directly involving business and industry, such as the Chamber of Commerce and Economic Development boards.

Partners are encouraged to participate in quarterly multi-employer job fairs and weekly hiring events scheduled for individual employers that are planned by the Business Services team. Regular Business Services team meetings are held with partners to exchange information including labor market conditions, to coordinate services, and to keep the team updated on upcoming employer events and employers’ human capital needs. The Business Services team sends out e-mails regularly to partners concerning employer’s immediate needs. Employer events are posted on social media, community news outlets, and in the Resource Room so that all customers can participate.

**Describe how regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes.**

Regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes by:

- 1) Aligning education, training and employment with skill needs of local industries
- 2) Tailoring services and products to align with labor market
- 3) Providing job seekers with opportunities to upgrade skills in response to changing workforce needs
- 4) Identifying training and educational opportunities for in-demand local occupations and sectors

Since the local workforce area includes two MSAs and crosses state lines, our region is highly involved in economic development inside and outside of the local development area. The recruitment of employees for recently recruited industry such as Hankook and Beretta is an example of AJC active involvement in regional development.

**How are career pathways and training modalities such as industry-recognized credentials, apprenticeship, on-the-job training, and other work-based learning opportunities aligned with employers' needs and marketed to support talent development?** Active industry involvement begins early on a customer's learning pathway. Customers conduct research on Jobs4TN website to explore in-demand careers and the education and skills set required for those careers.

Education and training offered to customers is aligned with in-demand industry job openings. Options for work based learning and apprenticeships are balanced with formal education demanded to meet job requirements. Credentialing is explained and implemented as part of the customer's individual plan if appropriate for the desired career.

Supportive services are then aligned to assist customers to successfully complete formal education and/or training for a career pathway. The AJC team works diligently with customers to match customers to employer human talent needs.

***Please list any best practices to highlight and share for continuous improvement.***

1. The AJC hosted a major employer to facilitate the company's relocation to Sumner County. The AJC staff reviewed applications and made direct referrals to the company for on-site interviews.

***Human Capital***

Each American Job Center will be a high-performance work place with staff equipped to demonstrate a visible passion for quality of service.

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Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.

5

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3

2

1

Describe how centers will train and equip one-stop staff in an ongoing learning process and to ensure staff are cross-trained to increase staff capacity, expertise, and efficiency.

AJC staff meet monthly to coordinate services and develop strategies to improve the customer experience. Updates to internal processes are shared via this meeting.

Leadership is exploring a cross-training initiative to include comprehensive and affiliate center staff along with partner staff to ensure new employees understand and can communicate all programs and services available at the AJC.

Describe how centers will staff the one-stop centers with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one-stop center, and skilled in developing customers' skills for employment success.

The AJC employs a group of well-trained and dedicated professionals who receive ongoing professional development opportunities. The staff works within the structure of functional teams in order to ensure daily interaction among partners, facilitating an informal exchange of information and brainstorming customer services.

Employees meet formally once per month, covering such topics as VOS updates, serving ex-offenders, utilizing the labor market information. In addition, Vet staff receives NVTI training, and professional Career Coach training is provided for staff who work directly with job seekers. The AJC team is aware of and utilizes a list of internal and external resources and services for customers.

**Describe how staff from multiple organizations will be equipped through cross-training and information tools to enable them to respond seamlessly to customer needs.**

Within the Welcome Function Team, multiple employees have been cross trained to handle intake and triage as customers access the AJC. All staff have been cross trained on the unemployment filing process and Help Desk Ticket to provide hands on assistance to customers who enter the AJC upon job loss.

A customer-centered approach allows AJC team members to assist customers regardless of program responsibility. Multiple employees have been trained to conduct a wide range of workshops within the center, including testing and assessments. The design of the VOS greeter requires customers be served quickly by the first available staff member, regardless of the staff area of expertise. This improves the customer experience and allows staff to use their expanded knowledge base of available programs and services.

**Describe how staff are assigned to and identify themselves with functions or services as opposed to agencies, and functional supervision of partner staff is in place.**

The Sumner County American Job Center has designed and organized its staff, delivery processes and facilities in a manner that streamlines customer service, and capitalizes on strong staff and technology. The process is designed to align with the AJC system and incorporate all of the guidance outlined in the One-Stop System Design.

The partners are functionally aligned in teams that comprise a Welcome Function, a Skills/Career Development Function, and a Business Service Function.

**Describe the bottom-up communications within the workforce system. This includes regular staff meetings, business services team meetings, or partner meetings that discuss recent and relevant resources, conduct training, and facilitate collaboration.**

Bottom-up communications begin with staff meetings of functional teams on a weekly basis, followed by AJC partner meetings on a monthly basis. Discussion includes positive and negative feedback from customers and employers, as well as staff ideas for continuous improvement opportunities. The monthly meeting provides a venue for discussion related to continuing the customer-centered culture. Feedback is received via employee surveys, customer suggestion boxes, program-specific questionnaires, and anecdotal notes from staff.

The operating philosophy within the AJC is an open door policy that supports two way communications between employees and management. In addition, HR support is available through Workforce Essentials as needed.

The AJC has an integrated Business Services Team that provides effective services for employers based on industry-specific needs. The team conducts research to assess needs and identify skill gaps as identified by employers. This collaboration ensures human capital needs of the local job market are met.

**B. Infrastructure**

***Identification of Shared Costs (including non-personnel)***

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**Check the box where you think the site is with regard to identifying shared costs and maintaining equitable contributions are being addressed in the MOU.**

5	<input checked="" type="checkbox"/>	4	<input type="checkbox"/>	3	<input type="checkbox"/>	2	<input type="checkbox"/>	1
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**Please identify any policies and procedures that result in equitable contribution of infrastructure costs in one-stop center(s) among partners. (e.g. co-location with partners, infrastructure cost-sharing, pay-for-performance contracting)**

Fiscal Staff in Northern Middle utilized the One-Stop Comprehensive Financial Management Technical Assistance Guide as a model to develop the procedures in place to ensure equitable contribution of shared infrastructure cost. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. Expenses such as building rent, utilities, maintenance & repairs and janitorial are based upon actual square footage occupied in the AJC. Printing, telephone, postage, shipping, internet charges, document destruction, shared staff, advertising & marketing, office supplies, furniture and copier expenses are allocated based upon full-time equivalent staff members located in the AJC.

The Regional AJC leadership team reviews the infrastructure budget and makes additions or corrections before the document is signed and submitted to partners for signature prior to the beginning of the program year. Budgets are reviewed throughout the year at team meetings and monitored for compliance. Budget modifications are submitted as necessary to reflect changes in staff and ultimately changes in benefits received by each partner. The fiscal staff in Northern Middle follow strict purchasing and accounting procedures to procure and pay for the shared infrastructure costs. Generally Accepted Accounting Principles (GAAP) are followed to ensure proper controls such as segregation of duties and proper approval of expenditures.

**Provide assurance that the One-Stop Operator has developed, and is maintaining, the One-Stop (AJC Partners) Memorandum of Understanding to include the Infrastructure Mechanism.**

The Chief Local Elected Officials in Northern Middle designated Mid-Cumberland Human Resource Agency as the lead in a consortium model to serve as the One-Stop Operator upon inception of WIOA. The consortium will continue to serve in a management role until guidance from the TDL&WFD is issued and a competitive process is initiated. The consortium serves as the Regional AJC leadership team. Workforce Essentials, serving as the lead entity in the consortium, has developed and entered into a Memorandum of Understanding with the required AJC partners. An umbrella MOU serves as the guiding document to coordinate and leverage services to provide effective and unduplicated services.

The MOU and Infrastructure Financial Agreements outline the infrastructure mechanisms to share costs between AJC partners. The current MOU in Northern Middle is effective through June, 2021. The MOU will be updated upon release of guidance and director regarding the one-stop operator.

**How is the one-stop center's co-location being addressed in the MOU as it relates to infrastructure and shared services costs in the comprehensive and/or affiliate site(s)? How does the MOU reflect efforts to reduce duplication by improving program effectiveness through the sharing of services, resources and technologies among partners?**

Utilizing the One-Stop Comprehensive Financial Management Technical Assistance Guide, procedures have been established to ensure equitable contribution of shared infrastructure cost for co-located partners. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. The MOU outlines the functional organization, customer flow and service delivery in the AJC in order to reduce duplication and improve program effectiveness. The MOU aligns with the One-Stop System Design regarding the alignment of staff and services around workforce services functions, and to prevent the duplication of services while eliminating inefficient practices. This is accomplished through partner referrals, cross training staff, developing a single customer flow and co-enrolling clients.



*Distribution of Infrastructure Costs*

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**Check the box where you think the site is with regard to proper distribution of infrastructure costs among AJC core and required partners.**

5      4      3      2      1

**How is the one-stop center proportionately distributing costs among AJC partners that is based upon guidance provided in 2CFR Part 200, 20CFR 678 et. Al, "Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards" (or any corresponding similar regulation or ruling)?**

The Northern Middle Board Staff follows the Office of Management and Budget Compliance with Grants and Agreements when developing agreements under the Workforce Innovations and Opportunity Act. Paying particular attention to cost allocation plans and allowable costs, the agreements are reviewed to ensure compliance. The Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule is overarching guidance that is utilized ensure that cost allocation plans that are developed based upon the number of full-time equivalents and direct square footage in the AJC comply with the benefiting distribution.

**How were the methodologies for distributing the costs for both infrastructure costs and shared services agreed upon by partners? Provide evidence of meetings and/or discussions that led to the approved partner budget reflecting the shared costs. Include the approved budget that is included in the MOU.**

Methodologies are defined in the resource sharing agreement and aligned to state policies and procedures as well as federal regulation. Partners review the proposed expenditures and verify square footage and full-time equivalents before the budget is approved and submitted in IFA format. Details for shared resources are included in the IFA budget document. Partners have identified these resources which are of a shared benefit and useful to the operation and maintenance of the AJC. Quarterly consortium meetings are held to review the budget and expenditures which have been fully executed in the IFA. Partners may submit modification requests to the budget as needed based upon changes in the IFA factors such as full time equivalents. On August 5, 2020, the Consortium met and reviewed the IFA budget for 2019-2020 and adopted the new budget for 2020-2021.

**Describe how the one-stop center is aligning its technology data systems across partner programs thru the shared costs budget and/or other agreed upon arrangements.**

The AJC shares the voice and data costs throughout the AJC system. Long distance service costs are controlled and distributed via a unique identifier assigned to all employees in the AJC. Northern Middle provides internet service to the resource room and allocates cost to the RSA accordingly. Staff in the AJC utilize the JOBS4TN data management system in order to efficiently manage cases and avoid duplication of services. The VOS Greeter tracks customer flow by partner in each AJC.

***Program and Fiscal Compliance***

**How prepared is the one-stop center to adopt and promote alignment of cross-program policies and operations that ensures fiscal compliance?**

Cross-program alignment in Northern Middle had been promoted by the fact that Workforce Essentials and Mid-Cumberland operates several of the partner programs including WIOA Title I, Title II and TANF. This has enabled co-location of services in the comprehensive and affiliate centers across multiple workforce development areas. In addition, a pilot project with TAA has allowed Trade programs to be delivered through the affiliate AJCs by Title I staff. SNAP and RESEA programs have also been incorporated in functional service delivery. In all cases, staff have been trained in program rules and regulations to ensure fiscal compliance. In addition, Workforce Essentials and mid-Cumberland maintain a quality assurance team to monitor programmatic and fiscal compliance. Along with PAR and an independent certified public accountant, audits and reviews are conducted to maintain program and fiscal integrity. Monthly meetings within the AJC and quarterly partner meetings allow for increased communication and program alignment.

**Describe how each partner in the AJC has demonstrated fiscal transparency and efficiency thru timely, detailed, and accurate reporting and payment of AJC costs (includes reconciliation of costs by partner programs).**

Each partner is invoiced on a monthly basis for actual costs incurred during the previous month. Because costs are recorded on an actual basis, reconciliation is not required. If an accrual is required, and the actual cost is different than the accrual, an adjustment will be made in the next reporting cycle. Invoices are submitted with supporting documentation as needed and requested to adhere to TDL&WFD policies and procedures. During consortium meeting, invoices are reviewed and approved. Invoices are recorded and booked as accounts receivable and entered in the GRANTS4TN system. If a partner fails to pay his or her agreed upon share, they will be sent a written past due notice. If they do not acknowledge the notice and pay the invoice, they will be asked to leave the partnership and the AJC.

**How has the one-stop center reviewed its staffing and contractor staffing levels to identify adjustments needed to implement provisions under WIOA.**

Customer flow in the AJC is measured through the VOS Greeter. In addition, customer case loads are analyzed through Jobs4TN to document workload. Youth contractors are evaluated to ensure that adequate funding is allocated to work experience activities in order to comply with program guidelines. Northern Middle fully utilized cross functional alignment in order to maximize efficiency in affiliate AJCs. This reduces silos and allows staff to maintain a single customer flow while bridging the gap between businesses and job seekers. Functional alignment is both an opportunity and a tool to effectively organize staff and facilities to streamline customer delivery.

**Outline how the infrastructure funding has helped to reduce overhead by streamlining and sharing financial, procurement, and facilities costs?**

The philosophy behind one-stop career centers is for all partners to come together under one roof for the alignment of staff and services to improve efficiency in operations and leverage funding. This is accomplished in Northern Middle through strong partner participation in the AJC system which has allowed for larger and more comprehensive centers and services. For example, by aligning with the TANF/Families First Program, the AJC system has leveraged over \$103,000 of savings from rent, utilities, supplies and shared staffing paid for by TANF. This is money that the AJC system (WIOA) would have had to pay for or reduce infrastructure to fund the amount from other activities or program. Likewise, the Adult Education program has saved the system \$81,643 by incorporating their services into the AJC. The Mature Worker program provides valued added staffing in the centers through their work experience program. While it does not reduce the physical infrastructure, it does reduce the staffing expenses. Procurement of supplies simplifies needed resources in the AJC for the resource center and other common areas. Title 1 has assumed the internet connections in the resource center to avoid costly per month node fees; thus saving the system financial resources.

**Provide assurance that services provided by the one-stop partners help to reduce duplication or increase financial efficiency are allowable under that partner's programs.**

Each Partner defines in the Memorandum of Understanding the method of referral and the description of on-site and off-site services that will be offered through the AJC system. By each partner defining their own services, the burden of program allowability is shifted to the individual partner. If service integration demands that partners provide additional services, then it is up to the individual partner to address allowability concerns with their program authority. In no instance should a program provide authorized services which might cause questioned costs.

**Performance**

***Performance and Accountability***

Results and outcomes for the public investment in Tennessee’s workforce system are essential to the system’s relevance. The effectiveness of service to employers and job seekers is evident in system performance and service delivery decisions are based on data. On an ongoing basis, customer data from one-stop partners and regional economic data is collected, analyzed, and shared with all workforce system staff and community stakeholders. Plans for improvement, enhancement, or adjustment are established and acted upon.

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**Check the box where you think the site is with regard to Performance and Accountability.**

5       4      3      2      1

**Describe how you measure, analyze, review, and improve workforce system performance through the use of data and information.**

The AJC utilizes the Virtual One-Stop in order to collect, measure, review, and analyze data, including data regarding required performance measures. The system also allows for data regarding case loads, Center traffic, case notes, exit status, and various other measures to be generated into reports for specified time periods, which are shared with staff, NTWB board members, and local chief elected officials. Local monitoring of Title I enrollments is managed by an MIS department, allowing for internal review to avoid duplicated services as well as to ensure compliance with program guidelines. The MIS department serves as a resource for programs beyond Title I. Internal fiscal contract review is also provided to maximize utilization and to ensure optimum performance is reached. When conducting Rapid Response and related TAA activities, a customer needs survey is used to prepare the AJC to meet the needs of impacted customers.

The AJC leadership team facilitates needed changes and improvements, and provides ongoing professional development to ensure the staff remains updated on regulatory changes from the state or federal level. The AJC benefits from the timely review of data by the AJC leadership team and is able to adjust practices in response to changing needs of the local community, job-seeker customers, and employers. In addition, the AJC team works diligently to share best practices to improve the performance of workforce professionals and to enhance the customer experience; the AJC team has the flexibility to make operational changes as needed to help customers succeed.

**Describe how this data is shared with staff and stakeholders and what changes have resulted from use of data. How has data been used (example) to improve services?**

Generated reports are reviewed by senior management, NMTWB board members, local chief elected officials, and the AJC leadership team. The AJC provides performance projections on a monthly and quarterly basis to senior management and the NMTWB. Senior management and the NMTWB also review labor market, economic development, and census data, as well as impending regulatory changes, to enhance daily operations. Annual performance outcomes are included in employee performance reviews, a practice which provides accountability for performance measures at all levels.

**What methods are in place for staff to provide feedback? How do you incorporate staff feedback as part of continuous quality improvement? How are staff informed that their feedback was reviewed and any action taken as a result? What metrics are used to show improvement and success?**

Employees are able to submit/provide feedback through employee satisfaction surveys, as well as at any time through electronic or face-to-face interaction with an immediate supervisor or senior management. Supervisors at all levels practice an "open door" policy, which provides employees with constant access to assistance. If employees submit a concern, issue, or question, they are informed electronically or in person about resulting actions. Staff to the Board has a dedicated Human Resource department that is available to AJC employees as an extension of supervisor assistance.

Departmental, AJC, AJC leadership, and senior management team meetings provide another venue for employee input and suggestions. Changes and responses to employee suggestions are communicated in person, electronically, or by telephone. A culture of follow-up in response to employee suggestions and ideas exists at all levels.

Employees are also able to establish a "Help Desk ticket" to provide feedback for areas of quality and/or customer service improvement. Help Desk ticket reports are generated monthly, and feedback to the employee is immediate.

***Please list any best practices to highlight and share for continuous improvement.***

AJC cross-training including all partners has improved the customer experience through using data in decision making.

Community outreach in response to data has expanded the customer base and improved the placement of quality employees for local employers.

AJC monthly meetings provide a venue for sharing performance in a timely manner so that adjustments in staffing or service delivery strategies can be made.

Providing employees with multiple ways to share their front line expertise and creative ideas creates positive staff morale, which not only creates a positive workplace, but improves the customer experience.



TENNESSEE DEPARTMENT OF HUMAN SERVICES - VOCATIONAL REHABILITATION PROGRAM  
**ACCESSIBILITY AND ACCOMMODATION SURVEY**

**AMERICAN JOB CENTER AT GALLATIN, TN**

Location: 1598 Green Lea Blvd  
Gallatin, TN 37066

Date of Survey: July 21, 2020

Survey conducted by: Tylesha McCray, Vocational Rehabilitation Program  
Assisted by AJC staff

The Tennessee Vocational Rehabilitation (VR) Program is authorized to provide information and technical assistance to individuals and entities that are covered by the Americans with Disabilities Act (ADA) and Workforce Innovation and Opportunity Act (WIOA) Section 188. However, VR is not responsible for enforcement of the ADA or WIOA requirements. The information and/or technical assistance contained in this report are intended solely as informational guidance and are neither a determination of legal rights or responsibilities under the ADA or WIOA nor binding on any agency enforcement responsibilities under the ADA or WIOA.

Following are the survey findings and recommendations. Referral may be made to the Accessibility and Accommodation Guidelines for specific ADA requirements and information.

**1.0 Parking**

- 1.1 The topography of the parking area is relatively level at the building entrance with slight to moderate sloping to the east down to a second tier of parking at the east end of the building. There are no obstructions or hazards.
- 1.2 The parking area has 44 parking spaces in the upper tier and 18 parking spaces in the lower tier and is shared with another state agency.
- 1.3 There are 4 accessible parking spaces located at the AJC entrance with appropriate accessible parking signage posted and painted on the pavement and appropriate painted striped aisles adjacent to the spaces.
- 1.4 Van accessible parking is available and properly designated.
- 1.5 Sidewalk curb cuts are located at the accessible parking.

Recommendations: None

**2.0 Entrance**

- 2.1 The entrance has double 36-inch-wide doors that meet accessibility requirements. There is a functioning push plate automatic door opener to enter and to exit the building.

- 2.2 The entrance door opens into a vestibule. The vestibule has double 36-inch-wide doors that are at 90 degrees and to the right of the entrance doors and create no hazards entering the building. There is a functioning push plate automatic door opener to enter and to exit through the vestibule doors.

Recommendations: None

### **3.0 Reception**

- 3.1 The reception area desk is wheelchair accessible via a lower area at the appropriate height. Staff is aware of how to greet and serve an individual in a wheelchair.
- 3.2 There is no information posted at the reception area desk that informs individuals with disabilities about the availability of accommodations or that documents in alternate formats may be requested.

Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by staff by increasing the font size to 18 - 22.
- b. Information should be available at the front desk to inform individuals with disabilities about the availability of accommodations and that documents in alternative formats may be requested. Example:

“Accommodations for individuals with disabilities and documents in alternative formants may be available upon request or by appointment. Please ask about accommodations or documents in alternative formants.”

### **4.0 Public Areas**

- 4.1 All public areas are accessible with no hazards.

Recommendations: None

### **5.0 Accessible Restrooms**

- 5.1 Restrooms are fully accessible and have the universal accessibility symbol appropriately posted with Braille.

Recommendations: None.

### **6.0 Resource Room**

- 6.1 The resource room workstations meet the minimum requirement for wheelchair accessibility. One workstation has an adjustable work top.
- 6.2 The resource room can accommodate individuals with disabilities with the exception of having an alternative keyboard available.
- 6.3 There is no information posted that informs individuals with disabilities about the availability of accommodations.
- 6.4 Staff is available to accommodate the use of computers, printers, faxes and copiers when needed.

Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by staff by increasing the font size to 18 - 22.
- b. Information should be available to inform individuals with disabilities about the availability of accommodations and that documents in alternative formats may be requested. Example:  
  
"Accommodations for individuals with disabilities and documents in alternative formants may be available upon request or by appointment. Please ask about accommodations or documents in alternative formants."
- c. Obtain an alternative keyboard.
- d. Ensure that staff is aware of how to instruct an individual on using available computer accommodations.

**7.0 Communication**

- 7.1 A telecommunications device for the deaf is not available. Staff is aware of how to use the phone relay service for the deaf and computers to communicate with the deaf and hard of hearing.
- 7.2 Staff is aware of contacting VR for assistance with obtaining documents in Braille.
- 7.3 Staff is aware of how to contact and schedule a sign language interpreter.
- 7.4 An FM Assistive Listening System is not available on site.

Recommendations:

- a. In accordance with ADA effective communication guidelines, a text telephone or video phone should be available for independent use of individuals who are deaf or hard of hearing.
- b. In accordance with ADA effective communication guidelines, an FM Assistive Listening System should be available for classroom use for individuals who are hard of hearing and need to attend training classes. One device may be shared between AJCs.

**8.0 Signage**

8.1 Room identification plaques are present at the proper height and with Braille.

Recommendations: None.

**9.0 Drinking Fountains**

9.1 Drinking fountains are fully accessible.

Recommendations: None

**10.0 Fire Alarms**

10.1 There is a fire alarm system with strobes appropriately located.

Recommendations: None. The building should meet the requirements set forth by the local fire marshal.

**11.0 Emergency Egress Planning**

11.1 There is a general knowledge of emergency egress planning.

11.2 Staff understands that in the event of an emergency that all rooms within the building, including restrooms, need to be cleared of customers and that individuals with disabilities may require additional assistance to exit the building.

Recommendations: None

**12.0 Elevators**

11.1 One elevator with appropriate signage is available for access to the lower level.

Recommendations: None

In general, staff is ready to accommodate individuals with disabilities if accommodations are not available. For example, staff is ready to provide personal assistance for individuals with visual impairments; are able to raise tables for persons in wheelchairs; are able to rearrange furniture for persons in wheelchairs; etc.

## One-Stop Certification Checklist

<b>Date:</b> July 23, 2020		<b>Type of AJC:</b> Affiliate	
<b>American Job Center Address:</b> 415 Tennessee Blvd, Lebanon, TN 37087			
<b>Contact Name:</b> Glenda West	<b>Contact Phone:</b> (615) 444-9355	<b>Contact Email:</b> Glenda.West@MCHRA.com	
CRITERIA	MET	NOT MET	N/A
REQUIRED PARTNERS			
Title I Adult Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title I Dislocated Worker Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wagner-Peyser Title III	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Adult Education	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Vocational Rehabilitation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Title V SCSEP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TANF	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career and Technical Education Program (postsecondary) Carl D. Perkins Act	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Trade Adjustment Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Veterans Employment Services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community Services Block Grant	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing & Urban Development Employment & Training	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Unemployment Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Services of one more core partners are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ONE-STOP OPERATIONS			
The MOU between the LWDB and required One-Stop partners is signed and in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The MOU reflects the name and location of the AJC and the way in which required core partners will integrate services within the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The center is implementing the MOU specifications	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The One-Stop Operator (OSO) is competitively selected and is in compliance with state and federal guidelines	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the OSO are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider (CSP) are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least one Title I staff member and one Wagner-Peyser staff member will be on-site during operating hours, and have the capacity to provide services to all individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The AJC is operating in a cost-efficient manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC actively conducts outreach and provides services such as participation in workshops, job fairs and recruitment events	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing materials provide an overview of all core partner services, and are available to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC connects with the community through multiple community partnerships and access points	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The AJC staff view themselves as part of the One-Stop system, and views all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers placed in economically sustainable employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers receiving education and training services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has identified ways to support the changing role as TANF as a one-stop partner, including coordination of services and enrollment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff view themselves as part of the One-Stop systems, and view all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON PARTICIPANT SERVICE</b>			
The AJC operates during required business hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides flexible operating hours, including evenings and weekends	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is established to provide services tailored to the needs of a specific group	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer meetings tailored to the needs of a specific group being serviced	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides initial assessment of skill level, aptitudes, abilities, and supportive service needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC utilizes labor market employment statistics information, relating to local, regional, and national labor market areas, including job vacancy listings, information on job skills necessary to obtain the jobs: and information relating to local occupations in demand and the earnings, skills requirements, and opportunities for advancement for such occupations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff members can identify regional targeted sector pathways, and understands those terms in implementation of providing services to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has available, and provides when applicable, education and training opportunities for customers at multiple skill and experience levels	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has intensive menu of training opportunities, and staff is available to assist customers with enrollment, including career pathways to middle class jobs, education and training, work-based learning, OJT, and registered apprenticeships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are competent and proficient in establishing eligibility for programs, or financial aid assistance for education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides ease of access to credentialed education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC uses LMI to actively promote targeted sector and high-demand occupations to customers, including job search and placement services, and career counseling	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan identifies ways in which core partners will integrate services and referrals among partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners support integrated intake, case management, and reporting outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a customer feedback process in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides information and assistance regarding filing claims for unemployment compensation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON BUSINESS SERVICE</b>			

The AJC establishes and develops relationships and networks with large and small employers and their intermediaries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC develops, convenes, and implements industry or sector or partnerships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a defined strategy for capturing employer input on design and delivery of job-seeker services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer services, including qualified candidate referral, on-site recruitment events, pre-employment testing, employee aptitude verification, and subsidies for hiring and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifies technical assistance needs for improving business results and utilization of available resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan specifies the ways in which core partners will identify and respond to local area economic needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan and/or MOU define specific ways in which the AJC will match existing business relationships and new business relationships with skilled workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a business customer feedback in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a cooperatively functioning Business Services Team (BST) in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan clearly outlines how business services will be conducted	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SITE SPECIFIC</b>			
The American Job Center (AJC) identifier is highly visible inside and outside the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is easily identified in the community, with signage clearly visible to the public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC conveys a professional and welcoming environment, both inside and outside	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is within reasonable distance and accessibility of public transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate parking, including accessible, is available at the AJC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interior signage results in easy navigation for customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conference space sufficiently meets partner and customer needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate safety and security measures are in place to protect customers and staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an up-to-date, easily accessible Emergency Action plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Center hours are easily identifiable, and meet the requirement of 8:00am-4:30pm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is accessible, as required by the Americans with Disabilities Act's (ADA) standards	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>**not required**</b> There is a written procedure for accommodation of customer requests for services to be provided outside of normal operating hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PERFORMANCE</b>			
The AJC contributes to the achievement of WIOA Performance Indicators for all core partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners track and periodically report performance outcomes to the LWDB, and reflects such in meeting minutes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The policies, processes, and actions of the AJC support of local levels of performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>RESOURCE AREAS</b>			
There is technology available to assist all customers, including customers with disabilities and non-English speaking customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Up-to-date information about services and supportive services is provided within the Resource areas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are precautions in place for preventing abuse of internet access	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff is readily available for assistance in the resource area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is sufficient, accessible work space and computer stations for customer use			
A calendar of services and events is easily visible and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>EQUAL OPPORTUNITY ASSURANCE</b>			
The Equal Opportunity Officer (EOO) regularly reviews the AJC's policies, procedures, and facility for accessibility and equal opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The EOO provides recommendations and technical assistance as a result of reviews	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC implements veteran's priority of service requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core program partner staff are periodically trained on EO practices	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate knowledge and use of assistive technologies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reasonable accommodations are provided in order to avoid discrimination and meet individual's needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate appropriate and effective communication with individuals with disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a Corrective Action Plan (CAP) in the event partners or customers identify barriers to services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMMATIC ACCESSIBILITY</b>			
The AJC provides basic and individualized career services in person or via technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides access to training, education, employment, supportive, and business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with the "direct linkage" requirement, all services are available through a direct connection with the AJC, either via on-site staff or via real-time technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifier is highly visible inside and outside the facility, and appears on all products, programs, services information, and facilities and properties	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have documented the referral and direct linkage system, and define both how referrals are tracked and that CAPs are in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All program services are made available and accessible to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a system in place to promptly greet all customers, identify their needs and reason for their visit, and quickly connect them to appropriate services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have identified the services applicable to their program, and the AJC staff has developed methods for integrated delivery of those services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duplication enrollment information is not requested via application or assessment across multiple programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to make knowledgeable referrals across partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to demonstrate that modified services provided to individuals with disabilities are ensured to be as effective as non-modified services provided	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistive technology devices or auxiliary aids are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a written policy in place that defines how partners make reasonable accommodations and handle requests for accommodations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC's resources include bilingual materials or translation services, when necessary	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

There is an organizational chart that reflects and ensures staff work in functional teams, rather than program specific teams, to coordinate programs, service delivery, and referrals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>CONTINUOUS IMPROVEMENT</b>			
The AJC provides labor market information (LMI)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners and OSO utilize performance reports and customer satisfaction survey results to identify methods for improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has regular staff meetings with all staff to build relationships, provide updates on center activities, and discuss strategies for AJC improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff have received customer service training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff have received training on how to use LMI to help customers identify career pathways, develop in-demand skills and credentials, and find jobs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a professional development plan for all AJC staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LWDB meeting minutes reflect discussions about strategic improvements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction surveys allows customers to provide comments	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction survey results are periodically reported to the LWDB and used to identify continuous improvement efforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a process in place for customers to provide feedback or complaints outside of the customer feedback survey, identifying how complaints are tracked and CAPs are implemented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has internal systems in place to identify and track operational efficiency and effectiveness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training on new policies, procedures, or guidance is available to AJC staff in a timely manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has an established process for examining how the center will identify and respond to technical assistance needs of customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPLICATION FOR CERTIFICATION

Date July 27, 2020

LWDA Northern Middle

Site to be Certified American Job Center - Lebanon

Type of Site Affiliate

Contact Person Glenda West Title Point of Contact

Phone 615-444-9355 Email [glenda.west@mchra.com](mailto:glenda.west@mchra.com)

County Wilson

Address 415 Tennessee Blvd.

City Lebanon State TN Zip Code 37087

Web site \_\_\_\_\_

Hours of Operation 8:00 to 4:30 Extended Hours Possible

Days of Operation Monday through Friday

I. Checklist – System Requirements

The checklists below are to be used by sites and evaluators to help determine the extent to which system requirements are met and services and programs are present. Each application will vary in its responses based upon the level of certification being requested by the site and the agreements of the local partnership to best meet the needs of the locally-determined service delivery model.

	Yes	No – (please provide plan for complying with this requirement)
Compliance with Workforce System Policies	X	
ADA Accessibility	X	
Use of VOS for customer tracking	X	
Memorandum of Understanding for partners	X	
Workforce Brand used appropriately	X	
Wagner-Peyser services are co-located		
Specialized AJC has established target service group		

**REQUIRED PROGRAM/PARTNER CHECKLIST**

A) In the column named "On-Site," indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.

B) In the column named "Off-Site Electronic Connection," make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from staff.

C) For programs/partners that are off-site where an agreement is in place to provide their basic career services in another manner, check the last column and attach a narrative explaining how this is accomplished (*use a separate sheet*).

REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER
WIOA Title I Adult Services	37.5		
WIOA Title I Dislocated Worker Services	37.5		
WIOA Title I Youth Services	37.5		
Wagner-Peyser Title III	As needed by appointment	X	
Adult Education and Family and Literacy Title II (AE)	As needed by appointment	X	
Rehabilitation Act Title IV – Tennessee Vocational Rehabilitation (VR) Program	As needed by appointment	X	
Title V – Older Americans Act/Senior Community Service Employment	37.5	X	
REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN
Temporary Assistance for Needy Families	15	X	
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act		X	
Trade Adjustment Assistance	As needed by appointment	X	
Veterans Employment Services - Jobs for Veterans State Grant	As needed by appointment	X	
Community Services Block Grant			
Housing & Urban Development Employment & Training			



Unemployment Insurance		X	
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**ADDITIONAL PARTNERS (not mandated)**

<b>ADDITIONAL PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN</b>
Ticket to Work and Self Sufficiency	By appointment as needed.	X	
Tennessee Small Business Development Center			
Supplemental Nutrition Assistance Program Employment and Training	By appointment as needed.	X	
Vocational Rehabilitation Pilot Projects			
Public Libraries			
Economic Development			
Local Government (City/County)			
Tennessee Employers	Staffing agencies on site to fill local jobs; schedule varies. At least one employer on site per week.	X	
<i>(please add partners as appropriate)</i>			

**CAREER SERVICES CHECKLISTS**

In the column named "On-Site," check the basic career, individualized career, and training services that are currently available on-site for all job seeking customers who come into a comprehensive center, affiliate or access point site.

<b>BASIC CAREER SERVICES</b>	<b>ON- SITE</b>
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs	X
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment	X
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations	X
Outreach, intake and orientation to the information and other services available through the one-stop delivery system	X
Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system	X
Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation	X
Eligibility determination	X
Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	X
Information, in formats that are usable by and understandable to one- stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	X
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area	X
Provision of information and assistance regarding filing claims for unemployment compensation	X
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	X
Translation Services	X
Avaza Language Line	X
<i>Please list addition basic services</i>	
Job Preparedness Workshops	X
<i>Please list addition basic services</i>	



**BUSINESS SERVICES CHECKLIST**

Check the business services that are available to employers

<b>BUSINESS SERVICES</b>	<b>ON-SITE</b>
Establish and develop relationships and networks with large and small employers and their intermediaries	X
Develop, convene, or implement industry or sector partnerships	X
<b>Other Business Services (not mandatory)</b>	
Customized screening and referral of qualified participants in training services to employers	X
Customized services to employers, employer associations, or other such organizations, on employment-related issues	X
Customized recruitment events and related services for employers including targeted job fairs	X
Human resource consultation services e.g.: writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers comply with wage/hour and safety/health regulations;	X
Customized labor market information for specific employers, sectors, industries or clusters	X
Customized assistance or referral for assistance in the development of a registered apprenticeship program	X
Listing of Job Orders	X
Applicant Referral	X
Employer Needs Assessment	X
Unemployment Insurance Access	X
Access to Facilities	X
Translation Services	X
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers	X
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors	X
Marketing of business services offered to appropriate area employers, including small and mid-sized employers	X
Assisting employers with accessing local, State, and Federal tax credits	X
Customized Employer Screening Testing	X
Job application pre-screening for skills match	X
Interview space	X
TN Drug-Free Workplace	X

**II. Certification Criteria**

The following quality standards are the criteria by which Tennessee’s Local Workforce Development Boards assess and certify One-Stop Centers. These scores will be used by the Certification Review Team as benchmarks for the site and help point to both areas of excellence and those in need of improvement. Each site is asked to work together with leadership and staff to develop responses to the following.

**A. One-Stop Design**

***Functional and Programmatic Integration***

It is critical for the workforce system and its partners to think and act as an integrated system. Our partners ensure that client services are aligned to common goals and the customer experience is seamless – regardless of funding streams. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer’s success. Integration of programs is incorporated into planning, intake, assessment, registration, and service processes, information sharing, resource decisions, actions, results, and analyses.

I. Rank on a scale of 1 to 5, where the site believes it is in its path toward meeting, or exceeding, the stated standard.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

II. Provide **clear evidence** and **examples** of current status and future plans with strategies and timelines to reach these standards.

Check the box where you think the site is with regard to  
Functional and Programmatic integration.

5     4    3    2    1

**Describe your site's approach to integrated service delivery and the use of functional teams to deliver career services to all customers.**

Service integration by all partners is the key to customer success and program delivery. The affiliate center is aligned into three functional teams: the welcome team, skills development team, and the business services team. Each function is focused on a single process to move customers and employers forward quickly among partner functions.

The Welcome Team, a shared partner responsibility, triages customer needs immediately while providing a positive and professional first impression. As part of the welcome function, customers are registered on Jobs4TN. In addition, orientation to the AJC is part of the welcome function. Customers requiring basic career services such as computer-based job search, general research on labor market information, or labor exchange services are served by the Welcome Team.

Using information gathered from the customer service needs checklist, customers are handed off to the skills/career development team. The skills/career development team assesses the skill sets of individuals, determines eligibility for programs and services, provides individualized career counseling and training services, and places customers on an appropriate career path. This function includes identifying support needs and requires significant staff involvement through case management. This team works to ensure customer success.

The business services team identifies opportunities to address the human resource needs of employers and works directly to meet employer needs through a variety of services ranging from hosting AJC job fairs to evaluating the potential for employer OJT or Apprenticeship programs. Specific services and products may be designed to meet employer needs. The business services team understands the local job sub-market and trends, and interacts directly with employers. Members of this team participate in the local Chamber of Commerce and Economic Development community-based activities to facilitate the working relationship necessary to meet employer needs. Sharing information among all AJC partners provides the opportunity for customers to align with local employers when skill sets are matched with employer needs.

At partner meetings, team members representing all functional teams meet to share information and collaborate in order to meet and exceed customer and employer expectations.

**Include a detailed diagram of customer flow, services available, assessment and referrals, and describe how the MIS is used to facilitate shared customer management across partner programs.**

The attached customer flow diagram reflects the services available through the AJC. The MIS component utilized is the Virtual One Stop data management system. Customers sign in through the VOS greeter, which enables staff to track customers as well as ensures prompt service. The greeter screen also gives customers a general idea of services available, but the Welcome Team further explains programs and services through the AJC Orientation.

Customer registration in Jobs4TN allows for information sharing among partner staff, including Title I, Title III, SNAP Employment and Training, Re-Employment Services Eligibility (RESEA), and Trade Adjustment Act (TAA). With the planned addition of Title II staff to the VOS data management system, the MIS system will be further enhanced to meet customer needs.

Customers referred to the Business Services Team are required to register in Jobs4TN. The data management system facilitates coordination among partners to ensure customers have received all necessary and available services. Behind the scenes, AJC staff and partners share customer goals informally to determine if co-enrollment or coordinated services are appropriate. Regulatory compliance is only one facet of the MIS function. This internal oversight allows the opportunity for customer review and consequently for suggestions of additional programs and services to benefit the customer, as well as to ensure the lack of duplicated services.

*Please list any best practices to highlight and share for continuous improvement.*

1. Created AJC Menu of Services for partner and customer use.
2. Assistance for job seeker customers in the resource room provided by WP staff.
3. Facilitated monthly meetings of partner staff.
4. Participated in community events such as parades and local run/walk events for visibility.
5. Participated in local Chamber of Commerce to enhance relationships with local business and industry.

### ***Accessibility***

#### ***Service Provision, including Services, Universal Access, and Outreach to populations with barriers***

Improved availability, a welcoming atmosphere, inclusive settings, and high quality customer service benefit all customers. This extends services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services are provided to all customers within the center and via technology through online or phone access. Principles of universal design are considered when designs have inclusive space and materials available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do

3 = have some of the elements in place, some of the time

2 = making progress but long way to go

1 = no progress yet

Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.

5

4

3

2

1

**Describe how the site works cooperatively with WIOA core partners to provide quality services to all customers. Describe your outreach to populations with barriers in the community and relationship with core program and community partners to effectively serve them.**

The site works cooperatively with WIOA core partners by serving all customers, including those with significant barriers to employment. AJC staff are committed to providing appropriate supportive services and/or referrals to help customers succeed. The core partners are cross trained on all available programs and services, and because of that training are able to match customers with the most appropriate resource available. Several significant employment barriers can be addressed on site through staff trained in special programs such as RESEA, SNAP, or TANF.

In addition, collaborations exist with community programs and services working with specialized populations such as those without a high school diploma or those with criminal backgrounds. The AJC staff makes direct referrals and introductions for customers to ensure a smooth transition to community resources. Informational resources are disseminated and advertisements are made through a broad range of media sources (social media, billboards, radio and newspaper, etc.) to reach a broad audience. Off-site presentations occur in locations accessible and usable by all prospective customers, including those with disabilities and barriers to employment. All AJC job fairs and job recruiting events include outreach to schools, community agencies, non-profit organizations serving individuals with disabilities and those with employment barriers. The AJC community partnerships allow for the exploration of additional funding options for customers. Northern Middle has a Partnership Plus agreement with TN VR under the Ticket to Work Program.

**Provide evidence that basic ADA requirements have been met, including processes to provide reasonable accommodations for individuals with disabilities.**

Northern Middle has a designated Equal Opportunity Officer. Reasonable accommodations are provided for all aspects of a customer's experience in the AJC, such as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to individual need in order to ensure the customer receives equal benefits from the program or activity, and will be able to compete fairly. The following tag line, or something similar, is included on recruitment and outreach materials: "EOE. Auxiliary aids and services are available upon request to individuals with disabilities. TDY# 1-800-848-0299." The AJC staff participate in annual training related to providing service to customers with disabilities. The Local Workforce Development Board coordinates with the broader community, including transportation agencies and existing public and private sector service providers, to ensure that the AJC and services are accessible to all customers, including those with disabilities. ADA checklist has been completed.

Describe initiatives or strategies in developing universal access and provide tangible evidence of implementation or solution driven plan development. Address the following four specific areas of access:

1. Physical: Architectural or building
2. Information: all paper, printed or posted materials

3. Digital: software, Web-based programs and alternatives to print
4. Communication: verbal, non-verbal access for services, phone and other

**Describe your wireless internet infrastructure.** The AJC has a wireless access point which connects to an internal network. The wireless network is password protected. On site employers are provided with a password to access the network during job fairs. This password is changed to protect the network integrity. Customers are steered toward use of computers within the AJC Resource Center rather than accessing the wireless network on personal electronic devices.

Staff conducting workshops or customer recruitment off site are provided mobile hot spots in order to access the web for instructional purposes.

**How are the needs of populations with barriers met through staff-assisted and other means? Please include examples of outreach activities to reach targeted populations** . Low educational attainment, poverty, lack of transportation, physical and/or mental limitations, and criminal history are just some of the employment barriers our customers face. Customers come to the AJC through self-referral, rapid response meetings, unemployment insurance claims, referrals from both internal and external agencies and organizations, on site HiSET testing, and marketing efforts such as social media. The AJC is near downtown Lebanon business and is within walking distance of public housing. The building is handicapped accessible and is clearly marked. Aids and assistance are noted on printed materials and on building signs. Staff assistance is often needed to help customers with barriers become self-sufficient. Cross training of AJC staff allows customers to utilize services efficiently. The AJC partners with local agencies and organizations to perform outreach to targeted populations utilizing outreach tools such as social media, community newspapers, local radio, email campaigns, etc. Community outreach activities will ensure information and instructional activities are provided in libraries, housing communities and faith-based organizations for individuals who are unable to physically access the AJC.

**Describe your processes to assure effective communication with persons with disabilities. This includes providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.**

The AJC takes appropriate steps to ensure people with disabilities, including persons who are deaf, hard of hearing, or blind, or who have other sensory or manual impairments, have an equal opportunity to participate in our services, activities, programs, and other benefits. Availability of auxiliary aids and services are promoted through notices and printed materials. Sign language interpreters can be scheduled, and the AJC utilizes relay services for external telephone with TTY users through the state relay service, or using text, email, etc. Persons who are blind or visually impaired may be read to by staff. Additional assistive devices include high visibility keyboards, large print keyboards, lighted magnifiers, joy sticks and large track balls. Every resource center computer has screen reading and screen magnification capability. Staff may also assist customers with difficulty manipulating print materials by holding materials and turning pages as needed, or by providing one or more of the following: note-takers, speaker phones, or other effective methods to ensure effective communication by individuals with manual impairments.

*Please list any best practices to highlight and share for continuous improvement.*

Northern Middle participated in round 2 Disability Employment Initiative Grant (DEI) and is an Employment Network under the Social Security Administration's Ticket to Work Program. This has allowed Northern Middle to receive unrestricted funds from SSA whereby sustaining a Disability Resource Coordinator who works closely with individuals with disabilities, assisting them with employment. This work includes establishing and facilitating partnerships and collaborations, Integrated Resource Teams, Ticket to Work, Staff Training, and other projects related to the employment of individuals with disabilities.

### ***Customer Satisfaction***

**Describe how the voice of the customer is listened to and how your site incorporates both job seeker and business customer feedback as part of continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success? Please list any best practices to highlight and share for continuous improvement.**

Mid-Cumberland has an electronic link on the desktop of each Resource Center computer, allowing each job seeker direct input on the quality of service provided. Northern Middle also has a 911 customer hotline posted in the AJC and calls result in a direct contact with senior management for timely response. Both praise and problems are shared and comments are used for staff development and training to address issues and concerns.

Mid-Cumberland has also developed and implemented a secret shopper program whereby each AJC is visited quarterly. Results from the secret shopper reports will provide a baseline for continuous improvement and sharing of best practices.

Employers receive a written survey upon exit of AJC based job fairs. Results are used for continuous improvement initiatives.

### ***Partnership***

The one-stop system is built upon a foundation of partners linked together to deliver a comprehensive array of services and reach the shared outcomes of employment, education, skills gains, and earnings. All core and required one-stop partners are present at the site and invested in the development and implementation of service delivery to connect customers to resources.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to  
Partnership.

5

4

3

2

1

**Describe how the partnerships function at the site and the roles of each core partner from Title I- Adult, Dislocated Worker, and Youth, Title II - Adult Basic Education, Title III - Wagner-Peyser, Title IV - Vocational Rehabilitation, and TANF.**

Core partners on-site at the AJC during the Center's operating hours, Monday through Friday, 8:00 am - 4:30 pm, share responsibility for serving in the Welcome Function/Team. All of the core partners have staff who serve as members of the Skills/Career Development Function/Team, whether on-site or off-site by referral or electronic connection. For instance, Title I staff offer scholarships for postsecondary training while Title I, Title IV, and TANF may provide support services. Title II staff offer preparation classes for high school equivalency diploma and those needing remediation to enter the workforce, while Title III programs focus on connecting job seekers with employment opportunities through Jobs4TN and/or staff assistance. Staff members are cross-trained to allow for streamlined access to services and reduced duplication. Staff operate as a cohesive team and partner together to meet individual customers' needs.

**Describe how the partnerships function at the site with other required partners from postsecondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Corps, National Farmworker Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, SNAP E&T, etc.**

Contact information, including agency name, contact person, address, phone and fax numbers, e-mail address, etc., for all of the area required partner programs is available for team use. Furthermore, extensive community resources will be included in this resource material. While staff can access this information, a 2021 plan includes streamlining this information into a spreadsheet on a shared internal drive which can also be easily printed for customer dissemination. This information allows staff to connect and communicate with partners not operating at the site via referral and/or electronic connection. In order to offer a "warm hand-off," staff at the AJC will connect with the off-site partner staff while the customer is present in the AJC in order to ensure the desired services are delivered. For instance, staff in the AJC assist customers in utilizing the chat and/or ticket features to connect with UI staff while in the AJC. In addition, off-site partners will be invited and encouraged to attend on-site events at the AJC as appropriate; for example, a college and career fair would include many off-site educational and training partners.

**Describe how the affiliate/specialized centers are linked to non-colocated partners to ensure alignment with community and regional strategies. This includes tracking and appropriate follow-up. Please give examples of how this functions and the results for customers.**

In addition to the resource guide listed above, Memorandums of Understanding exist with partners establishing service delivery and referral methods. Cross referrals occur routinely through professional reference, telephone, electronic communication, or through AJC internal marketing such as brochures or listings. These methods of communication establish a regular flow of information and customer referrals from our team to the community and from those partners to our team.

AJC staff are apprised of changes and updates affecting the regional labor market via leadership from the core partner through communication from the quarterly Consortium meeting, NMTWB meetings, Regional Planning Council meetings, and various regional and local professional development opportunities. AJC leadership is active and involved in local communities and often has a seat at the table for local strategic planning and development initiatives.

**Describe how leadership works together to set the vision and goals for the site and then implements service strategies to achieve shared objectives.**

The AJC leadership of on-site partners meets monthly to develop strategies to implement goals set by the Northern Middle Tennessee Workforce Board. Goals are reviewed monthly, and progress is tracked by each program as well as in the AJC. The AJC leadership currently operates as a consortium of partners to bring the resources of their respective agencies to meet and exceed goals and objectives.

*Please list any best practices to highlight and share for continuous improvement.*

1. Outreach to diverse populations
2. Outreach to employers
3. Consortium of partners in place
4. IFA in place
5. Goals and objectives in place
6. Master summary activity report is part of ongoing evaluation
7. Annual Customer and Employer Recognition
8. AJC staff supports Adult Education graduation events.
9. Career Development Facilitator Certification

***Employer Engagement***

Business is one of our primary customers and one-stop partners work collaboratively to deliver value-added services and eliminate duplication. Business services staff from all one-stop partners have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are connected to regional and local business partnership activities and sector strategies. Employers' human capital needs are communicated to and acted upon by the workforce system. Business services are coordinated to the maximum extent possible to limit duplication and streamline the employer experience.

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- 1 = no progress yet

**Check the box where you think the site is with regard to Employer Engagement.**

5	<input checked="" type="checkbox"/>	3	2	1
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**Describe how partners work to deliver seamless business services. How do business services staff use and share labor market information? What strategies are used to involve employers in identifying skill gaps and developing solutions to meet their workforce needs?**

The Business Services team is focused on the needs of employers and is responsible for connecting with local industry, particularly those in the targeted industry sectors and occupations. The team strives to understand and meet the needs of employers through a variety of employer-driven initiatives including OJT grants, Incumbent Worker Training grants, apprenticeships, employer/education partnerships, job profiling, job postings, job fairs, and employee recruitment in order to assess needs and identify skill gaps as identified by employers. Business Services team members are active in local efforts directly involving business and industry, such as the Chamber of Commerce and Economic Development boards.

Partners are encouraged to participate in multi-employer job fairs and hiring events scheduled for individual employers that are planned by the Business Services team. Regular Business Services team meetings are held with partners to exchange information including labor market conditions, to coordinate services, and to keep the team updated on upcoming employer events and employers' human capital needs. The Business Services team sends out e-mails regularly to partners concerning employer's immediate needs. Employer events are posted on social media, community news outlets, and in the Resource Room so that all customers can participate.

**Describe how regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes.**

Regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes by:

- 1) Aligning education, training and employment with skill needs of local industries
- 2) Tailoring services and products to align with labor market
- 3) Providing job seekers with opportunities to upgrade skills in response to changing workforce needs
- 4) Identifying training and educational opportunities for in-demand local occupations and sectors

Since the local workforce area includes two MSAs and crosses state lines, our region is highly involved in economic development inside and outside of the local development area.

**How are career pathways and training modalities such as industry-recognized credentials, apprenticeship, on-the-job training, and other work-based learning opportunities aligned with employers' needs and marketed to support talent development?** Active industry involvement begins early on a customer's learning pathway. Customers conduct research on Jobs4TN website to explore in-demand careers and the education and skills set required for those careers.

Education and training offered to customers is aligned with in-demand industry job openings. Options for work based learning and apprenticeships are balanced with formal education demanded to meet job requirements. Credentialing is explained and implemented as part of the customer's individual plan if appropriate for the desired career.

Supportive services are then aligned to assist customers to successfully complete formal education and/or training for a career pathway. The AJC team works diligently with customers to match customers to employer human talent needs.

*Please list any best practices to highlight and share for continuous improvement.*

1. The AJC hosts major employers to facilitate their hiring in Wilson County. The AJC staff reviewed applications and made direct referrals to the company for on-site interviews.
2. Weekly job fairs are held in conjunction with employers in the AJC.

***Human Capital***

Each American Job Center will be a high-performance work place with staff equipped to demonstrate a visible passion for quality of service.

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- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.**

5      4      3      2      1

4
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**Describe how centers will train and equip one-stop staff in an ongoing learning process and to ensure staff are cross-trained to increase staff capacity, expertise, and efficiency.**

AJC staff meet monthly to coordinate services and develop strategies to improve the customer experience. Updates to internal processes are shared via this meeting.

Leadership is exploring a cross-training initiative to include comprehensive and affiliate center staff along with partner staff to ensure new employees understand and can communicate all programs and services available at the AJC.

**Describe how centers will staff the one-stop centers with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one-stop center, and skilled in developing customers' skills for employment success.**

The AJC employs a group of well-trained and dedicated professionals who receive ongoing professional development opportunities. The staff works within the structure of functional teams in order to ensure daily interaction among partners, facilitating an informal exchange of information and brainstorming customer services.

Employees meet formally once per month, covering such topics as VOS updates, serving ex-offenders, utilizing the labor market information. In addition, Vet staff receives NVTI training, and professional Career Coach training is provided for staff who work directly with job seekers. The AJC team is aware of and utilizes a list of internal and external resources and services for customers.

**Describe how staff from multiple organizations will be equipped through cross-training and information tools to enable them to respond seamlessly to customer needs.**

Within the AJC, employees have been cross trained to handle intake and triage as customers access the AJC. All staff have been cross trained on the unemployment filing process and Help Desk Ticket to provide hands on assistance to customers who enter the AJC upon job loss.

A customer-centered approach allows AJC team members to assist customers regardless of program responsibility. Multiple employees have been trained to conduct a wide range of workshops within the center, including testing and assessments. The design of the VOS greeter requires customers be served quickly by the first available staff member, regardless of the staff area of expertise. This improves the customer experience and allows staff to use their expanded knowledge base of available programs and services.

**Describe how staff are assigned to and identify themselves with functions or services as opposed to agencies, and functional supervision of partner staff is in place.**

The Wilson County American Job Center has designed and organized its staff, delivery processes and facilities in a manner that streamlines customer service, and capitalizes on strong staff and technology. The process is designed to align with the AJC system and incorporate all of the guidance outlined in the One-Stop System Design.

The partners are functionally aligned in teams that comprise a Welcome Function, a Skills/Career Development Function, and a Business Service Function.

**Describe the bottom-up communications within the workforce system. This includes regular staff meetings, business services team meetings, or partner meetings that discuss recent and relevant resources, conduct training, and facilitate collaboration.**

Bottom-up communications begin with staff meetings of functional teams on a weekly basis, followed by AJC partner meetings on a monthly basis. Discussion includes positive and negative feedback from customers and employers, as well as staff ideas for continuous improvement opportunities. The monthly meeting provides a venue for discussion related to continuing the customer-centered culture. Feedback is received via employee surveys, customer suggestion boxes, program-specific questionnaires, and anecdotal notes from staff.

The operating philosophy within the AJC is an open door policy that supports two way communications between employees and management. In addition, HR support is available through Staff to the Board as needed.

The AJC has an integrated Business Services Team that provides effective services for employers based on industry-specific needs. The team conducts research to assess needs and identify skill gaps as identified by employers. This collaboration ensures human capital needs of the local job market are met.



**B. Infrastructure**

***Identification of Shared Costs (including non-personnel)***

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
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- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to identifying shared costs and maintaining equitable contributions are being addressed in the MOU.

5      4      3      2      1

Please identify any policies and procedures that result in equitable contribution of infrastructure costs in one-stop center(s) among partners. (e.g. co-location with partners, infrastructure cost-sharing, pay-for-performance contracting)

Fiscal Staff in Northern Middle utilized the One-Stop Comprehensive Financial Management Technical Assistance Guide as a model to develop the procedures in place to ensure equitable contribution of shared infrastructure cost. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. Expenses such as building rent, utilities, maintenance & repairs and janitorial are based upon actual square footage occupied in the AJC. Printing, telephone, postage, shipping, internet charges, document destruction, shared staff, advertising & marketing, office supplies, furniture and copier expenses are allocated based upon full-time equivalent staff members located in the AJC.

The Regional AJC leadership team reviews the infrastructure budget and makes additions or corrections before the document is signed and submitted to partners for signature prior to the beginning of the program year. Budgets are reviewed throughout the year at team meetings and monitored for compliance. Budget modifications are submitted as necessary to reflect changes in staff and ultimately changes in benefits received by each partner. The fiscal staff in Northern Middle follow strict purchasing and accounting procedures to procure and pay for the shared infrastructure costs. Generally Accepted Accounting Principles (GAAP) are followed to ensure proper controls such as segregation of duties and proper approval of expenditures.

**Provide assurance that the One-Stop Operator has developed, and is maintaining, the One-Stop (AJC Partners) Memorandum of Understanding to include the Infrastructure Mechanism.**

The Chief Local Elected Officials in Northern Middle designated Mid-Cumberland Human Resource Agency as the lead in a consortium model to serve as the One-Stop Operator upon inception of WIOA. The consortium will continue to serve in a management role until guidance from the TDL&WFD is issued and a competitive process is initiated. The consortium serves as the Regional AJC leadership team. Workforce Essentials, serving as Staff to the Board and the lead entity in the consortium, has developed and entered into a Memorandum of Understanding with the required AJC partners. An umbrella MOU serves as the guiding document to coordinate and leverage services to provide effective and unduplicated services.

The MOU and Infrastructure Financial Agreements outline the infrastructure mechanisms to share costs between AJC partners. The current MOU in Northern Middle is effective through June, 2021. The MOU will be updated upon release of guidance and director regarding the one-stop operator.

**How is the one-stop center's co-location being addressed in the MOU as it relates to infrastructure and shared services costs in the comprehensive and/or affiliate site(s)? How does the MOU reflect efforts to reduce duplication by improving program effectiveness through the sharing of services, resources and technologies among partners?**

Utilizing the One-Stop Comprehensive Financial Management Technical Assistance Guide, procedures have been established to ensure equitable contribution of shared infrastructure cost for co-located partners. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. The MOU outlines the functional organization, customer flow and service delivery in the AJC in order to reduce duplication and improve program effectiveness. The MOU aligns with the One-Stop System Design regarding the alignment of staff and services around workforce services functions, and to prevent the duplication of services while eliminating inefficient practices. This is accomplished through partner referrals, cross training staff, developing a single customer flow and co-enrolling clients.

***Distribution of Infrastructure Costs***

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to proper distribution of infrastructure costs among AJC core and required partners.

5      4      3      2      1

How is the one-stop center proportionately distributing costs among AJC partners that is based upon guidance provided in 2CFR Part 200, 20CFR 678 et. Al, "Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards" (or any corresponding similar regulation or ruling)?

Workforce Essentials as Staff to the Board follows the Office of Management and Budget Compliance with Grants and Agreements when developing agreements under the Workforce Innovations and Opportunity Act. Paying particular attention to cost allocation plans and allowable costs, the agreements are reviewed to ensure compliance. The Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule is overarching guidance that is utilized ensure that cost allocation plans that are developed based upon the number of full-time equivalents and direct square footage in the AJC comply with the benefiting distribution.

How were the methodologies for distributing the costs for both infrastructure costs and shared services agreed upon by partners? Provide evidence of meetings and/or discussions that led to the approved partner budget reflecting the shared costs. Include the approved budget that is included in the MOU.

Methodologies are defined in the resource sharing agreement and aligned to state policies and procedures as well as federal regulation. Partners review the proposed expenditures and verify square footage and full-time equivalents before the budget is approved and submitted in IFA format. Details for shared resources are included in the IFA budget document. Partners have identified these resources which are of a shared benefit and useful to the operation and maintenance of the AJC. Quarterly consortium meetings are held to review the budget and expenditures which have been fully executed in the IFA. Partners may submit modification requests to the budget as needed based upon changes in the IFA factors such as full time equivalents. On August 5, 2020, the Consortium met and reviewed the IFA budget for 2019-2020 and adopted the new budget for 2020-2021.

**Describe how the one-stop center is aligning its technology data systems across partner programs thru the shared costs budget and/or other agreed upon arrangements.**

The AJC shares the voice and data costs throughout the AJC system. Long distance service costs are controlled and distributed via a unique identifier assigned to all employees in the AJC. Northern Middle provides internet service to the resource room and allocates cost to the IFA accordingly. Staff in the AJC utilize the JOBS4TN data management system in order to efficiently manage cases and avoid duplication of services. The VOS Greeter tracks customer flow by partner in each AJC.

### *Program and Fiscal Compliance*

**How prepared is the one-stop center to adopt and promote alignment of cross-program policies and operations that ensures fiscal compliance?**

Cross-program alignment in Northern Middle had been promoted by the fact that Workforce Essentials and Mid-Cumberland operate several of the partner programs including WIOA Title I, Title II and TANF. This has enabled co-location of services in the comprehensive and affiliate centers across multiple workforce development areas. In addition, a pilot project with TAA has allowed Trade programs to be delivered through the affiliate AJCs by Title I staff. SNAP and RESEA programs have also been incorporated in functional service delivery. In all cases, staff have been trained in program rules and regulations to ensure fiscal compliance. In addition, Workforce Essentials and Mid-Cumberland maintain a quality assurance team to monitor programmatic and fiscal compliance. Along with PAR and an independent certified public accountant, audits and reviews are conducted to maintain program and fiscal integrity. Monthly meetings within the AJC and quarterly partner meetings allow for increased communication and program alignment.

**Describe how each partner in the AJC has demonstrated fiscal transparency and efficiency thru timely, detailed, and accurate reporting and payment of AJC costs (includes reconciliation of costs by partner programs).**

Each partner is invoiced on a monthly basis for actual costs incurred during the previous month. Because costs are recorded on an actual basis, reconciliation is not required. If an accrual is required, and the actual cost is different than the accrual, an adjustment will be made in the next reporting cycle. Invoices are submitted with supporting documentation as needed and requested to adhere to TDL&WFD policies and procedures. During consortium meeting, invoices are reviewed and approved. Invoices are recorded and booked as accounts receivable and entered in the GRANTS4TN system. If a partner fails to pay his or her agreed upon share, they will be sent a written past due notice. If they do not acknowledge the notice and pay the invoice, they will be asked to leave the partnership and the AJC.

**How has the one-stop center reviewed its staffing and contractor staffing levels to identify adjustments needed to implement provisions under WIOA.**

Customer flow in the AJC is measured through the VOS Greeter. In addition, customer case loads are analyzed through Jobs4TN to document workload. Youth contractors are evaluated to ensure that adequate funding is allocated to work experience activities in order to comply with program guidelines. Northern Middle fully utilized cross functional alignment in order to maximize efficiency in affiliate AJCs. This reduces silos and allows staff to maintain a single customer flow while bridging the gap between businesses and job seekers. Functional alignment is both an opportunity and a tool to effectively organize staff and facilities to streamline customer delivery.

**Outline how the infrastructure funding has helped to reduce overhead by streamlining and sharing financial, procurement, and facilities costs?**

The philosophy behind one-stop career centers is for all partners to come together under one roof for the alignment of staff and services to improve efficiency in operations and leverage funding. This is accomplished in Northern Middle through strong partner participation in the AJC system which has allowed for larger and more comprehensive centers and services. For example, by aligning with the TANF/Families First Program, the AJC system has leveraged over \$103,000 of savings from rent, utilities, supplies and shared staffing paid for by TANF. This is money that the AJC system (WIOA) would have had to pay for or reduce infrastructure to fund the amount from other activities or program. Likewise, the Adult Education program has saved the system \$81,643 by incorporating their services into the AJC. The Mature Worker program provides valued added staffing in the centers through their work experience program. While it does not reduce the physical infrastructure, it does reduce the staffing expenses. Procurement of supplies simplifies needed resources in the AJC for the resource center and other common areas. Title 1 has assumed the internet connections in the resource center to avoid costly per month node fees; thus saving the system financial resources.

**Provide assurance that services provided by the one-stop partners help to reduce duplication or increase financial efficiency are allowable under that partner's programs.**

Each Partner defines in the Memorandum of Understanding the method of referral and the description of on-site and off-site services that will be offered through the AJC system. By each partner defining their own services, the burden of program allowability is shifted to the individual partner. If service integration demands that partners provide additional services, then it is up to the individual partner to address allowability concerns with their program authority. In no instance should a program provide authorized services which might cause questioned costs.

**Performance**

***Performance and Accountability***

Results and outcomes for the public investment in Tennessee’s workforce system are essential to the system’s relevance. The effectiveness of service to employers and job seekers is evident in system performance and service delivery decisions are based on data. On an ongoing basis, customer data from one-stop partners and regional economic data is collected, analyzed, and shared with all workforce system staff and community stakeholders. Plans for improvement, enhancement, or adjustment are established and acted upon.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to Performance and Accountability.

5       4      3      2      1

**Describe how you measure, analyze, review, and improve workforce system performance through the use of data and information.**

The AJC utilizes the Virtual One-Stop in order to collect, measure, review, and analyze data, including data regarding required performance measures. The system also allows for data regarding case loads, Center traffic, case notes, exit status, and various other measures to be generated into reports for specified time periods, which are shared with staff, NMTWB board members, and local chief elected officials. Local monitoring of Title I enrollments is managed by an MIS department, allowing for internal review to avoid duplicated services as well as to ensure compliance with program guidelines. The MIS department serves as a resource for programs beyond Title I. Internal fiscal contract review is also provided to maximize utilization and to ensure optimum performance is reached. When conducting Rapid Response and related TAA activities, a customer needs survey is used to prepare the AJC to meet the needs of impacted customers.

The AJC leadership team facilitates needed changes and improvements, and provides ongoing professional development to ensure the staff remains updated on regulatory changes from the state or federal level. The AJC benefits from the timely review of data by the AJC leadership team and is able to adjust practices in response to changing needs of the local community, job-seeker customers, and employers. In addition, the AJC team works diligently to share best practices to improve the performance of workforce professionals and to enhance the customer experience; the AJC team has the flexibility to make operational changes as needed to help customers succeed.

**Describe how this data is shared with staff and stakeholders and what changes have resulted from use of data. How has data been used (example) to improve services?**

Generated reports are reviewed by senior management, NMTWB board members, local chief elected officials, and the AJC leadership team. The AJC provides performance projections on a monthly and quarterly basis to senior management and the NMTWB. Senior management and the NMTWB also review labor market, economic development, and census data, as well as impending regulatory changes, to enhance daily operations. Annual performance outcomes are included in employee performance reviews, a practice which provides accountability for performance measures at all levels.

**What methods are in place for staff to provide feedback? How do you incorporate staff feedback as part of continuous quality improvement? How are staff informed that their feedback was reviewed and any action taken as a result? What metrics are used to show improvement and success?**

Employees are able to submit/provide feedback through employee satisfaction surveys, as well as at any time through electronic or face-to-face interaction with an immediate supervisor or senior management. Supervisors at all levels practice an "open door" policy, which provides employees with constant access to assistance. If employees submit a concern, issue, or question, they are informed electronically or in person about resulting actions. Staff to the Board has a dedicated Human Resource department that is available to AJC employees as an extension of supervisor assistance.

Departmental, AJC, AJC leadership, and senior management team meetings provide another venue for employee input and suggestions. Changes and responses to employee suggestions are communicated in person, electronically, or by telephone. A culture of follow-up in response to employee suggestions and ideas exists at all levels.

Employees are also able to establish a "Help Desk ticket" to provide feedback for areas of quality and/or customer service improvement. Help Desk ticket reports are generated monthly, and feedback to the employee is immediate.

*Please list any best practices to highlight and share for continuous improvement.*

AJC cross-training including all partners has improved the customer experience through using data in decision making.

Community outreach in response to data has expanded the customer base and improved the placement of quality employees for local employers.

AJC monthly meetings provide a venue for sharing performance in a timely manner so that adjustments in staffing or service delivery strategies can be made.

Providing employees with multiple ways to share their front line expertise and creative ideas creates positive staff morale, which not only creates a positive workplace, but improves the customer experience.



**TENNESSEE DEPARTMENT OF HUMAN SERVICES - VOCATIONAL REHABILITATION PROGRAM**  
**ACCESSIBILITY AND ACCOMMODATION SURVEY**

**AMERICAN JOB CENTER AT LEBANON, TN**

Location: 415 Tennessee Blvd  
Lebanon, TN 37087

Date of Survey: July 14, 2020

Survey conducted by: Tylesha McCray, Vocational Rehabilitation Program  
Assisted by AJC staff

The Tennessee Vocational Rehabilitation (VR) Program is authorized to provide information and technical assistance to individuals and entities that are covered by the Americans with Disabilities Act (ADA) and Workforce Innovation and Opportunity Act (WIOA) Section 188. However, VR is not responsible for enforcement of the ADA or WIOA requirements. The information and/or technical assistance in this report are intended solely as informational guidance and are neither a determination of legal rights or responsibilities under the ADA or WIOA nor binding on any agency enforcement responsibilities under the ADA or WIOA.

Following are the survey findings and recommendations. Referral may be made to the Accessibility and Accommodation Guidelines for specific ADA requirements and information.

**1.0 Parking**

- 1.1 The topography of the parking area is relatively level with no obstructions or hazards. The AJC is located within the Lebanon TN College for Applied Technology.
- 1.2 The parking area at the front of the building has approximately 16 parking spaces. There is additional parking in the rear of the building. The AJC is typically accessed through the entrance at the front of the building. However, due to COVID-19 the AJC is accessed through the rear entrance to allow staff to manage the number of customers inside the center.
- 1.3 There are 2 accessible parking spaces at the front of the building with appropriate accessible parking signage painted on the pavement and painted striped aisles adjacent to the spaces. Appropriate accessible parking signage is not posted.
- 1.4 There is no accessible parking space appropriately marked van accessible with appropriately painted striped aisle adjacent to the space.
- 1.5 There are appropriate curb cuts to allow accessibility to the building entrance.

Recommendations:

- a. Add appropriate accessible parking signage posted for each accessible parking spaces and include "Van Accessible" signage for one of the spaces.

## **2.0 Entrance**

- 2.1 The building entrance is fully accessible with the exception of no visible universal symbol indicating an accessible entrance.
- 2.2 The entrance has unsecured rubber mats located inside the building entrance.

### Recommendations:

- a. Post the universal accessible symbol signage at the building entrance.
- b. Unsecured mats at entrances should either be secured to the floor along all edges or be removed.

## **3.0 Reception**

- 3.1 The reception desk is not wheelchair accessible. Staff is aware of how to greet and serve an individual in a wheelchair.
- 3.2 There is no information available at the reception area desk that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.

### Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by staff by increasing the font size to 18 - 22.
- b. Information should be available at the front desk to inform individuals with disabilities about the availability of accommodations and of documents in alternative formats.  
Example of information:

“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”

## **4.0 Public Areas**

- 4.1 All public areas are accessible with no hazards.

### Recommendations: None

## **5.0 Accessible Restrooms**

- 5.1 Restrooms are fully accessible and are properly marked as accessible with the exception of not having an accessible toilet stall of the appropriate dimensions or with a transfer rail at the rear of the toilet.

Recommendations:

- a. Remodel the restroom toilet stalls to include a 60-inch by 60-inch minimum stall and appropriate transfer rails for full accessibility.

## **6.0 Resource Room**

- 6.1 The resource room is fully accessible for individuals using wheelchairs and who have dexterity disabilities. However, the track ball mouse is missing the ball attachment.
- 6.2 There is no information available that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.
- 6.3 Staff is available to accommodate the use of computers, printers, faxes and copiers when needed.

Recommendations:

- a. Repair the existing track ball mouse or purchase a new track ball mouse.
- b. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by increasing the font size to 18 - 22.
- c. Information should be available that informs individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:  
  
"Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants."  
  
d. Ensure that staff is aware of how to instruct an individual on using available computer accommodations.

## **7.0 Communication**

- 7.1 A telecommunications device for the deaf is not available. Staff is aware of how to use the phone relay service for the deaf and computers to communicate with the deaf and hard of hearing.
- 7.2 Staff is aware of contacting VR for assistance with obtaining documents in Braille.
- 7.3 Staff is aware of how to contact and schedule a sign language interpreter.

7.4 An FM Assistive Listening System is not available.

Recommendations:

- a. In accordance with ADA effective communication requirements, a text telephone or video phone should be available for individuals who are deaf or hard of hearing.
- a. In accordance with ADA effective communication guidelines, an FM Assistive Listening System should be available for the use of individuals who are hard of hearing and need to attend training classes. One device may be shared between Centers.

## **8.0 Signage**

8.1 Room identification signage is present with Braille and at the appropriate height.

Recommendations: None

## **9.0 Drinking Fountains**

9.1 The available drinking fountain is fully accessible.

Recommendations: None

## **10.0 Alarms**

10.1 Alarms are visual and audible.

Recommendations: None

## **11.0 Emergency Egress Planning**

11.1 There is a general knowledge of emergency egress planning.

11.2 Staff understands that in the event of an emergency that all rooms within the building, including restrooms, need to be cleared of customers and that individuals with disabilities may require additional assistance to exit the building.

Recommendations: None

In general, staff is ready to accommodate individuals with disabilities if accommodations are not available. For example, staff is ready to provide personal assistance for individuals with visual impairments; are able to raise tables for persons in wheelchairs; are able to rearrange furniture for persons in wheelchairs; etc.

## One-Stop Certification Checklist

<b>Date:</b> July 29, 2020		<b>Type of AJC:</b> Mobile Coach	
<b>American Job Center Address:</b> 665 Mainstream Drive, Nashville, TN			
<b>Contact Name:</b> John Alexander	<b>Contact Phone:</b> (615) 741-0700	<b>Contact Email:</b> John.Alexander@Tn.gov	
CRITERIA	MET	NOT MET	N/A
REQUIRED PARTNERS			
Title I Adult Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title I Dislocated Worker Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wagner-Peyser Title III	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adult Education	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Vocational Rehabilitation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Title V SCSEP	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
TANF	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Career and Technical Education Program (postsecondary) Carl D. Perkins Act	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Trade Adjustment Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Veterans Employment Services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community Services Block Grant	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing & Urban Development Employment & Training	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Unemployment Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Services of one more core partners are available	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
ONE-STOP OPERATIONS			
The MOU between the LWDB and required One-Stop partners is signed and in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The MOU reflects the name and location of the AJC and the way in which required core partners will integrate services within the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The center is implementing the MOU specifications	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The One-Stop Operator (OSO) is competitively selected and is in compliance with state and federal guidelines	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the OSO are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider (CSP) are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least one Title I staff member and one Wagner-Peyser staff member will be on-site during operating hours, and have the capacity to provide services to all individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The AJC is operating in a cost-efficient manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC actively conducts outreach and provides services such as participation in workshops, job fairs and recruitment events	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing materials provide an overview of all core partner services, and are available to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC connects with the community through multiple community partnerships and access points	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The AJC staff view themselves as part of the One-Stop system, and views all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers placed in economically sustainable employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers receiving education and training services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has identified ways to support the changing role as TANF as a one-stop partner, including coordination of services and enrollment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff view themselves as part of the One-Stop systems, and view all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON PARTICIPANT SERVICE</b>			
The AJC operates during required business hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides flexible operating hours, including evenings and weekends	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is established to provide services tailored to the needs of a specific group			
The AJC provides employer meetings tailored to the needs of a specific group being serviced	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides initial assessment of skill level, aptitudes, abilities, and supportive service needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC utilizes labor market employment statistics information, relating to local, regional, and national labor market areas, including job vacancy listings, information on job skills necessary to obtain the jobs: and information relating to local occupations in demand and the earnings, skills requirements, and opportunities for advancement for such occupations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff members can identify regional targeted sector pathways, and understands those terms in implementation of providing services to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has available, and provides when applicable, education and training opportunities for customers at multiple skill and experience levels	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has intensive menu of training opportunities, and staff is available to assist customers with enrollment, including career pathways to middle class jobs, education and training, work-based learning, OJT, and registered apprenticeships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are competent and proficient in establishing eligibility for programs, or financial aid assistance for education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides ease of access to credentialed education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC uses LMI to actively promote targeted sector and high-demand occupations to customers, including job search and placement services, and career counseling	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan identifies ways in which core partners will integrate services and referrals among partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners support integrated intake, case management, and reporting outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a customer feedback process in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides information and assistance regarding filing claims for unemployment compensation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON BUSINESS SERVICE</b>			

The AJC establishes and develops relationships and networks with large and small employers and their intermediaries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC develops, convenes, and implements industry or sector or partnerships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a defined strategy for capturing employer input on design and delivery of job-seeker services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer services, including qualified candidate referral, on-site recruitment events, pre-employment testing, employee aptitude verification, and subsidies for hiring and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifies technical assistance needs for improving business results and utilization of available resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan specifies the ways in which core partners will identify and respond to local area economic needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan and/or MOU define specific ways in which the AJC will match existing business relationships and new business relationships with skilled workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a business customer feedback in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a cooperatively functioning Business Services Team (BST) in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan clearly outlines how business services will be conducted	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SITE SPECIFIC</b>			
The American Job Center (AJC) identifier is highly visible inside and outside the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is easily identified in the community, with signage clearly visible to the public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC conveys a professional and welcoming environment, both inside and outside	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is within reasonable distance and accessibility of public transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate parking, including accessible, is available at the AJC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interior signage results in easy navigation for customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conference space sufficiently meets partner and customer needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate safety and security measures are in place to protect customers and staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an up-to-date, easily accessible Emergency Action plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Center hours are easily identifiable, and meet the requirement of 8:00am-4:30pm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is accessible, as required by the Americans with Disabilities Act's (ADA) standards	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
**not required** There is a written procedure for accommodation of customer requests for services to be provided outside of normal operating hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PERFORMANCE</b>			
The AJC contributes to the achievement of WIOA Performance Indicators for all core partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners track and periodically report performance outcomes to the LWDB, and reflects such in meeting minutes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The policies, processes, and actions of the AJC support of local levels of performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>RESOURCE AREAS</b>			
There is technology available to assist all customers, including customers with disabilities and non-English speaking customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Up-to-date information about services and supportive services is provided within the Resource areas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are precautions in place for preventing abuse of internet access	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff is readily available for assistance in the resource area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is sufficient, accessible work space and computer stations for customer use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A calendar of services and events is easily visible and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>EQUAL OPPORTUNITY ASSURANCE</b>			
The Equal Opportunity Officer (EOO) regularly reviews the AJC's policies, procedures, and facility for accessibility and equal opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The EOO provides recommendations and technical assistance as a result of reviews	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC implements veteran's priority of service requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core program partner staff are periodically trained on EO practices	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate knowledge and use of assistive technologies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reasonable accommodations are provided in order to avoid discrimination and meet individual's needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate appropriate and effective communication with individuals with disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a Corrective Action Plan (CAP) in the event partners or customers identify barriers to services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMMATIC ACCESSIBILITY</b>			
The AJC provides basic and individualized career services in person or via technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides access to training, education, employment, supportive, and business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with the "direct linkage" requirement, all services are available through a direct connection with the AJC, either via on-site staff or via real-time technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifier is highly visible inside and outside the facility, and appears on all products, programs, services information, and facilities and properties	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have documented the referral and direct linkage system, and define both how referrals are tracked and that CAPs are in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All program services are made available and accessible to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a system in place to promptly greet all customers, identify their needs and reason for their visit, and quickly connect them to appropriate services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have identified the services applicable to their program, and the AJC staff has developed methods for integrated delivery of those services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duplication enrollment information is not requested via application or assessment across multiple programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to make knowledgeable referrals across partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to demonstrate that modified services provided to individuals with disabilities are ensured to be as effective as non-modified services provided	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistive technology devices or auxiliary aids are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a written policy in place that defines how partners make reasonable accommodations and handle requests for accommodations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC's resources include bilingual materials or translation services, when necessary	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

There is an organizational chart that reflects and ensures staff work in functional teams, rather than program specific teams, to coordinate programs, service delivery, and referrals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>CONTINUOUS IMPROVEMENT</b>			
The AJC provides labor market information (LMI)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners and OSO utilize performance reports and customer satisfaction survey results to identify methods for improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has regular staff meetings with all staff to build relationships, provide updates on center activities, and discuss strategies for AJC improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff have received customer service training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff have received training on how to use LMI to help customers identify career pathways, develop in-demand skills and credentials, and find jobs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a professional development plan for all AJC staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LWDB meeting minutes reflect discussions about strategic improvements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction surveys allows customers to provide comments	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction survey results are periodically reported to the LWDB and used to identify continuous improvement efforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a process in place for customers to provide feedback or complaints outside of the customer feedback survey, identifying how complaints are tracked and CAPs are implemented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has internal systems in place to identify and track operational efficiency and effectiveness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training on new policies, procedures, or guidance is available to AJC staff in a timely manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has an established process for examining how the center will identify and respond to technical assistance needs of customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**TENNESSEE DEPARTMENT OF HUMAN SERVICES - VOCATIONAL REHABILITATION PROGRAM**  
**ACCESSIBILITY AND ACCOMMODATION SURVEY**

**MIDDLE TN MOBILE CAREER COACH**

Location: 220 French Landing  
Nashville, TN 37243

Date of Survey: July 29, 2020

Survey conducted by: Tylesha McCray, Vocational Rehabilitation Program  
Assisted by AJC staff

The Tennessee Vocational Rehabilitation (VR) Program is authorized to provide information and technical assistance to individuals and entities that are covered by the Americans with Disabilities Act (ADA) and Workforce Innovation and Opportunity Act (WIOA) Section 188. However, VR is not responsible for enforcement of the ADA or WIOA requirements. The information and/or technical assistance in this report are intended solely as informational guidance and are neither a determination of legal rights or responsibilities under the ADA or WIOA nor binding on any agency enforcement responsibilities under the ADA or WIOA.

Following are the survey findings and recommendations. Referral may be made to the Accessibility and Accommodation Guidelines for specific ADA requirements and information.

**1.0 Parking**

- 1.1 The Mobile Career Coach was parked in the TN Department of Labor parking lot. However, the career coach is available to travel throughout Tennessee and surrounding states, as needed.

Recommendations: None

**2.0 Entrance**

- 2.1 There are two entrances for the Mobile Career Coach. 1 entrance has an electronic wheelchair accessibility ramp that unfolds for individuals using a wheelchair or walker. The 2<sup>nd</sup> entrance is available for individuals without mobility impairment.

Recommendations: None

**3.0 Reception**

- 3.1 There isn't a designated reception area. Staff is aware of how to greet and serve an individual in a wheelchair.

- 3.2 There is no information available at the reception area desk that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.

Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by staff by increasing the font size to 18 - 22.
- b. Information should be available to inform individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:  
  
“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”

#### **4.0 Accessible Restrooms**

- 5.1 There are no restrooms available on the Career Coach.

Recommendations: None

#### **5.0 Resource Room**

- 6.1 The resource room workstations meet the minimum requirement for wheelchair accessibility.
- 6.2 The resource room cannot accommodate individuals with visual disabilities.
- 6.3 The resource room cannot accommodate individuals with dexterity disabilities.
- 6.4 There is no information available that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.
- 6.5 Staff is available to accommodate the use of computers, printers, faxes and copiers when needed.

Recommendations:

- a. Install computer accommodations such as screen readers or magnifiers as soon as possible.
- b. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by increasing the font size to 18 - 22.

- c. Information should be available that informs individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:

“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”

- d. Ensure that staff is aware of how to instruct an individual on using available computer accommodations.
- e. Provide a trackball mouse and alternative keyboard for individuals with dexterity disabilities.

## **7.0 Communication**

- 7.1 A telecommunications device for the deaf is not available. Staff is aware of how to use the phone relay service for the deaf and computers to communicate with the deaf and hard of hearing.
- 7.2 Staff is aware of contacting VR for assistance with obtaining documents in Braille.
- 7.3 Staff is aware of how to contact and schedule a sign language interpreter.
- 7.4 An FM Assistive Listening System is not available.

### Recommendations:

- a. In accordance with ADA effective communication guidelines, a text telephone or video phone should be available for individuals who are deaf or hard of hearing.
- b. In accordance with ADA effective communication guidelines, an FM Assistive Listening System should be available for the use of individuals who are hard of hearing and need to attend training classes. One device may be shared between Centers.

## **8.0 Alarms**

- 8.1 There is no fire alarm system.

### Recommendations: None

## **9.0 Emergency Egress Planning**

- 9.1 There is a general knowledge of emergency egress planning.
- 9.2 Staff understands that in the event of an emergency that the Mobile Coach needs to be cleared of customers and that individuals with disabilities may require additional assistance to exit the vehicle.

### Recommendations: None

In general, staff is ready to accommodate individuals with disabilities if accommodations are not available. For example, staff is ready to provide personal assistance for individuals with visual impairments; are able to rearrange furniture for persons in wheelchairs; etc.

**APPLICATION FOR CERTIFICATION**

**Date** July 29, 2020

**LWDA** Northern Middle

**Site to be Certified** American Job Center - Mobile Coach

**Type of Site** **Mobile Coach**

**Contact Person** John Alexander **Title** Regional Director

**Phone** 615-741-0700 **Email** [john.alexander@tn.gov](mailto:john.alexander@tn.gov)

**County** Davidson

**Address** 665 Mainstream Drive

**City** Nashville **State** TN **Zip Code** 37243

**Web site** <http://www.tn.gov/workforce/topic/get-on-the-coach>

**Hours of Operation** As Needed **Extended Hours** As Needed

**Days of Operation** As Needed

**I. Checklist – System Requirements**

The checklists below are to be used by sites and evaluators to help determine the extent to which system requirements are met and services and programs are present. Each application will vary in its responses based upon the level of certification being requested by the site and the agreements of the local partnership to best meet the needs of the locally-determined service delivery model.

	<b>Yes</b>	<b>No – (please provide plan for complying with this requirement)</b>
Compliance with Workforce System Policies	X	
ADA Accessibility	X	
Use of VOS for customer tracking	X	
Memorandum of Understanding for partners	X	
Workforce Brand used appropriately	X	
Wagner-Peyser services are co-located	X	
Specialized AJC has established target service group		



**REQUIRED PROGRAM/PARTNER CHECKLIST**

A) In the column named "On-Site," indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.

B) In the column named "Off-Site Electronic Connection," make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from staff.

C) For programs/partners that are off-site where an agreement is in place to provide their basic career services in another manner, check the last column and attach a narrative explaining how this is accomplished (*use a separate sheet*).

<b>REQUIRED PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC CONNECTION</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER</b>
WIOA Title I Adult Services	Staffed as needed	X	
WIOA Title I Dislocated Worker Services	Staffed as needed	X	
WIOA Title I Youth Services	Staffed as needed	X	
Wagner-Peyser Title III	Staffed as needed	X	
Adult Education and Family and Literacy Title II (AE)	Staffed as needed	X	
Rehabilitation Act Title IV – Tennessee Vocational Rehabilitation (VR) Program	Staffed as needed	X	
Title V – Older Americans Act/Senior Community Service Employment	Staffed as needed	X	
<b>REQUIRED PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE</b>
Temporary Assistance for Needy Families	Staffed as needed	X	
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act	Staffed as needed	X	
Trade Adjustment Assistance	Staffed as needed	X	
Veterans Employment Services - Jobs for Veterans State Grant	Staffed as needed	X	
Community Services Block Grant			
Housing & Urban Development Employment & Training			
Unemployment Insurance	Staffed as needed	X	



**ADDITIONAL PARTNERS (not mandated)**

<b>ADDITIONAL PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE</b>
Ticket to Work and Self Sufficiency	Staffed as needed	X	
Tennessee Small Business Development Center			
Supplemental Nutrition Assistance Program Employment and Training	Staffed as needed	X	
Vocational Rehabilitation Pilot Projects			
Public Libraries			
Economic Development			
Local Government (City/County)			
Tennessee Employers			
<i>(please add partners as appropriate)</i>			

**CAREER SERVICES CHECKLISTS**

In the column named “On-Site,” check the basic career, individualized career, and training services that are currently available on-site for all job seeking customers who come into a comprehensive center, affiliate or access point site.

<b>BASIC CAREER SERVICES</b>	<b>ON- SITE</b>
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs	X
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment	X
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations	X
Outreach, intake and orientation to the information and other services available through the one-stop delivery system	X
Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system	X
Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation	X
Eligibility determination	X
Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	X
Information, in formats that are usable by and understandable to one- stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	X
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area	X
Provision of information and assistance regarding filing claims for unemployment compensation	X
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	X
Translation Services	X
Avaza Language Line	X
<i>Please list addition basic services</i>	
Job Preparedness Workshops	
<i>Please list addition basic services</i>	
<i>Please list addition basic services</i>	



**BUSINESS SERVICES CHECKLIST**

Check the business services that are available to employers

<b>BUSINESS SERVICES</b>	<b>ON-SITE</b>
Establish and develop relationships and networks with large and small employers and their intermediaries	X
Develop, convene, or implement industry or sector partnerships	X
<b>Other Business Services (not mandatory)</b>	
Customized screening and referral of qualified participants in training services to employers	X
Customized services to employers, employer associations, or other such organizations, on employment-related issues	X
Customized recruitment events and related services for employers including targeted job fairs	X
Human resource consultation services e.g.: writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers comply with wage/hour and safety/health regulations;	
Customized labor market information for specific employers, sectors, industries or clusters	X
Customized assistance or referral for assistance in the development of a registered apprenticeship program	X
Listing of Job Orders	X
Applicant Referral	X
Employer Needs Assessment	X
Unemployment Insurance Access	X
Access to Facilities	X
Translation Services	X
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers	X
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors	X
Marketing of business services offered to appropriate area employers, including small and mid-sized employers	X
Assisting employers with accessing local, State, and Federal tax credits	X
Customized Employer Screening Testing	
Job application pre-screening for skills match	
Interview space	
TN Drug-Free Workplace	

**II. Certification Criteria**



The following quality standards are the criteria by which Tennessee’s Local Workforce Development Boards assess and certify One-Stop Centers. These scores will be used by the Certification Review Team as benchmarks for the site and help point to both areas of excellence and those in need of improvement. Each site is asked to work together with leadership and staff to develop responses to the following.

**A. One-Stop Design**  
*Functional and Programmatic Integration*

It is critical for the workforce system and its partners to think and act as an integrated system. Our partners ensure that client services are aligned to common goals and the customer experience is seamless – regardless of funding streams. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer’s success. Integration of programs is incorporated into planning, intake, assessment, registration, and service processes, information sharing, resource decisions, actions, results, and analyses.

- I. Rank on a scale of 1 to 5, where the site believes it is in its path toward meeting, or exceeding, the stated standard.
  - 5 = achieved the standard and excelling
  - 4 = significantly meeting standard with some work yet to do
  - 3 = have some of the elements in place, some of the time
  - 2 = making progress but long way to go
  - 1 = no progress yet
- II. Provide **clear evidence** and **examples** of current status and future plans with strategies and timelines to reach these standards.

**Check the box where you think the site is with regard to Functional and Programmatic integration.**

5	<input checked="" type="checkbox"/>	3	2	1
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**Describe your site's approach to integrated service delivery and the use of functional teams to deliver career services to all customers.**

Service integration by all partners is the key to customer success and program delivery. The Career Coach is aligned into three functional teams: the welcome team, skills development team, and the business services team. Each function is focused on a single process to move customers and employers forward quickly among partner functions. As the coach may be staffed with minimal people, it is vitally important that each member of the Coach Team be cross trained in the delivery of all AJC services.

The following Team format will be maintained to the greatest extent possible on the Coach:

The Welcome Team, a shared partner responsibility, triages customer needs immediately while providing a positive and professional first impression. A more formal initial customer service needs checklist is being developed to streamline this process and to ensure needed data is gathered and that customers are aware of available services. This tool will also determine the next appropriate service needed. As part of the welcome function, customers are registered on Jobs4TN. In addition, orientation to the AJC is part of the welcome function. Customers requiring basic career services such as computer-based job search, general research on labor market information, or labor exchange services are served by the Welcome Team.

Using information gathered from the customer service needs checklist, customers are handed off to the skills/career development team. The skills/career development team assesses the skill sets of individuals, determines eligibility for programs and services, provides individualized career counseling and training services, and places customers on an appropriate career path. This function includes identifying support needs and requires significant staff involvement through case management. This team works to ensure customer success.

The business services team identifies opportunities to address the human resource needs of employers and works directly to meet employer needs through a variety of services ranging from hosting AJC job fairs to evaluating the potential for employer OJT or Apprenticeship programs. Specific services and products may be designed to meet employer needs. The business services team understands the local job sub-market and trends, and interacts directly with employers. Members of this team participate in the local Chamber of Commerce and Economic Development community-based activities to facilitate the working relationship necessary to meet employer needs. Sharing information among all AJC partners provides the opportunity for customers to align with local employers when skill sets are matched with employer needs.

At partner meetings, team members representing all functional teams meet to share information and collaborate in order to meet and exceed customer and employer expectations.

**Include a detailed diagram of customer flow, services available, assessment and referrals, and describe how the MIS is used to facilitate shared customer management across partner programs.**

The attached Memorandum of Understanding (Attachment A) between TDLWD and Northern Middle stipulates services and service delivery available through the Mobile Coach Unit. The MIS component utilized is the Virtual One Stop data management system. On days Northern Middle is hosting an event on a mobile unit and providing staff the VOS Greeter and Jobs4tn on the unit are configured to become an extension of the Northern Middle AJC. Customers accessing services through the mobile unit will sign in through the VOS greeter. Reports generated out of VOS reflects these services as being recorded and delivered by LWDA 8 staff.

The Career Coach is booked for a specific goal or event. Based upon the event, the staff will tailor customer services to achieve the desired outcome. Customer flow and services vary based upon the needs of the individual and event. Utilizing the coach to administer a HiSet examination would differ greatly than a job fair or dislocated worker event.

The Career Coach has computers, copy and fax machines available to job seekers. The computers aboard the Career Coach have Internet access and are equipped with Microsoft Office software. Instructors will use a large monitor and SMART board for basic instruction on computer hardware and software use, which are key components to applying for and retaining jobs today. The computers have access to jobs available throughout the state. These jobs are categorized by industry and are available for viewing on Jobs4TN.gov. Job seekers can look at the jobs on the coach, at the Tennessee American Job Center, or at home.

The Coach is staffed with Career Specialists who can provide assistance to job seekers with job searching, developing resumes, interviewing, as well as providing information about training/education opportunities. These tools are extremely valuable to market yourself to a potential employer.

Information on other services such as getting your High School Equivalency (HSE) diploma by taking the HiSET Exam with Adult Education is also available.

Customer registration in Jobs4TN allows for information sharing among partner staff, including Title I, Title III, SNAP Employment and Training, Re-Employment Services Eligibility (RESEA), and Trade Adjustment Act (TAA). With the planned addition of Title II staff to the VOS data management system, the MIS system will be further enhanced to meet customer needs.

Customers referred to the Business Services Team are required to register in Jobs4TN. The data management system facilitates coordination among partners to ensure customers have received all necessary and available services. Behind the scenes, AJC staff and partners share customer goals informally to determine if co-enrollment or coordinated services are appropriate.

***Please list any best practices to highlight and share for continuous improvement.***

1. HiSet Examinations for jails or remote/rural areas
2. Utilization at Dislocated Worker events
3. Outreach to rural communities with limited Internet access
4. Mass Hiring Events such as Beretta and Hankook Tire

***Accessibility***

***Service Provision, including Services, Universal Access, and Outreach to populations with barriers***



Improved availability, a welcoming atmosphere, inclusive settings, and high quality customer service benefit all customers. This extends services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services are provided to all customers within the center and via technology through online or phone access. Principles of universal design are considered when designs have inclusive space and materials available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.**

5	4	3	2	1
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**Describe how the site works cooperatively with WIOA core partners to provide quality services to all customers. Describe your outreach to populations with barriers in the community and relationship with core program and community partners to effectively serve them.**

The site works cooperatively with WIOA core partners by serving all customers, including those with significant barriers to employment. Mobile Coach staff are committed to providing appropriate supportive services and/or referrals to help customers succeed. The core partners are crossed trained on all available programs and services, and because of that training are able to match customers with the most appropriate resource available. Several significant employment barriers can be addressed on site through staff trained in special programs such as RESEA, SNAP, or TNAF.

In addition, collaborations exist with community programs and services working with specialized populations such as those without a high school diploma or those with criminal backgrounds. The AJC staff working on the Coach make direct referrals and introductions for customers to ensure a smooth transition to community resources. Informational resources are disseminated and advertisements are made through a broad range of media sources (social media, billboards, radio and newspaper, etc.) to reach a broad audience.

The Career Coach will tie in with schools and libraries. The goal is to reach people and make them aware of available services before they are in a position to really need help. Partnering with schools, we are able to register high school seniors for work, provide them with job searching resources, provide information on post-secondary training through WIOA, etc. Many smaller community libraries are limited in space and resources and the Coach becomes an extension to their programs by bringing 10 more computers to them, providing services such as classes in resume writing or basic computer skills.

**Provide evidence that basic ADA requirements have been met, including processes to provide reasonable accommodations for individuals with disabilities.**

Vehicle stats: •Length: 35 feet •ADA Compliant: Yes •Internet: Yes, high speed access •Computers: 10 workstations •Fax and Copier: Yes •Monitor with SMART board: Yes •Personnel: 3 – 5 depending on event

Northern Middle has a designated Equal Opportunity Officer. Reasonable accommodations are provided for all aspects of a customer's experience in the AJC and on the Career Coach such as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to individual need in order to ensure the customer receives equal benefits from the program or activity, and will be able to compete fairly. The following tag line, or something similar, is included on recruitment and outreach materials: "EOE. Auxiliary aids and services are available upon request to individuals with disabilities. TDY# 1-800-848-0299." The AJC staff participate in annual training related to providing service to customers with disabilities.

**Describe initiatives or strategies in developing universal access and provide tangible evidence of implementation or solution driven plan development. Address the following four specific areas of access:**

1. Physical: Architectural or building
2. Information: all paper, printed or posted materials
3. Digital: software, Web-based programs and alternatives to print
4. Communication: verbal, non-verbal access for services, phone and other

**Describe your wireless internet infrastructure.**

The Career Coach has high speed access through satellite access. Ten computers are available for customer use and the coach can be set up and operational within 15 minutes of being on site.

**How are the needs of populations with barriers met through staff-assisted and other means? Please include examples of outreach activities to reach targeted populations.**

The Career Coach is ADA compliant and accessible with lift ramp and adaptive computer technology. The Staff on the coach are trained in the use of adaptive technology and serving individuals with disabilities. The career coach was recently utilized in Davidson and Wilson Counties in the Tornado Relief efforts, immediately after the March tornados that swept through the area.

**Describe your processes to assure effective communication with persons with disabilities. This includes providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.**

The AJC staff working on the Career Coach take appropriate steps to ensure people with disabilities, including persons who are deaf, hard of hearing, or blind, or who have other sensory or manual impairments, have an equal opportunity to participate in our services, activities, programs, and other benefits. Availability of auxiliary aids and services are promoted through notices and printed materials. Sign language interpreters can be scheduled, and the AJC utilizes relay services for external telephone with TTY users through the state relay service, or using text, email, etc. Persons who are blind or visually impaired may be read to by staff. Additional assistive devices include high visibility keyboards, large print keyboards, joy sticks and large track balls.

***Please list any best practices to highlight and share for continuous improvement.***

Coordinated scheduling can enhance outreach to special populations and underserved rural areas.

Utilization at jail locations provides less security risk for law enforcement versus transporting inmates for services.

### ***Customer Satisfaction***

**Describe how the voice of the customer is listened to and how your site incorporates both job seeker and business customer feedback as part of continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success? Please list any best practices to highlight and share for continuous improvement.**

The Career Coach staff schedule the Coach in advance to meet the needs of job seekers and /or employers. Workforce Essentials, Inc. has a facebook page which allows for immediate feedback from job seeker customers and employer customers if they wish to share their thoughts on the coach.

In 2021, plans call for the addition of a AJC customer survey, utilizing both paper and electronic formats, that will address the overall customer experience across all programs which can be expanded to Coach events in Northern Middle.

*Partnership*

The one-stop system is built upon a foundation of partners linked together to deliver a comprehensive array of services and reach the shared outcomes of employment, education, skills gains, and earnings. All core and required one-stop partners are present at the site and invested in the development and implementation of service delivery to connect customers to resources.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
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- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Partnership.**

5	<input checked="" type="checkbox"/>	3	2	1
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**Describe how the partnerships function at the site and the roles of each core partner from Title I – Adult, Dislocated Worker, and Youth, Title II - Adult Basic Education, Title III - Wagner-Peyser, Title IV - Vocational Rehabilitation, and TANF.**

AJC employees from Title I and III have committed to staff the coach as necessary as defined in the Memorandum of Understanding:

- TDLWD will maintain operational control of the vehicle; TDLWD staff will drive the vehicles to and from events.
- AJC staff will set up the vehicle and equipment for events, as well as break down at closing of events.
- AJC staff will assist with delivery of services to clients as needed and manage crowds/check in's.
- LWDA will agree to occasionally provide a location to safely secure and store the vehicle upon TDLWD request when it is reasonable in order to reduce travel times/expenses.
- LWDA staff agrees to deliver WIOA related services described in (B) above.

The AJC leadership team will call upon partners to assist the Title I and Title III staff as necessary to meet the needs of the specific event. In the event is focusing on adult education, AJC staff from Title II will be asked to participate in order to meet the needs of the Career Coach customers.

**Describe how the partnerships function at the site with other required partners from postsecondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Corps, National Farmworker Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, SNAP E&T, etc.**

Non-required partners will be asked to participate in applicable Career Coach events where customers may need their services. If a non-required partner can not participate, then information will be relayed and a referral made to the customer to the partner.

**Describe how the affiliate/specialized centers are linked to non-colocated partners to ensure alignment with community and regional strategies. This includes tracking and appropriate follow-up. Please give examples of how this functions and the results for customers.**

Memorandums of Understanding exist with partners establishing service delivery and referral methods. Cross referrals occur routinely through professional reference, telephone, electronic communication, or through AJC internal marketing such as brochures or listings. These methods of communication establish a regular flow of information and customer referrals from our team to the community and from those partners to our team. This will be the same process as used on the Career Coach.

An example of off-site partner alignment is the invitation to non-required partners to participate in applicable Career Coach events where customers may need their services. If a non-required partner can not participate, then information will be relayed and a referral made to the customer to the partner.

AJC staff are apprised of changes and updates affecting the regional labor market via leadership from the core partner through communication from the quarterly Consortium meeting, NMTWB meetings, Regional Planning Council meetings, and various regional and local professional development opportunities. AJC leadership is active and involved in local communities and often has a seat at the table for local strategic planning and development initiatives.

**Describe how leadership works together to set the vision and goals for the site and then implements service strategies to achieve shared objectives.**

The AJC leadership of on-site partners meets monthly to develop strategies to implement goals set by the Northern Middle Tennessee Workforce Board. Career Coach events will be included in the management meetings. Goals are reviewed monthly, and progress is tracked by each program as well as in the AJC. The AJC leadership currently operates as a consortium of partners to bring the resources of their respective agencies to meet and exceed goals and objectives.

***Please list any best practices to highlight and share for continuous improvement.***

1. Outreach to diverse populations
2. Outreach to employers
3. Consortium of partners in place
4. IFA in place
5. Goals and objectives in place
6. Master summary activity report is part of ongoing evaluation
7. Annual Customer and Employer Recognition
8. AJC staff supports Adult Education graduation events.
9. Career Development Facilitator Certification

***Employer Engagement***

Business is one of our primary customers and one-stop partners work collaboratively to deliver value-added services and eliminate duplication. Business services staff from all one-stop partners have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are connected to regional and local business partnership activities and sector strategies. Employers' human capital needs are communicated to and acted upon by the workforce system. Business services are coordinated to the maximum extent possible to limit duplication and streamline the employer experience.

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- 1 = no progress yet

**Check the box where you think the site is with regard to Employer Engagement.**

5

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**Describe how partners work to deliver seamless business services. How do business services staff use and share labor market information? What strategies are used to involve employers in identifying skill gaps and developing solutions to meet their workforce needs?**

The Business Services team is focused on the needs of employers and is responsible for connecting with local industry, particularly those in the targeted industry sectors and occupations. The team strives to understand and meet the needs of employers through a variety of employer-driven initiatives including OJT grants, Incumbent Worker Training grants, apprenticeships, employer/education partnerships, job profiling, job postings, job fairs, and employee recruitment in order to assess needs and identify skill gaps as identified by employers. Business Services team members are active in local efforts directly involving business and industry, such as the Chamber of Commerce and Economic Development boards.

Partners are encouraged to participate in monthly multi-employer job fairs and weekly hiring events scheduled for individual employers that are planned by the Business Services team. Regular Business Services team meetings are held with partners to exchange information including labor market conditions, to coordinate services, and to keep the team updated on upcoming employer events and employers' human capital needs. The Business Services team sends out e-mails regularly to partners concerning employer's immediate needs. Employer events are posted on social media, in the Resource Room, and on electronic signs both inside and outside of the AJC so that all customers can participate. The Career Coach is an integral part of job fairs and is marketed as indicated.

**Describe how regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes.**

Regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes by:

- 1) Aligning education, training and employment with skill needs of local industries
- 2) Tailoring services and products to align with labor market
- 3) Providing job seekers with opportunities to upgrade skills in response to changing workforce needs
- 4) Identifying training and educational opportunities for in-demand local occupations and sectors

Since the local workforce area includes two MSAs and crosses state lines, our region is highly involved in economic development inside and outside of the local development area. The recruitment of employees for recently recruited industry such as Hankook and Beretta is an example of AJC active involvement in regional development.

**How are career pathways and training modalities such as industry-recognized credentials, apprenticeship, on-the-job training, and other work-based learning opportunities aligned with employers' needs and marketed to support talent development?**

Active industry involvement begins early on a customer's learning pathway. Customers conduct research on Jobs4TN website to explore in-demand careers and the education and skills set required for those careers.

Education and training offered to customers is aligned with in-demand industry job openings. Options for work based learning and apprenticeships are balanced with formal education demanded to meet job requirements. Credentialing is explained and implemented as part of the customer's individual plan if appropriate for the desired career.

Supportive services are then aligned to assist customers to successfully complete formal education and/or training for a career pathway. The AJC team works diligently with customers to match customers to employer human talent needs. The use of the Career Coach will enhance the AJC career pathways strategies by supplementing the work of the AJC to meet community needs.

***Please list any best practices to highlight and share for continuous improvement.***

Used at Job Fairs to help with Jobs4TN registration and customer flow.  
Used for HiSET testing.

***Human Capital***

Each American Job Center will be a high-performance work place with staff equipped to demonstrate a visible passion for quality of service.

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**Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.**

5      4      3      2      1

**Describe how centers will train and equip one-stop staff in an ongoing learning process and to ensure staff are cross-trained to increase staff capacity, expertise, and efficiency.**

AJC staff meet monthly to coordinate services and develop strategies to improve the customer experience. Updates to internal processes are shared via this meeting.

Leadership is exploring a cross-training initiative to include comprehensive and affiliate center staff along with partner staff to ensure new employees understand and can communicate all programs and services available at the AJC. Selected staff will receive additional training to maximize Career Coach usage.

**Describe how centers will staff the one-stop centers with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one-stop center, and skilled in developing customers' skills for employment success.**

The AJC employs a group of well-trained and dedicated professionals who receive ongoing professional development opportunities. The staff works within the structure of functional teams in order to ensure daily interaction among partners, facilitating an informal exchange of information and brainstorming customer services.

Employees meet formally once per month, covering such topics as VOS updates, serving ex-offenders, utilizing the labor market information. In addition, Vet staff receives NVTI training, and professional Career Coach training is provided for staff who work directly with job seekers. The AJC team is aware of and utilizes a list of internal and external resources and services for customers.

**Describe how staff from multiple organizations will be equipped through cross-training and information tools to enable them to respond seamlessly to customer needs.**

Within the Welcome Function Team, multiple employees have been cross trained to handle intake and triage as customers access the AJC. All staff have been cross trained on the unemployment filing process and Help Desk Ticket to provide hands on assistance to customers who enter the AJC upon job loss.

A customer-centered approach allows AJC team members to assist customers regardless of program responsibility. Multiple employees have been trained to conduct a wide range of workshops within the center, including testing and assessments. The design of the VOS greeter requires customers be served quickly by the first available staff member, regardless of the staff area of expertise. This improves the customer experience and allows staff to use their expanded knowledge base of available programs and services.

**Describe how staff are assigned to and identify themselves with functions or services as opposed to agencies, and functional supervision of partner staff is in place.**

The American Job Center has designed and organized its staff, delivery processes and facilities in a manner that streamlines customer service, and capitalizes on strong staff and technology. The process is designed to align with the AJC system and incorporate all of the guidance outlined in the One-Stop System Design.

The partners are functionally aligned in teams that comprise a Welcome Function, a Skills/Career Development Function, and a Business Service Function. Recently all staff in the AJC, regardless of function or agency, were relocated to facilitate professional growth while simultaneously aligning them with functions and services as opposed to aligning by agency or program.

With highly qualified staff available to serve customer needs via the Career Coach, customers will experience the same quality of service as when accessing the AJC.

**Describe the bottom-up communications within the workforce system. This includes regular staff meetings, business services team meetings, or partner meetings that discuss recent and relevant resources, conduct training, and facilitate collaboration.**

Bottom-up communications begin with staff meetings of functional teams on a weekly basis, followed by AJC partner meetings on a monthly basis. Discussion includes positive and negative feedback from customers and employers, as well as staff ideas for continuous improvement opportunities. The monthly meeting provides a venue for discussion related to continuing the customer-centered culture. Feedback is received via employee surveys, customer suggestion boxes, program-specific questionnaires, and anecdotal notes from staff.

The operating philosophy within the AJC is an open door policy that supports two way communications between employees and management. In addition, HR support is available through Workforce Essentials as needed.

The AJC has an integrated Business Services Team that provides effective services for employers based on industry-specific needs. The team conducts research to assess needs and identify skill gaps as identified by employers. This collaboration ensures human capital needs of the local job market are met.

**B. Infrastructure**

***Identification of Shared Costs (including non-personnel)***

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**Check the box where you think the site is with regard to identifying shared costs and maintaining equitable contributions are being addressed in the MOU.**

5	4	3	2	1
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**Please identify any policies and procedures that result in equitable contribution of infrastructure costs in one-stop center(s) among partners. (e.g. co-location with partners, infrastructure cost-sharing, pay-for-performance contracting)**

Fiscal Staff in Northern Middle utilized the One-Stop Comprehensive Financial Management Technical Assistance Guide as a model to develop the procedures in place to ensure equitable contribution of shared infrastructure cost. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. Expenses such as building rent, utilities, maintenance & repairs and janitorial are based upon actual square footage occupied in the AJC. Printing, telephone, postage, shipping, internet charges, document destruction, shared staff, advertising & marketing, office supplies, furniture and copier expenses are allocated based upon full-time equivalent staff members located in the AJC.

The Regional AJC leadership team reviews the infrastructure budget and makes additions or corrections before the document is signed and submitted to partners for signature prior to the beginning of the program year. Budgets are reviewed throughout the year at team meetings and monitored for compliance. Budget modifications are submitted as necessary to reflect changes in staff and ultimately changes in benefits received by each partner. The fiscal staff in Northern Middle follow strict purchasing and accounting procedures to procure and pay for the shared infrastructure costs. Generally Accepted Accounting Principles (GAAP) are followed to ensure proper controls such as segregation of duties and proper approval of expenditures.

**Provide assurance that the One-Stop Operator has developed, and is maintaining, the One-Stop (AJC Partners) Memorandum of Understanding to include the Infrastructure Mechanism.**

The infrastructure mechanism does not apply to the Mobile Coach because the MOU between the TDLWD and Northern Middle states "utilizing the mobile career coach units will expand access to services and allow TDLWD and Northern Middle to reach more populations resulting in cost savings for TDLWD with no charge to the Northern Middle other than staffing expenses already accruing."



**How is the one-stop center's co-location being addressed in the MOU as it relates to infrastructure and shared services costs in the comprehensive and/or affiliate site(s)? How does the MOU reflect efforts to reduce duplication by improving program effectiveness through the sharing of services, resources and technologies among partners?**

There is no cost associated with the Career Coach because the MOU between the TDLWD and Northern Middle states "utilizing the mobile career coach units will expand access to services and allow TDLWD and Northern Middle to reach more populations resulting in cost savings for TDLWD with no charge to the Northern Middle other than staffing expenses already accruing."



*Distribution of Infrastructure Costs*

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- 1 = no progress yet

Check the box where you think the site is with regard to proper distribution of infrastructure costs among AJC core and required partners.

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How is the one-stop center proportionately distributing costs among AJC partners that is based upon guidance provided in 2CFR Part 200, 20CFR 678 et. Al, "Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards" (or any corresponding similar regulation or ruling)?

Not applicable to Mobile Coach usage.

How were the methodologies for distributing the costs for both infrastructure costs and shared services agreed upon by partners? Provide evidence of meetings and/or discussions that led to the approved partner budget reflecting the shared costs. Include the approved budget that is included in the MOU.

Not applicable to Mobile Coach usage.



**Describe how the one-stop center is aligning its technology data systems across partner programs thru the shared costs budget and/or other agreed upon arrangements.**

Not applicable to Mobile Coach usage.

*Program and Fiscal Compliance*

**How prepared is the one-stop center to adopt and promote alignment of cross-program policies and operations that ensures fiscal compliance?**

Not applicable to Mobile Coach usage.

**Describe how each partner in the AJC has demonstrated fiscal transparency and efficiency thru timely, detailed, and accurate reporting and payment of AJC costs (includes reconciliation of costs by partner programs).**

Not applicable to Mobile Coach usage.

**How has the one-stop center reviewed its staffing and contractor staffing levels to identify adjustments needed to implement provisions under WIOA.**

Northern Middle will designate staff members as need for each event to assist TDLWD staff in performing tasks indicated, per the MOU between Northern Middle and the TDLWD.

**Outline how the infrastructure funding has helped to reduce overhead by streamlining and sharing financial, procurement, and facilities costs?**

Not applicable to Mobile Coach usage.

**Provide assurance that services provided by the one-stop partners help to reduce duplication or increase financial efficiency are allowable under that partner's programs.**

As stated in the MOU between Northern Middle and TDLWD, the "leveraging of mobile unit resources will allow for more funds to be spent on customers." The Mobile Coach serves as an extension of AJC services.

**Performance**

*Performance and Accountability*

Results and outcomes for the public investment in Tennessee’s workforce system are essential to the system’s relevance. The effectiveness of service to employers and job seekers is evident in system performance and service delivery decisions are based on data. On an ongoing basis, customer data from one-stop partners and regional economic data is collected, analyzed, and shared with all workforce system staff and community stakeholders. Plans for improvement, enhancement, or adjustment are established and acted upon.

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**Check the box where you think the site is with regard to Performance and Accountability.**

5       4      3      2      1

**Describe how you measure, analyze, review, and improve workforce system performance through the use of data and information.**

As stated in the MOU, "The TDLWD staff can configure VOS greeter and jobs4TN on the mobile units to become an extension of a Northern Middle Career Center. On the days the Northern Middle partners are hosting events and providing staff, we (TDLWD) will make the Coach a virtual/mobile extension of a designated Northern Middle career center. Documentation/reporting in VOS will reflect as being recorded and delivered by Northern Middle staff."

**Describe how this data is shared with staff and stakeholders and what changes have resulted from use of data. How has data been used (example) to improve services?**

Generated reports are reviewed by senior management, NMTWB board members, local chief elected officials, and the AJC leadership team. The AJC provides performance projections on a monthly and quarterly basis to senior management and the NMTWB. Senior management and the NMTWB also review labor market, economic development, and census data, as well as impending regulatory changes, to enhance daily operations. Annual performance outcomes are included in employee performance reviews, a practice which provides accountability for performance measures at all levels.



**What methods are in place for staff to provide feedback? How do you incorporate staff feedback as part of continuous quality improvement? How are staff informed that their feedback was reviewed and any action taken as a result? What metrics are used to show improvement and success?**

1. Staff are able to submit/provide feedback through surveys, in-person or by email to all parties concerned. These methods are available for all staff to voice their concerns, suggestion or issues that they may have.
2. We have the "open door" policy in place. Each staff person is given the opportunity to share their opinion(s) in opened or closed settings.
3. They are informed by email, phone or in person when their feedback has been reviewed and what actions have been taken.

***Please list any best practices to highlight and share for continuous improvement.***



**TENNESSEE DEPARTMENT OF HUMAN SERVICES - VOCATIONAL REHABILITATION PROGRAM**  
**ACCESSIBILITY AND ACCOMMODATION SURVEY**

**MIDDLE TN MOBILE CAREER COACH**

Location: 220 French Landing  
Nashville, TN 37243

Date of Survey: July 29, 2020

Survey conducted by: Tylesha McCray, Vocational Rehabilitation Program  
Assisted by AJC staff

The Tennessee Vocational Rehabilitation (VR) Program is authorized to provide information and technical assistance to individuals and entities that are covered by the Americans with Disabilities Act (ADA) and Workforce Innovation and Opportunity Act (WIOA) Section 188. However, VR is not responsible for enforcement of the ADA or WIOA requirements. The information and/or technical assistance in this report are intended solely as informational guidance and are neither a determination of legal rights or responsibilities under the ADA or WIOA nor binding on any agency enforcement responsibilities under the ADA or WIOA.

Following are the survey findings and recommendations. Referral may be made to the Accessibility and Accommodation Guidelines for specific ADA requirements and information.

**1.0 Parking**

- 1.1 The Mobile Career Coach was parked in the TN Department of Labor parking lot. However, the career coach is available to travel throughout Tennessee and surrounding states, as needed.

Recommendations: None

**2.0 Entrance**

- 2.1 There are two entrances for the Mobile Career Coach. 1 entrance has an electronic wheelchair accessibility ramp that unfolds for individuals using a wheelchair or walker. The 2<sup>nd</sup> entrance is available for individuals without mobility impairment.

Recommendations: None

**3.0 Reception**

- 3.1 There isn't a designated reception area. Staff is aware of how to greet and serve an individual in a wheelchair.

- 3.2 There is no information available at the reception area desk that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.

Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by staff by increasing the font size to 18 - 22.
- b. Information should be available to inform individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:  
  
“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”

#### **4.0 Accessible Restrooms**

- 5.1 There are no restrooms available on the Career Coach.

Recommendations: None

#### **5.0 Resource Room**

- 6.1 The resource room workstations meet the minimum requirement for wheelchair accessibility.
- 6.2 The resource room cannot accommodate individuals with visual disabilities.
- 6.3 The resource room cannot accommodate individuals with dexterity disabilities.
- 6.4 There is no information available that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.
- 6.5 Staff is available to accommodate the use of computers, printers, faxes and copiers when needed.

Recommendations:

- a. Install computer accommodations such as screen readers or magnifiers as soon as possible.
- b. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by increasing the font size to 18 - 22.

- c. Information should be available that informs individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:

“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”

- d. Ensure that staff is aware of how to instruct an individual on using available computer accommodations.
- e. Provide a trackball mouse and alternative keyboard for individuals with dexterity disabilities.

## **7.0 Communication**

- 7.1 A telecommunications device for the deaf is not available. Staff is aware of how to use the phone relay service for the deaf and computers to communicate with the deaf and hard of hearing.
- 7.2 Staff is aware of contacting VR for assistance with obtaining documents in Braille.
- 7.3 Staff is aware of how to contact and schedule a sign language interpreter.
- 7.4 An FM Assistive Listening System is not available.

### Recommendations:

- a. In accordance with ADA effective communication guidelines, a text telephone or video phone should be available for individuals who are deaf or hard of hearing.
- b. In accordance with ADA effective communication guidelines, an FM Assistive Listening System should be available for the use of individuals who are hard of hearing and need to attend training classes. One device may be shared between Centers.

## **8.0 Alarms**

- 8.1 There is no fire alarm system.

### Recommendations: None

## **9.0 Emergency Egress Planning**

- 9.1 There is a general knowledge of emergency egress planning.
- 9.2 Staff understands that in the event of an emergency that the Mobile Coach needs to be cleared of customers and that individuals with disabilities may require additional assistance to exit the vehicle.

### Recommendations: None

In general, staff is ready to accommodate individuals with disabilities if accommodations are not available. For example, staff is ready to provide personal assistance for individuals with visual impairments; are able to rearrange furniture for persons in wheelchairs; etc.

## One-Stop Certification Checklist

<b>Date:</b> July 21, 2020		<b>Type of AJC:</b> Comprehensive	
<b>American Job Center Address:</b> 1313 Old Fort Highway, Murfreesboro, TN 37129			
<b>Contact Name:</b> Paul Hines		<b>Contact Phone:</b> (615) 741-0634	<b>Contact Email:</b> Paul.Hines@Tn.gov
CRITERIA	MET	NOT MET	N/A
REQUIRED PARTNERS			
Title I Adult Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title I Dislocated Worker Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wagner-Peyser Title III	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adult Education	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vocational Rehabilitation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title V SCSEP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TANF	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career and Technical Education Program (postsecondary) Carl D. Perkins Act	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trade Adjustment Assistance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Veterans Employment Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Services Block Grant	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing & Urban Development Employment & Training	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Unemployment Insurance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services of one more core partners are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ONE-STOP OPERATIONS			
The MOU between the LWDB and required One-Stop partners is signed and in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The MOU reflects the name and location of the AJC and the way in which required core partners will integrate services within the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The center is implementing the MOU specifications	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The One-Stop Operator (OSO) is competitively selected and is in compliance with state and federal guidelines	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the OSO are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider (CSP) are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least one Title I staff member and one Wagner-Peyser staff member will be on-site during operating hours, and have the capacity to provide services to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is operating in a cost-efficient manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC actively conducts outreach and provides services such as participation in workshops, job fairs and recruitment events	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing materials provide an overview of all core partner services, and are available to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC connects with the community through multiple community partnerships and access points	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The AJC staff view themselves as part of the One-Stop system, and views all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers placed in economically sustainable employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers receiving education and training services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has identified ways to support the changing role as TANF as a one-stop partner, including coordination of services and enrollment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff view themselves as part of the One-Stop systems, and view all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON PARTICIPANT SERVICE</b>			
The AJC operates during required business hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides flexible operating hours, including evenings and weekends	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is established to provide services tailored to the needs of a specific group			
The AJC provides employer meetings tailored to the needs of a specific group being serviced	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides initial assessment of skill level, aptitudes, abilities, and supportive service needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC utilizes labor market employment statistics information, relating to local, regional, and national labor market areas, including job vacancy listings, information on job skills necessary to obtain the jobs: and information relating to local occupations in demand and the earnings, skills requirements, and opportunities for advancement for such occupations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff members can identify regional targeted sector pathways, and understands those terms in implementation of providing services to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has available, and provides when applicable, education and training opportunities for customers at multiple skill and experience levels	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has intensive menu of training opportunities, and staff is available to assist customers with enrollment, including career pathways to middle class jobs, education and training, work-based learning, OJT, and registered apprenticeships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are competent and proficient in establishing eligibility for programs, or financial aid assistance for education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides ease of access to credentialed education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC uses LMI to actively promote targeted sector and high-demand occupations to customers, including job search and placement services, and career counseling	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan identifies ways in which core partners will integrate services and referrals among partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners support integrated intake, case management, and reporting outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a customer feedback process in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides information and assistance regarding filing claims for unemployment compensation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON BUSINESS SERVICE</b>			

The AJC establishes and develops relationships and networks with large and small employers and their intermediaries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC develops, convenes, and implements industry or sector or partnerships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a defined strategy for capturing employer input on design and delivery of job-seeker services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer services, including qualified candidate referral, on-site recruitment events, pre-employment testing, employee aptitude verification, and subsidies for hiring and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifies technical assistance needs for improving business results and utilization of available resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan specifies the ways in which core partners will identify and respond to local area economic needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan and/or MOU define specific ways in which the AJC will match existing business relationships and new business relationships with skilled workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a business customer feedback in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a cooperatively functioning Business Services Team (BST) in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan clearly outlines how business services will be conducted	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SITE SPECIFIC</b>			
The American Job Center (AJC) identifier is highly visible inside and outside the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is easily identified in the community, with signage clearly visible to the public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC conveys a professional and welcoming environment, both inside and outside	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is within reasonable distance and accessibility of public transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate parking, including accessible, is available at the AJC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interior signage results in easy navigation for customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conference space sufficiently meets partner and customer needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate safety and security measures are in place to protect customers and staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an up-to-date, easily accessible Emergency Action plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Center hours are easily identifiable, and meet the requirement of 8:00am-4:30pm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is accessible, as required by the Americans with Disabilities Act's (ADA) standards	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
**not required** There is a written procedure for accommodation of customer requests for services to be provided outside of normal operating hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PERFORMANCE</b>			
The AJC contributes to the achievement of WIOA Performance Indicators for all core partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners track and periodically report performance outcomes to the LWDB, and reflects such in meeting minutes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The policies, processes, and actions of the AJC support of local levels of performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>RESOURCE AREAS</b>			
There is technology available to assist all customers, including customers with disabilities and non-English speaking customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Up-to-date information about services and supportive services is provided within the Resource areas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are precautions in place for preventing abuse of internet access	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff is readily available for assistance in the resource area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is sufficient, accessible work space and computer stations for customer use			
A calendar of services and events is easily visible and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>EQUAL OPPORTUNITY ASSURANCE</b>			
The Equal Opportunity Officer (EOO) regularly reviews the AJC's policies, procedures, and facility for accessibility and equal opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The EOO provides recommendations and technical assistance as a result of reviews	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC implements veteran's priority of service requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core program partner staff are periodically trained on EO practices	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate knowledge and use of assistive technologies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reasonable accommodations are provided in order to avoid discrimination and meet individual's needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate appropriate and effective communication with individuals with disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a Corrective Action Plan (CAP) in the event partners or customers identify barriers to services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMMATIC ACCESSIBILITY</b>			
The AJC provides basic and individualized career services in person or via technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides access to training, education, employment, supportive, and business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with the "direct linkage" requirement, all services are available through a direct connection with the AJC, either via on-site staff or via real-time technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifier is highly visible inside and outside the facility, and appears on all products, programs, services information, and facilities and properties	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have documented the referral and direct linkage system, and define both how referrals are tracked and that CAPs are in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All program services are made available and accessible to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a system in place to promptly greet all customers, identify their needs and reason for their visit, and quickly connect them to appropriate services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have identified the services applicable to their program, and the AJC staff has developed methods for integrated delivery of those services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duplication enrollment information is not requested via application or assessment across multiple programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to make knowledgeable referrals across partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to demonstrate that modified services provided to individuals with disabilities are ensured to be as effective as non-modified services provided	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistive technology devices or auxiliary aids are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a written policy in place that defines how partners make reasonable accommodations and handle requests for accommodations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC's resources include bilingual materials or translation services, when necessary	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

There is an organizational chart that reflects and ensures staff work in functional teams, rather than program specific teams, to coordinate programs, service delivery, and referrals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>CONTINUOUS IMPROVEMENT</b>			
The AJC provides labor market information (LMI)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners and OSO utilize performance reports and customer satisfaction survey results to identify methods for improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has regular staff meetings with all staff to build relationships, provide updates on center activities, and discuss strategies for AJC improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff have received customer service training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff have received training on how to use LMI to help customers identify career pathways, develop in-demand skills and credentials, and find jobs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a professional development plan for all AJC staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LWDB meeting minutes reflect discussions about strategic improvements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction surveys allows customers to provide comments	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction survey results are periodically reported to the LWDB and used to identify continuous improvement efforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a process in place for customers to provide feedback or complaints outside of the customer feedback survey, identifying how complaints are tracked and CAPs are implemented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has internal systems in place to identify and track operational efficiency and effectiveness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training on new policies, procedures, or guidance is available to AJC staff in a timely manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has an established process for examining how the center will identify and respond to technical assistance needs of customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**APPLICATION FOR CERTIFICATION**

Date July 22, 2020

LWDA Northern Middle

Site to be Certified American Job Center - Murfreesboro

Type of Site Comprehensive

Contact Person Paul Hines Title Site Lead

Phone 615-741-0634 Email [paul.hines@tn.gov](mailto:paul.hines@tn.gov)

County Rutherford

Address 1313 Old Fort Parkway

City Murfreesboro State TN Zip Code 37129

Web site \_\_\_\_\_

Hours of Operation 8:00 to 4:30 Extended Hours Possible

Days of Operation Monday through Friday

**I. Checklist – System Requirements**

The checklists below are to be used by sites and evaluators to help determine the extent to which system requirements are met and services and programs are present. Each application will vary in its responses based upon the level of certification being requested by the site and the agreements of the local partnership to best meet the needs of the locally-determined service delivery model.

	Yes	No – (please provide plan for complying with this requirement)
Compliance with Workforce System Policies	X	
ADA Accessibility	X	
Use of VOS for customer tracking	X	
Memorandum of Understanding for partners	X	
Workforce Brand used appropriately	X	
Wagner-Peyser services are co-located	X	
Specialized AJC has established target service group	X	

**REQUIRED PROGRAM/PARTNER CHECKLIST**

A) In the column named "On-Site," indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.

B) In the column named "Off-Site Electronic Connection," make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from staff.

C) For programs/partners that are off-site where an agreement is in place to provide their basic career services in another manner, check the last column and attach a narrative explaining how this is accomplished (*use a separate sheet*).

REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER
WIOA Title I Adult Services	37.5		
WIOA Title I Dislocated Worker Services	37.5		
WIOA Title I Youth Services	37.5		
Wagner-Peyser Title III	37.5		
Adult Education and Family and Literacy Title II (AE)	28	X	
Rehabilitation Act Title IV – Tennessee Vocational Rehabilitation (VR) Program	37.5		
Title V – Older Americans Act/Senior Community Service Employment	28	X	
REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN
Temporary Assistance for Needy Families	37.5		
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act		X	
Trade Adjustment Assistance	37.5		
Veterans Employment Services - Jobs for Veterans State Grant	37.5		
Community Services Block Grant	37.5	X	
Housing & Urban Development Employment & Training			

Unemployment Insurance		X	
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**ADDITIONAL PARTNERS (not mandated)**

<b>ADDITIONAL PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN</b>
Ticket to Work and Self Sufficiency	By appointment as needed.	X	
Tennessee Small Business Development Center			
Supplemental Nutrition Assistance Program Employment and Training	By appointment as needed.	X	
Vocational Rehabilitation Pilot Projects			
Public Libraries			
Economic Development			
Local Government (City/County)			
Tennessee Employers	Staffing agencies on site to fill local jobs; schedule varies. At least one employer on site per day.	X	
<i>(please add partners as appropriate)</i>			

**CAREER SERVICES CHECKLISTS**

In the column named "On-Site," check the basic career, individualized career, and training services that are currently available on-site for all job seeking customers who come into a comprehensive center, affiliate or access point site.

BASIC CAREER SERVICES	ON- SITE
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs	X
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment	X
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations	X
Outreach, intake and orientation to the information and other services available through the one-stop delivery system	X
Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system	X
Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation	X
Eligibility determination	X
Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	X
Information, in formats that are usable by and understandable to one- stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	X
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area	X
Provision of information and assistance regarding filing claims for unemployment compensation	X
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	X
Translation Services	X
Avaza Language Line	X
<i>Please list addition basic services</i>	
Job Preparedness Workshops	X
<i>Please list addition basic services</i>	



**BUSINESS SERVICES CHECKLIST**

Check the business services that are available to employers

<b>BUSINESS SERVICES</b>	<b>ON-SITE</b>
Establish and develop relationships and networks with large and small employers and their intermediaries	X
Develop, convene, or implement industry or sector partnerships	X
<b>Other Business Services (not mandatory)</b>	
Customized screening and referral of qualified participants in training services to employers	X
Customized services to employers, employer associations, or other such organizations, on employment-related issues	X
Customized recruitment events and related services for employers including targeted job fairs	X
Human resource consultation services e.g.: writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers comply with wage/hour and safety/health regulations;	X
Customized labor market information for specific employers, sectors, industries or clusters	X
Customized assistance or referral for assistance in the development of a registered apprenticeship program	X
Listing of Job Orders	X
Applicant Referral	X
Employer Needs Assessment	X
Unemployment Insurance Access	X
Access to Facilities	X
Translation Services	X
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers	X
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors	X
Marketing of business services offered to appropriate area employers, including small and mid-sized employers	X
Assisting employers with accessing local, State, and Federal tax credits	X
Customized Employer Screening Testing	X
Job application pre-screening for skills match	X
Interview space	X
TN Drug-Free Workplace	



II. Certification Criteria

The following quality standards are the criteria by which Tennessee’s Local Workforce Development Boards assess and certify One-Stop Centers. These scores will be used by the Certification Review Team as benchmarks for the site and help point to both areas of excellence and those in need of improvement. Each site is asked to work together with leadership and staff to develop responses to the following.

A. One-Stop Design

Functional and Programmatic Integration

It is critical for the workforce system and its partners to think and act as an integrated system. Our partners ensure that client services are aligned to common goals and the customer experience is seamless – regardless of funding streams. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer’s success. Integration of programs is incorporated into planning, intake, assessment, registration, and service processes, information sharing, resource decisions, actions, results, and analyses.

I. Rank on a scale of 1 to 5, where the site believes it is in its path toward meeting, or exceeding, the stated standard.

- 5 = achieved the standard and excelling
4 = significantly meeting standard with some work yet to do
3 = have some of the elements in place, some of the time
2 = making progress but long way to go
1 = no progress yet

II. Provide clear evidence and examples of current status and future plans with strategies and timelines to reach these standards.

Check the box where you think the site is with regard to Functional and Programmatic integration.

5 [4] 3 2 1

**Describe your site's approach to integrated service delivery and the use of functional teams to deliver career services to all customers.**

Service integration by all partners is the key to customer success and program delivery. The comprehensive center is aligned into three functional teams: the welcome team, skills development team, and the business services team. Each function is focused on a single process to move customers and employers forward quickly among partner functions.

The Welcome Team, a shared partner responsibility, triages customer needs immediately while providing a positive and professional first impression. As part of the welcome function, customers are registered on Jobs4TN. In addition, orientation to the AJC is part of the welcome function. Customers requiring basic career services such as computer-based job search, general research on labor market information, or labor exchange services are served by the Welcome Team.

Using information gathered from the customer service needs checklist, customers are handed off to the skills/career development team. The skills/career development team assesses the skill sets of individuals, determines eligibility for programs and services, provides individualized career counseling and training services, and places customers on an appropriate career path. This function includes identifying support needs and requires significant staff involvement through case management. This team works to ensure customer success.

The business services team identifies opportunities to address the human resource needs of employers and works directly to meet employer needs through a variety of services ranging from hosting AJC job fairs to evaluating the potential for employer OJT or Apprenticeship programs. Specific services and products may be designed to meet employer needs. The business services team understands the local job sub-market and trends, and interacts directly with employers. Members of this team participate in the local Chamber of Commerce and Economic Development community-based activities to facilitate the working relationship necessary to meet employer needs. Sharing information among all AJC partners provides the opportunity for customers to align with local employers when skill sets are matched with employer needs.

At partner meetings, team members representing all functional teams meet to share information and collaborate in order to meet and exceed customer and employer expectations.

**Include a detailed diagram of customer flow, services available, assessment and referrals, and describe how the MIS is used to facilitate shared customer management across partner programs.**

The attached customer flow diagram reflects the services available through the AJC. The MIS component utilized is the Virtual One Stop data management system. Customers sign in through the VOS greeter, which enables staff to track customers as well as ensures prompt service. The greeter screen also gives customers a general idea of services available, but the Welcome Team further explains programs and services through the AJC Orientation.

Customer registration in Jobs4TN allows for information sharing among partner staff, including Title I, Title III, SNAP Employment and Training, Re-Employment Services Eligibility (RESEA), and Trade Adjustment Act (TAA). With the planned addition of Title II staff to the VOS data management system, the MIS system will be further enhanced to meet customer needs.

Customers referred to the Business Services Team are required to register in Jobs4TN. The data management system facilitates coordination among partners to ensure customers have received all necessary and available services. Behind the scenes, AJC staff and partners share customer goals informally to determine if co-enrollment or coordinated services are appropriate. Regulatory compliance is only one facet of the MIS function. This internal oversight allows the opportunity for customer review and consequently for suggestions of additional programs and services to benefit the customer, as well as to ensure the lack of duplicated services.

*Please list any best practices to highlight and share for continuous improvement.*

1. Created AJC Menu of Services for partner and customer use.
2. Assistance for job seeker customers in the resource room provided by WP staff.
3. Facilitated monthly meetings of partner staff.
4. Participated in community events such as parades and local run/walk events for visibility.
5. Participated in local Chamber of Commerce to enhance relationships with local business and industry.

### ***Accessibility***

#### ***Service Provision, including Services, Universal Access, and Outreach to populations with barriers***

Improved availability, a welcoming atmosphere, inclusive settings, and high quality customer service benefit all customers. This extends services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services are provided to all customers within the center and via technology through online or phone access. Principles of universal design are considered when designs have inclusive space and materials available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do

3 = have some of the elements in place, some of the time

2 = making progress but long way to go

1 = no progress yet

**Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.**

5      4      3      2      1

**Describe how the site works cooperatively with WIOA core partners to provide quality services to all customers. Describe your outreach to populations with barriers in the community and relationship with core program and community partners to effectively serve them.**

The site works cooperatively with WIOA core partners by serving all customers, including those with significant barriers to employment. AJC staff are committed to providing appropriate supportive services and/or referrals to help customers succeed. The core partners are crossed trained on all available programs and services, and because of that training are able to match customers with the most appropriate resource available. Several significant employment barriers can be addressed on site through staff trained in special programs such as RESEA, SNAP, or TANF.

In addition, collaborations exist with community programs and services working with specialized populations such as those without a high school diploma or those with criminal backgrounds. The AJC staff makes direct referrals and introductions for customers to ensure a smooth transition to community resources. Informational resources are disseminated and advertisements are made through a broad range of media sources (social media, billboards, radio and newspaper, etc.) to reach a broad audience. Off-site presentations occur in locations accessible and usable by all prospective customers, including those with disabilities and barriers to employment. All AJC job fairs and job recruiting events include outreach to schools, community agencies, non-profit organizations serving individuals with disabilities and those with employment barriers. The AJC community partnerships allow for the exploration of additional funding options for customers. Northern Middle has a Partnership Plus agreement with TN VR under the Ticket to Work Program.

**Provide evidence that basic ADA requirements have been met, including processes to provide reasonable accommodations for individuals with disabilities.**

Northern Middle has a designated Equal Opportunity Officer. Reasonable accommodations are provided for all aspects of a customer's experience in the AJC, such as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to individual need in order to ensure the customer receives equal benefits from the program or activity, and will be able to compete fairly. The following tag line, or something similar, is included on recruitment and outreach materials: "EOE. Auxiliary aids and services are available upon request to individuals with disabilities. TDY# 1-800-848-0299." The AJC staff participate in annual training related to providing service to customers with disabilities. The Local Workforce Development Board coordinates with the broader community, including transportation agencies and existing public and private sector service providers, to ensure that the AJC and services are accessible to all customers, including those with disabilities. ADA checklist has been completed.

Describe initiatives or strategies in developing universal access and provide tangible evidence of implementation or solution driven plan development. Address the following four specific areas of access:

1. Physical: Architectural or building

2. Information: all paper, printed or posted materials
3. Digital: software, Web-based programs and alternatives to print
4. Communication: verbal, non-verbal access for services, phone and other

**Describe your wireless internet infrastructure.** The AJC has a wireless access point which connects to an internal network. The wireless network is password protected. On site employers are provided with a password to access the network during job fairs. This password is changed to protect the network integrity. Customers are steered toward use of computers within the AJC Resource Center rather than accessing the wireless network on personal electronic devices.

Staff conducting workshops or customer recruitment off site are provided mobile hot spots in order to access the web for instructional purposes.

**How are the needs of populations with barriers met through staff-assisted and other means? Please include examples of outreach activities to reach targeted populations.** Low educational attainment, poverty, lack of transportation, physical and/or mental limitations, and criminal history are just some of the employment barriers our customers face. Customers come to the AJC through self-referral, rapid response meetings, unemployment insurance claims, referrals from both internal and external agencies and organizations, on site HiSET testing, and marketing efforts such as social media. The AJC is near many businesses and is within walking distance of public housing. The building is handicapped accessible and is clearly marked. Aids and assistance are noted on printed materials and on building signs. Staff assistance is often needed to help customers with barriers become self-sufficient. Cross training of AJC staff allows customers to utilize services efficiently. The AJC partners with local agencies and organizations to perform outreach to targeted populations utilizing outreach tools such as social media, community newspapers, local radio, email campaigns, etc. Community outreach activities will ensure information and instructional activities are provided in libraries, housing communities and faith-based organizations for individuals who are unable to physically access the AJC.

**Describe your processes to assure effective communication with persons with disabilities. This includes providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.**

The AJC takes appropriate steps to ensure people with disabilities, including persons who are deaf, hard of hearing, or blind, or who have other sensory or manual impairments, have an equal opportunity to participate in our services, activities, programs, and other benefits. Availability of auxiliary aids and services are promoted through notices and printed materials. Sign language interpreters can be scheduled, and the AJC utilizes relay services for external telephone with TTY users through the state relay service, or using text, email, etc. Persons who are blind or visually impaired may be read to by staff. Additional assistive devices include high visibility keyboards, large print keyboards, lighted magnifiers, joy sticks and large track balls. Every resource center computer has screen reading and screen magnification capability. Staff may also assist customers with difficulty manipulating print materials by holding materials and turning pages as needed, or by providing one or more of the following: note-takers, speaker phones, or other effective methods to ensure effective communication by individuals with manual impairments.

*Please list any best practices to highlight and share for continuous improvement.*

Northern Middle participated in round 2 Disability Employment Initiative Grant (DEI) and is an Employment Network under the Social Security Administration's Ticket to Work Program. This has allowed Northern Middle to receive unrestricted funds from SSA whereby sustaining a Disability Resource Coordinator who works closely with individuals with disabilities, assisting them with employment. This work includes establishing and facilitating partnerships and collaborations, Integrated Resource Teams, Ticket to Work, Staff Training, and other projects related to the employment of individuals with disabilities.

### *Customer Satisfaction*

Describe how the voice of the customer is listened to and how your site incorporates both job seeker and business customer feedback as part of continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success? Please list any best practices to highlight and share for continuous improvement.

Mid-Cumberland has an electronic link on the desktop of each Resource Center computer, allowing each job seeker direct input on the quality of service provided. The company also has a 911 customer hotline posted in the AJC and calls result in a direct contact with senior management for timely response. Both praise and problems are shared and comments are used for staff development and training to address issues and concerns.

Mid-Cumberland has also developed and implemented a secret shopper program whereby each AJC is visited quarterly. Results from the secret shopper reports will provide a baseline for continuous improvement and sharing of best practices.

Employers receive a written survey upon exit of AJC based job fairs. Results are used for continuous improvement initiatives.

**Partnership**

The one-stop system is built upon a foundation of partners linked together to deliver a comprehensive array of services and reach the shared outcomes of employment, education, skills gains, and earnings. All core and required one-stop partners are present at the site and invested in the development and implementation of service delivery to connect customers to resources.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
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Check the box where you think the site is with regard to Partnership.

5     4    3    2    1

**Describe how the partnerships function at the site and the roles of each core partner from Title I– Adult, Dislocated Worker, and Youth, Title II - Adult Basic Education, Title III - Wagner-Peyser, Title IV - Vocational Rehabilitation, and TANF.**

Core partners on-site at the AJC during the Center's operating hours, Monday through Friday, 8:00 am - 4:30 pm, share responsibility for serving in the Welcome Function/Team. All of the core partners have staff who serve as members of the Skills/Career Development Function/Team, whether on-site or off-site by referral or electronic connection. For instance, Title I staff offer scholarships for postsecondary training while Title I, Title IV, and TANF may provide support services. Title II staff offer preparation classes for high school equivalency diploma and those needing remediation to enter the workforce, while Title III programs focus on connecting job seekers with employment opportunities through Jobs4TN and/or staff assistance. Staff members are cross-trained to allow for streamlined access to services and reduced duplication. Staff operate as a cohesive team and partner together to meet individual customers' needs.

**Describe how the partnerships function at the site with other required partners from postsecondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Corps, National Farmworker Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, SNAP E&T, etc.**

Contact information, including agency name, contact person, address, phone and fax numbers, e-mail address, etc., for all of the area required partner programs is available for team use. Furthermore, extensive community resources will be included in this resource material. While staff can access this information, a 2021 plan includes streamlining this information into a spreadsheet on a shared internal drive which can also be easily printed for customer dissemination. This information allows staff to connect and communicate with partners not operating at the site via referral and/or electronic connection. In order to offer a "warm hand-off," staff at the AJC will connect with the off-site partner staff while the customer is present in the AJC in order to ensure the desired services are delivered. For instance, staff in the AJC assist customers in utilizing the chat and/or ticket features to connect with UI staff while in the AJC. In addition, off-site partners will be invited and encouraged to attend on-site events at the AJC as appropriate; for example, a college and career fair would include many off-site educational and training partners.

**Describe how the affiliate/specialized centers are linked to non-colocated partners to ensure alignment with community and regional strategies. This includes tracking and appropriate follow-up. Please give examples of how this functions and the results for customers.**

In addition to the resource guide listed above, Memorandums of Understanding exist with partners establishing service delivery and referral methods. Cross referrals occur routinely through professional reference, telephone, electronic communication, or through AJC internal marketing such as brochures or listings. These methods of communication establish a regular flow of information and customer referrals from our team to the community and from those partners to our team.

AJC staff are apprised of changes and updates affecting the regional labor market via leadership from the core partner through communication from the quarterly Consortium meeting, NMTWB meetings, Regional Planning Council meetings, and various regional and local professional development opportunities. AJC leadership is active and involved in local communities and often has a seat at the table for local strategic planning and development initiatives.

**Describe how leadership works together to set the vision and goals for the site and then implements service strategies to achieve shared objectives.**

The AJC leadership of on-site partners meets monthly to develop strategies to implement goals set by the Northern Middle Tennessee Workforce Board. Goals are reviewed monthly, and progress is tracked by each program as well as in the AJC. The AJC leadership currently operates as a consortium of partners to bring the resources of their respective agencies to meet and exceed goals and objectives.

*Please list any best practices to highlight and share for continuous improvement.*

1. Outreach to diverse populations
2. Outreach to employers
3. Consortium of partners in place
4. IFA in place
5. Goals and objectives in place
6. Master summary activity report is part of ongoing evaluation
7. Annual Customer and Employer Recognition
8. AJC staff supports Adult Education graduation events.
9. Career Development Facilitator Certification

***Employer Engagement***

Business is one of our primary customers and one-stop partners work collaboratively to deliver value-added services and eliminate duplication. Business services staff from all one-stop partners have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are connected to regional and local business partnership activities and sector strategies. Employers' human capital needs are communicated to and acted upon by the workforce system. Business services are coordinated to the maximum extent possible to limit duplication and streamline the employer experience.

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**Check the box where you think the site is with regard to Employer Engagement.**

5     4    3    2    1

**Describe how partners work to deliver seamless business services. How do business services staff use and share labor market information? What strategies are used to involve employers in identifying skill gaps and developing solutions to meet their workforce needs?**

The Business Services team is focused on the needs of employers and is responsible for connecting with local industry, particularly those in the targeted industry sectors and occupations. The team strives to understand and meet the needs of employers through a variety of employer-driven initiatives including OJT grants, Incumbent Worker Training grants, apprenticeships, employer/education partnerships, job profiling, National Career Readiness Certificate testing, job postings, job fairs, and employee recruitment in order to assess needs and identify skill gaps as identified by employers. Business Services team members are active in local efforts directly involving business and industry, such as the Chamber of Commerce and Economic Development boards.

Partners are encouraged to participate in quarterly multi-employer job fairs and weekly hiring events scheduled for individual employers that are planned by the Business Services team. Regular Business Services team meetings are held with partners to exchange information including labor market conditions, to coordinate services, and to keep the team updated on upcoming employer events and employers' human capital needs. The Business Services team sends out e-mails regularly to partners concerning employer's immediate needs. Employer events are posted on social media, community news outlets, and in the Resource Room so that all customers can participate.

**Describe how regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes.**

Regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes by:

- 1) Aligning education, training and employment with skill needs of local industries
- 2) Tailoring services and products to align with labor market
- 3) Providing job seekers with opportunities to upgrade skills in response to changing workforce needs
- 4) Identifying training and educational opportunities for in-demand local occupations and sectors

Since the local workforce area includes two MSAs and crosses state lines, our region is highly involved in economic development inside and outside of the local development area. The recruitment of employees for recently recruited industry such as Hankook and Beretta is an example of AJC active involvement in regional development.

**How are career pathways and training modalities such as industry-recognized credentials, apprenticeship, on-the-job training, and other work-based learning opportunities aligned with employers' needs and marketed to support talent development?** Active industry involvement begins early on a customer's learning pathway. Customers conduct research on Jobs4TN website to explore in-demand careers and the education and skills set required for those careers.

Education and training offered to customers is aligned with in-demand industry job openings. Options for work based learning and apprenticeships are balanced with formal education demanded to meet job requirements. Credentialing is explained and implemented as part of the customer's individual plan if appropriate for the desired career.

Supportive services are then aligned to assist customers to successfully complete formal education and/or training for a career pathway. The AJC team works diligently with customers to match customers to employer human talent needs.

*Please list any best practices to highlight and share for continuous improvement.*

1. The AJC hosted a major employer to facilitate a company's relocation to Rutherford County. The AJC staff reviewed applications and made direct referrals to the company for on-site interviews.
2. Large quarterly job fairs are held in conjunction with employers in the lobby of the AJC; as well as weekly job fairs on a smaller scale.

### *Human Capital*

Each American Job Center will be a high-performance work place with staff equipped to demonstrate a visible passion for quality of service.



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Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.

5      4      3      2      1

Describe how centers will train and equip one-stop staff in an ongoing learning process and to ensure staff are cross-trained to increase staff capacity, expertise, and efficiency.

AJC staff meet monthly to coordinate services and develop strategies to improve the customer experience. Updates to internal processes are shared via this meeting.

Leadership is exploring a cross-training initiative to include comprehensive and affiliate center staff along with partner staff to ensure new employees understand and can communicate all programs and services available at the AJC.

Describe how centers will staff the one-stop centers with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one-stop center, and skilled in developing customers' skills for employment success.

The AJC employs a group of well-trained and dedicated professionals who receive ongoing professional development opportunities. The staff works within the structure of functional teams in order to ensure daily interaction among partners, facilitating an informal exchange of information and brainstorming customer services.

Employees meet formally once per month, covering such topics as VOS updates, serving ex-offenders, utilizing the labor market information. In addition, Vet staff receives NVTI training, and professional Career Coach training is provided for staff who work directly with job seekers. The AJC team is aware of and utilizes a list of internal and external resources and services for customers.

**Describe how staff from multiple organizations will be equipped through cross-training and information tools to enable them to respond seamlessly to customer needs.**

Within the Welcome Function Team, multiple employees have been cross trained to handle intake and triage as customers access the AJC. All staff have been cross trained on the unemployment filing process and Help Desk Ticket to provide hands on assistance to customers who enter the AJC upon job loss.

A customer-centered approach allows AJC team members to assist customers regardless of program responsibility. Multiple employees have been trained to conduct a wide range of workshops within the center, including testing and assessments. The design of the VOS greeter requires customers be served quickly by the first available staff member, regardless of the staff area of expertise. This improves the customer experience and allows staff to use their expanded knowledge base of available programs and services.

**Describe how staff are assigned to and identify themselves with functions or services as opposed to agencies, and functional supervision of partner staff is in place.**

The Rutherford County American Job Center has designed and organized its staff, delivery processes and facilities in a manner that streamlines customer service, and capitalizes on strong staff and technology. The process is designed to align with the AJC system and incorporate all of the guidance outlined in the One-Stop System Design.

The partners are functionally aligned in teams that comprise a Welcome Function, a Skills/Career Development Function, and a Business Service Function.

**Describe the bottom-up communications within the workforce system. This includes regular staff meetings, business services team meetings, or partner meetings that discuss recent and relevant resources, conduct training, and facilitate collaboration.**

Bottom-up communications begin with staff meetings of functional teams on a weekly basis, followed by AJC partner meetings on a monthly basis. Discussion includes positive and negative feedback from customers and employers, as well as staff ideas for continuous improvement opportunities. The monthly meeting provides a venue for discussion related to continuing the customer-centered culture. Feedback is received via employee surveys, customer suggestion boxes, program-specific questionnaires, and anecdotal notes from staff.

The operating philosophy within the AJC is an open door policy that supports two way communications between employees and management. In addition, HR support is available through Staff to the Board as needed.

The AJC has an integrated Business Services Team that provides effective services for employers based on industry-specific needs. The team conducts research to assess needs and identify skill gaps as identified by employers. This collaboration ensures human capital needs of the local job market are met.



**B. Infrastructure**

***Identification of Shared Costs (including non-personnel)***

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- 1 = no progress yet

Check the box where you think the site is with regard to identifying shared costs and maintaining equitable contributions are being addressed in the MOU.

	5	<input checked="" type="checkbox"/>	3	2	1
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Please identify any policies and procedures that result in equitable contribution of infrastructure costs in one-stop center(s) among partners. (e.g. co-location with partners, infrastructure cost-sharing, pay-for-performance contracting)

Fiscal Staff in Northern Middle utilized the One-Stop Comprehensive Financial Management Technical Assistance Guide as a model to develop the procedures in place to ensure equitable contribution of shared infrastructure cost. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. Expenses such as building rent, utilities, maintenance & repairs and janitorial are based upon actual square footage occupied in the AJC. Printing, telephone, postage, shipping, internet charges, document destruction, shared staff, advertising & marketing, office supplies, furniture and copier expenses are allocated based upon full-time equivalent staff members located in the AJC.

The Regional AJC leadership team reviews the infrastructure budget and makes additions or corrections before the document is signed and submitted to partners for signature prior to the beginning of the program year. Budgets are reviewed throughout the year at team meetings and monitored for compliance. Budget modifications are submitted as necessary to reflect changes in staff and ultimately changes in benefits received by each partner. The fiscal staff in Northern Middle follow strict purchasing and accounting procedures to procure and pay for the shared infrastructure costs. Generally Accepted Accounting Principles (GAAP) are followed to ensure proper controls such as segregation of duties and proper approval of expenditures.

**Provide assurance that the One-Stop Operator has developed, and is maintaining, the One-Stop (AJC Partners) Memorandum of Understanding to include the Infrastructure Mechanism.**

The Chief Local Elected Officials in Northern Middle designated Mid-Cumberland Human Resource Agency as the lead in a consortium model to serve as the One-Stop Operator upon inception of WIOA. The consortium will continue to serve in a management role until guidance from the TDL&WFD is issued and a competitive process is initiated. The consortium serves as the Regional AJC leadership team. Workforce Essentials, serving as Staff to the Board and the lead entity in the consortium, has developed and entered into a Memorandum of Understanding with the required AJC partners. An umbrella MOU serves as the guiding document to coordinate and leverage services to provide effective and unduplicated services.

The MOU and Infrastructure Financial Agreements outline the infrastructure mechanisms to share costs between AJC partners. The current MOU in Northern Middle is effective through June, 2021. The MOU will be updated upon release of guidance and director regarding the one-stop operator.

**How is the one-stop center's co-location being addressed in the MOU as it relates to infrastructure and shared services costs in the comprehensive and/or affiliate site(s)? How does the MOU reflect efforts to reduce duplication by improving program effectiveness through the sharing of services, resources and technologies among partners?**

Utilizing the One-Stop Comprehensive Financial Management Technical Assistance Guide, procedures have been established to ensure equitable contribution of shared infrastructure cost for co-located partners. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. The MOU outlines the functional organization, customer flow and service delivery in the AJC in order to reduce duplication and improve program effectiveness. The MOU aligns with the One-Stop System Design regarding the alignment of staff and services around workforce services functions, and to prevent the duplication of services while eliminating inefficient practices. This is accomplished through partner referrals, cross training staff, developing a single customer flow and co-enrolling clients.

***Distribution of Infrastructure Costs***

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Check the box where you think the site is with regard to proper distribution of infrastructure costs among AJC core and required partners.

5      4      3      2      1

How is the one-stop center proportionately distributing costs among AJC partners that is based upon guidance provided in 2CFR Part 200, 20CFR 678 et. Al, "Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards" (or any corresponding similar regulation or ruling)?

Workforce Essentials as Staff to the Board follows the Office of Management and Budget Compliance with Grants and Agreements when developing agreements under the Workforce Innovations and Opportunity Act. Paying particular attention to cost allocation plans and allowable costs, the agreements are reviewed to ensure compliance. The Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule is overarching guidance that is utilized ensure that cost allocation plans that are developed based upon the number of full-time equivalents and direct square footage in the AJC comply with the benefiting distribution.

How were the methodologies for distributing the costs for both infrastructure costs and shared services agreed upon by partners? Provide evidence of meetings and/or discussions that led to the approved partner budget reflecting the shared costs. Include the approved budget that is included in the MOU.

Methodologies are defined in the resource sharing agreement and aligned to state policies and procedures as well as federal regulation. Partners review the proposed expenditures and verify square footage and full-time equivalents before the budget is approved and submitted in IFA format. Details for shared resources are included in the IFA budget document. Partners have identified these resources which are of a shared benefit and useful to the operation and maintenance of the AJC. Quarterly consortium meetings are held to review the budget and expenditures which have been fully executed in the IFA. Partners may submit modification requests to the budget as needed based upon changes in the IFA factors such as full time equivalents. On August 5, 2020, the Consortium met and reviewed the IFA budget for 2019-2020 and adopted the new budget for 2020-2021.

**Describe how the one-stop center is aligning its technology data systems across partner programs thru the shared costs budget and/or other agreed upon arrangements.**

The AJC shares the voice and data costs throughout the AJC system. Long distance service costs are controlled and distributed via a unique identifier assigned to all employees in the AJC. Northern Middle provides internet service to the resource room and allocates cost to the IFA accordingly. Staff in the AJC utilize the JOBS4TN data management system in order to efficiently manage cases and avoid duplication of services. The VOS Greeter tracks customer flow by partner in each AJC.

### ***Program and Fiscal Compliance***

**How prepared is the one-stop center to adopt and promote alignment of cross-program policies and operations that ensures fiscal compliance?**

Cross-program alignment in Northern Middle had been promoted by the fact that Workforce Essentials and Mid-Cumberland operates several of the partner programs including WIOA Title I, Title II and TANF. This has enabled co-location of services in the comprehensive and affiliate centers across multiple workforce development areas. In addition, a pilot project with TAA has allowed Trade programs to be delivered through the affiliate AJCs by Title I staff. SNAP and RESEA programs have also been incorporated in functional service delivery. In all cases, staff have been trained in program rules and regulations to ensure fiscal compliance. In addition, Workforce Essentials and Mid-Cumberland maintain a quality assurance team to monitor programmatic and fiscal compliance. Along with PAR and an independent certified public accountant, audits and reviews are conducted to maintain program and fiscal integrity. Monthly meetings within the AJC and quarterly partner meetings allow for increased communication and program alignment.

**Describe how each partner in the AJC has demonstrated fiscal transparency and efficiency thru timely, detailed, and accurate reporting and payment of AJC costs (includes reconciliation of costs by partner programs).**

Each partner is invoiced on a monthly basis for actual costs incurred during the previous month. Because costs are recorded on an actual basis, reconciliation is not required. If an accrual is required, and the actual cost is different than the accrual, an adjustment will be made in the next reporting cycle. Invoices are submitted with supporting documentation as needed and requested to adhere to TDL&WFD polices and procedures. During consortium meeting, invoices are reviewed and approved. Invoices are recorded and booked as accounts receivable and entered in the GRANTS4TN system. If a partner fails to pay his or her agreed upon share, they will be sent a written past due notice. If they do not acknowledge the notice and pay the invoice, they will be asked to leave the partnership and the AJC.

**How has the one-stop center reviewed its staffing and contractor staffing levels to identify adjustments needed to implement provisions under WIOA.**

Customer flow in the AJC is measured through the VOS Greeter. In addition, customer case loads are analyzed through Jobs4TN to document workload. Youth contractors are evaluated to ensure that adequate funding is allocated to work experience activities in order to comply with program guidelines. Northern Middle fully utilized cross functional alignment in order to maximize efficiency in affiliate AJCs. This reduces silos and allows staff to maintain a single customer flow while bridging the gap between businesses and job seekers. Functional alignment is both an opportunity and a tool to effectively organize staff and facilities to streamline customer delivery.

**Outline how the infrastructure funding has helped to reduce overhead by streamlining and sharing financial, procurement, and facilities costs?**

The philosophy behind one-stop career centers is for all partners to come together under one roof for the alignment of staff and services to improve efficiency in operations and leverage funding. This is accomplished in Northern Middle through strong partner participation in the AJC system which has allowed for larger and more comprehensive centers and services. For example, by aligning with the TANF/Families First Program, the AJC system has leveraged over \$103,000 of savings from rent, utilities, supplies and shared staffing paid for by TANF. This is money that the AJC system (WIOA) would have had to pay for or reduce infrastructure to fund the amount from other activities or program. Likewise, the Adult Education program has saved the system \$81,643 by incorporating their services into the AJC. The Mature Worker program provides valued added staffing in the centers through their work experience program. While it does not reduce the physical infrastructure, it does reduce the staffing expenses. Procurement of supplies simplifies needed resources in the AJC for the resource center and other common areas. Title 1 has assumed the internet connections in the resource center to avoid costly per month node fees; thus saving the system financial resources.

**Provide assurance that services provided by the one-stop partners help to reduce duplication or increase financial efficiency are allowable under that partner's programs.**

Each Partner defines in the Memorandum of Understanding the method of referral and the description of on-site and off-site services that will be offered through the AJC system. By each partner defining their own services, the burden of program allowability is shifted to the individual partner. If service integration demands that partners provide additional services, then it is up to the individual partner to address allowability concerns with their program authority. In no instance should a program provide authorized services which might cause questioned costs.

**Performance**

***Performance and Accountability***

Results and outcomes for the public investment in Tennessee’s workforce system are essential to the system’s relevance. The effectiveness of service to employers and job seekers is evident in system performance and service delivery decisions are based on data. On an ongoing basis, customer data from one-stop partners and regional economic data is collected, analyzed, and shared with all workforce system staff and community stakeholders. Plans for improvement, enhancement, or adjustment are established and acted upon.

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Check the box where you think the site is with regard to Performance and Accountability.

5       4      3      2      1

**Describe how you measure, analyze, review, and improve workforce system performance through the use of data and information.**

The AJC utilizes the Virtual One-Stop in order to collect, measure, review, and analyze data, including data regarding required performance measures. The system also allows for data regarding case loads, Center traffic, case notes, exit status, and various other measures to be generated into reports for specified time periods, which are shared with staff, NMTWB board members, and local chief elected officials. Local monitoring of Title I enrollments is managed by an MIS department, allowing for internal review to avoid duplicated services as well as to ensure compliance with program guidelines. The MIS department serves as a resource for programs beyond Title I. Internal fiscal contract review is also provided to maximize utilization and to ensure optimum performance is reached. When conducting Rapid Response and related TAA activities, a customer needs survey is used to prepare the AJC to meet the needs of impacted customers.

The AJC leadership team facilitates needed changes and improvements, and provides ongoing professional development to ensure the staff remains updated on regulatory changes from the state or federal level. The AJC benefits from the timely review of data by the AJC leadership team and is able to adjust practices in response to changing needs of the local community, job-seeker customers, and employers. In addition, the AJC team works diligently to share best practices to improve the performance of workforce professionals and to enhance the customer experience; the AJC team has the flexibility to make operational changes as needed to help customers succeed.

**Describe how this data is shared with staff and stakeholders and what changes have resulted from use of data. How has data been used (example) to improve services?**

Generated reports are reviewed by senior management, NMTWB board members, local chief elected officials, and the AJC leadership team. The AJC provides performance projections on a monthly and quarterly basis to senior management and the NMTWB. Senior management and the NMTWB also review labor market, economic development, and census data, as well as impending regulatory changes, to enhance daily operations. Annual performance outcomes are included in employee performance reviews, a practice which provides accountability for performance measures at all levels.

**What methods are in place for staff to provide feedback? How do you incorporate staff feedback as part of continuous quality improvement? How are staff informed that their feedback was reviewed and any action taken as a result? What metrics are used to show improvement and success?**

Employees are able to submit/provide feedback through employee satisfaction surveys, as well as at any time through electronic or face-to-face interaction with an immediate supervisor or senior management. Supervisors at all levels practice an "open door" policy, which provides employees with constant access to assistance. If employees submit a concern, issue, or question, they are informed electronically or in person about resulting actions. Workforce Essentials has a dedicated Human Resource department that is available to AJC employees as an extension of supervisor assistance.

Departmental, AJC, AJC leadership, and senior management team meetings provide another venue for employee input and suggestions. Changes and responses to employee suggestions are communicated in person, electronically, or by telephone. A culture of follow-up in response to employee suggestions and ideas exists at all levels.

Employees are also able to establish a "Help Desk ticket" to provide feedback for areas of quality and/or customer service improvement. Help Desk ticket reports are generated monthly, and feedback to the employee is immediate.

*Please list any best practices to highlight and share for continuous improvement.*

AJC cross-training including all partners has improved the customer experience through using data in decision making.

Community outreach in response to data has expanded the customer base and improved the placement of quality employees for local employers.

AJC monthly meetings provide a venue for sharing performance in a timely manner so that adjustments in staffing or service delivery strategies can be made.

Providing employees with multiple ways to share their front line expertise and creative ideas creates positive staff morale, which not only creates a positive workplace, but improves the customer experience.



TENNESSEE DEPARTMENT OF HUMAN SERVICES - VOCATIONAL REHABILITATION PROGRAM  
**ACCESSIBILITY AND ACCOMMODATION SURVEY**

**AMERICAN JOB CENTER AT MURFREESBORO, TN**

Location: 1313 Old Fort Parkway  
Murfreesboro, TN 37129

Date of Survey: July 14, 2020

Survey conducted by: Tylesha McCray, Vocational Rehabilitation Program  
Assisted by AJC staff

The Tennessee Vocational Rehabilitation (VR) Program is authorized to provide information and technical assistance to individuals and entities that are covered by the Americans with Disabilities Act (ADA) and Workforce Innovation and Opportunity Act (WIOA) Section 188. However, VR is not responsible for enforcement of the ADA or WIOA requirements. The information and/or technical assistance in this report are intended solely as informational guidance and are neither a determination of legal rights or responsibilities under the ADA or WIOA nor binding on any agency enforcement responsibilities under the ADA or WIOA.

Following are the survey findings and recommendations. Referral may be made to the Accessibility and Accommodation Guidelines for specific ADA requirements and information.

**1.0 Parking**

- 1.1 The topography of the parking area is relatively level with no obstructions or hazards.
- 1.2 The parking area has approximately 93 parking spaces.
- 1.3 There are 4 accessible parking spaces with appropriate accessible parking signage posted and painted on the pavement and appropriate painted striped aisles adjacent to the spaces.
- 1.4 There is one space appropriately marked van accessible with appropriately painted striped aisle adjacent to the space.
- 1.5 There are appropriate curb cuts to allow accessibility to the building entrance.

Recommendations: None

**2.0 Entrance**

- 2.1 The main entrance is fully accessible and has appropriate signage.
- 2.2 The entrance has working door buzzer and is monitored by staff.

Recommendations: None

### **3.0 Reception**

- 3.1 The reception area is fully accessible.
- 3.2 There is no information available at the reception area desk that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.

#### Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by staff by increasing the font size to 18 - 22.
- b. Information should be available at the front desk to inform individuals with disabilities about the availability of accommodations and of documents in alternative formats.  
Example of information:

“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”

### **4.0 Public Areas**

- 4.1 All public areas are accessible with no hazards.

#### Recommendations: None

### **5.0 Accessible Restrooms**

- 5.1 Restrooms are fully accessible and are properly marked as accessible.
- 5.2 The restroom located off of the resource room has hand dryer blowers but does not have a paper towel holder.

#### Recommendations:

- a. Install a paper towel holder at the proper height for use by individuals who may need more assistance than the hand dryer blowers can provide.

### **6.0 Resource Room**

- 6.1 The resource room is fully accessible for individuals using wheelchairs and who have dexterity disabilities.

- 6.2 There is a designated accessible computer workstation for individuals using wheelchairs.
- 6.3 There is no information available that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.
- 6.4 Staff is available to accommodate the use of computers, printers, faxes and copiers when needed.

Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by increasing the font size to 18 - 22.
- b. Information should be available that informs individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:  
  
“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”
- c. Ensure that staff is aware of how to instruct an individual on using available computer accommodations.

**7.0 Communication**

- 7.1 A telecommunications device for the deaf is not available. Staff is aware of how to use the phone relay service for the deaf and computers to communicate with the deaf and hard of hearing.
- 7.2 Staff is aware of contacting VR for assistance with obtaining documents in Braille.
- 7.3 Staff is aware of how to contact and schedule a sign language interpreter.
- 7.4 An FM Assistive Listening System is not available.

Recommendations:

- a. In accordance with ADA effective communication requirements, a text telephone or video phone should be available for individuals who are deaf or hard of hearing.
- a. In accordance with ADA effective communication guidelines, an FM Assistive Listening System should be available for the use of individuals who are hard of

hearing and need to attend training classes. One device may be shared between Centers.

## **8.0 Signage**

8.1 Room identification signage is present with Braille and at the appropriate height.

Recommendations: None

## **9.0 Drinking Fountains**

9.1 The available drinking fountain is fully accessible.

Recommendations: None

## **10.0 Alarms**

10.1 Alarms are visual and audible.

Recommendations: None

## **11.0 Emergency Egress Planning**

11.1 There is a general knowledge of emergency egress planning.

11.2 Staff understands that in the event of an emergency that all rooms within the building, including restrooms, need to be cleared of customers and that individuals with disabilities may require additional assistance to exit the building.

Recommendations:

- a. Maintain staff awareness of emergency procedures

In general, staff is ready to accommodate individuals with disabilities if accommodations are not available. For example, staff is ready to provide personal assistance for individuals with visual impairments; are able to raise tables for persons in wheelchairs; are able to rearrange furniture for persons in wheelchairs; etc.

## One-Stop Certification Checklist

<b>Date:</b> July 21, 2020		<b>Type of AJC:</b> Comprehensive	
<b>American Job Center Address:</b> 665 Mainstream Drive Nashville, TN 37228			
<b>Contact Name:</b> Shavonne Meneese	<b>Contact Phone:</b> (615) 770-1906	<b>Contact Email:</b> Shavonne.Meneese@Tn.gov	
CRITERIA	MET	NOT MET	N/A
REQUIRED PARTNERS			
Title I Adult Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title I Dislocated Worker Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wagner-Peyser Title III	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adult Education	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vocational Rehabilitation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title V SCSEP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TANF	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career and Technical Education Program (postsecondary) Carl D. Perkins Act	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trade Adjustment Assistance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Veterans Employment Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Services Block Grant	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing & Urban Development Employment & Training	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Unemployment Insurance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services of one more core partners are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ONE-STOP OPERATIONS			
The MOU between the LWDB and required One-Stop partners is signed and in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The MOU reflects the name and location of the AJC and the way in which required core partners will integrate services within the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The center is implementing the MOU specifications	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The One-Stop Operator (OSO) is competitively selected and is in compliance with state and federal guidelines	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the OSO are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider (CSP) are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least one Title I staff member and one Wagner-Peyser staff member will be on-site during operating hours, and have the capacity to provide services to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is operating in a cost-efficient manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC actively conducts outreach and provides services such as participation in workshops, job fairs and recruitment events	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing materials provide an overview of all core partner services, and are available to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC connects with the community through multiple community partnerships and access points	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The AJC staff view themselves as part of the One-Stop system, and views all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers placed in economically sustainable employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers receiving education and training services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has identified ways to support the changing role as TANF as a one-stop partner, including coordination of services and enrollment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff view themselves as part of the One-Stop systems, and view all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON PARTICIPANT SERVICE</b>			
The AJC operates during required business hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides flexible operating hours, including evenings and weekends	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is established to provide services tailored to the needs of a specific group			
The AJC provides employer meetings tailored to the needs of a specific group being serviced	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides initial assessment of skill level, aptitudes, abilities, and supportive service needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC utilizes labor market employment statistics information, relating to local, regional, and national labor market areas, including job vacancy listings, information on job skills necessary to obtain the jobs: and information relating to local occupations in demand and the earnings, skills requirements, and opportunities for advancement for such occupations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff members can identify regional targeted sector pathways, and understands those terms in implementation of providing services to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has available, and provides when applicable, education and training opportunities for customers at multiple skill and experience levels	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has intensive menu of training opportunities, and staff is available to assist customers with enrollment, including career pathways to middle class jobs, education and training, work-based learning, OJT, and registered apprenticeships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are competent and proficient in establishing eligibility for programs, or financial aid assistance for education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides ease of access to credentialed education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC uses LMI to actively promote targeted sector and high-demand occupations to customers, including job search and placement services, and career counseling	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan identifies ways in which core partners will integrate services and referrals among partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners support integrated intake, case management, and reporting outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a customer feedback process in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides information and assistance regarding filing claims for unemployment compensation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON BUSINESS SERVICE</b>			

The AJC establishes and develops relationships and networks with large and small employers and their intermediaries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC develops, convenes, and implements industry or sector or partnerships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a defined strategy for capturing employer input on design and delivery of job-seeker services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer services, including qualified candidate referral, on-site recruitment events, pre-employment testing, employee aptitude verification, and subsidies for hiring and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifies technical assistance needs for improving business results and utilization of available resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan specifies the ways in which core partners will identify and respond to local area economic needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan and/or MOU define specific ways in which the AJC will match existing business relationships and new business relationships with skilled workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a business customer feedback in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a cooperatively functioning Business Services Team (BST) in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan clearly outlines how business services will be conducted	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SITE SPECIFIC</b>			
The American Job Center (AJC) identifier is highly visible inside and outside the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is easily identified in the community, with signage clearly visible to the public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC conveys a professional and welcoming environment, both inside and outside	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is within reasonable distance and accessibility of public transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate parking, including accessible, is available at the AJC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interior signage results in easy navigation for customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conference space sufficiently meets partner and customer needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate safety and security measures are in place to protect customers and staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an up-to-date, easily accessible Emergency Action plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Center hours are easily identifiable, and meet the requirement of 8:00am-4:30pm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is accessible, as required by the Americans with Disabilities Act's (ADA) standards	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
**not required** There is a written procedure for accommodation of customer requests for services to be provided outside of normal operating hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PERFORMANCE</b>			
The AJC contributes to the achievement of WIOA Performance Indicators for all core partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners track and periodically report performance outcomes to the LWDB, and reflects such in meeting minutes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The policies, processes, and actions of the AJC support of local levels of performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>RESOURCE AREAS</b>			
There is technology available to assist all customers, including customers with disabilities and non-English speaking customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Up-to-date information about services and supportive services is provided within the Resource areas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are precautions in place for preventing abuse of internet access	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff is readily available for assistance in the resource area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is sufficient, accessible work space and computer stations for customer use			
A calendar of services and events is easily visible and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>EQUAL OPPORTUNITY ASSURANCE</b>			
The Equal Opportunity Officer (EOO) regularly reviews the AJC's policies, procedures, and facility for accessibility and equal opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The EOO provides recommendations and technical assistance as a result of reviews	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC implements veteran's priority of service requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core program partner staff are periodically trained on EO practices	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate knowledge and use of assistive technologies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reasonable accommodations are provided in order to avoid discrimination and meet individual's needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate appropriate and effective communication with individuals with disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a Corrective Action Plan (CAP) in the event partners or customers identify barriers to services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMMATIC ACCESSIBILITY</b>			
The AJC provides basic and individualized career services in person or via technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides access to training, education, employment, supportive, and business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with the "direct linkage" requirement, all services are available through a direct connection with the AJC, either via on-site staff or via real-time technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifier is highly visible inside and outside the facility, and appears on all products, programs, services information, and facilities and properties	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have documented the referral and direct linkage system, and define both how referrals are tracked and that CAPs are in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All program services are made available and accessible to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a system in place to promptly greet all customers, identify their needs and reason for their visit, and quickly connect them to appropriate services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have identified the services applicable to their program, and the AJC staff has developed methods for integrated delivery of those services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duplication enrollment information is not requested via application or assessment across multiple programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to make knowledgeable referrals across partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to demonstrate that modified services provided to individuals with disabilities are ensured to be as effective as non-modified services provided	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistive technology devices or auxiliary aids are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a written policy in place that defines how partners make reasonable accommodations and handle requests for accommodations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC's resources include bilingual materials or translation services, when necessary	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

There is an organizational chart that reflects and ensures staff work in functional teams, rather than program specific teams, to coordinate programs, service delivery, and referrals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>CONTINUOUS IMPROVEMENT</b>			
The AJC provides labor market information (LMI)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners and OSO utilize performance reports and customer satisfaction survey results to identify methods for improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has regular staff meetings with all staff to build relationships, provide updates on center activities, and discuss strategies for AJC improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff have received customer service training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff have received training on how to use LMI to help customers identify career pathways, develop in-demand skills and credentials, and find jobs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a professional development plan for all AJC staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LWDB meeting minutes reflect discussions about strategic improvements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction surveys allows customers to provide comments	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction survey results are periodically reported to the LWDB and used to identify continuous improvement efforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a process in place for customers to provide feedback or complaints outside of the customer feedback survey, identifying how complaints are tracked and CAPs are implemented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has internal systems in place to identify and track operational efficiency and effectiveness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training on new policies, procedures, or guidance is available to AJC staff in a timely manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has an established process for examining how the center will identify and respond to technical assistance needs of customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**APPLICATION FOR CERTIFICATION**

**Date** 7/21/2020

**LWDA** Northern Middle

**Site to be Certified** American Job Center - Nashville

**Type of Site** **Comprehensive**

**Contact Person** Shavonne Meneese **Title** Site Lead TDOL

**Phone** 615-770-1906 **Email** [shavonne.meneese@tn.gov](mailto:shavonne.meneese@tn.gov)

**County** Davidson

**Address** 665 Mainstream Drive

**City** Nashville **State** TN **Zip Code** 37228

**Web site** \_\_\_\_\_

**Hours of Operation** 8:00 to 4:30 **Extended Hours** If needed

**Days of Operation** Monday through Friday

**I. Checklist – System Requirements**

The checklists below are to be used by sites and evaluators to help determine the extent to which system requirements are met and services and programs are present. Each application will vary in its responses based upon the level of certification being requested by the site and the agreements of the local partnership to best meet the needs of the locally-determined service delivery model.

	<b>Yes</b>	<b>No – (please provide plan for complying with this requirement)</b>
Compliance with Workforce System Policies	X	
ADA Accessibility	X	
Use of VOS for customer tracking	X	
Memorandum of Understanding for partners	X	
Workforce Brand used appropriately	X	
Wagner-Peyser services are co-located	X	
Specialized AJC has established target service group	X	

**REQUIRED PROGRAM/PARTNER CHECKLIST**

A) In the column named "On-Site," indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.

B) In the column named “Off-Site Electronic Connection,” make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from staff.

C) For programs/partners that are off-site where an agreement is in place to provide their basic career services in another manner, check the last column and attach a narrative explaining how this is accomplished (*use a separate sheet*).

<b>REQUIRED PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC CONNECTION</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER</b>
WIOA Title I Adult Services	37.5		
WIOA Title I Dislocated Worker Services	37.5		
WIOA Title I Youth Services	37.5		
Wagner-Peyser Title III	37.5		
Adult Education and Family and Literacy Title II (AE)			
Rehabilitation Act Title IV – Tennessee Vocational Rehabilitation (VR) Program	22.5		
Title V – Older Americans Act/Senior Community Service Employment	28		
<b>REQUIRED PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE</b>
Temporary Assistance for Needy Families	37.5		
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act			
Trade Adjustment Assistance	37.5		
Veterans Employment Services - Jobs for Veterans State Grant	37.5		
Community Services Block Grant			
Housing & Urban Development Employment & Training			
Unemployment Insurance		X	

**ADDITIONAL PARTNERS (not mandated)**

<b>ADDITIONAL PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE</b>
Ticket to Work and Self Sufficiency	By appointment as needed	X	
Tennessee Small Business Development Center			



Supplemental Nutrition Assistance Program Employment and Training	37.5		
Vocational Rehabilitation Pilot Projects			
Public Libraries			
Economic Development			
Local Government (City/County)			
Tennessee Employers	Staffing agencies on site to fill local jobs; schedule varies. At least one employer on site per day.		
<i>(please add partners as appropriate)</i>			

**CAREER SERVICES CHECKLISTS**

In the column named “On-Site,” check the basic career, individualized career, and training services that are currently available on-site for all job seeking customers who come into a comprehensive center, affiliate or access point site.

<b>BASIC CAREER SERVICES</b>	<b>ON- SITE</b>
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs	X
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment	X
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations	X
Outreach, intake and orientation to the information and other services available through the one-stop delivery system	X
Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system	X
Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation	X
Eligibility determination	X
Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	X
Information, in formats that are usable by and understandable to one- stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	X
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area	X
Provision of information and assistance regarding filing claims for unemployment compensation	X
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	X
Translation Services	X
Avaza Language Line	X
<i>Please list addition basic services</i>	



**BUSINESS SERVICES CHECKLIST**

Check the business services that are available to employers

<b>BUSINESS SERVICES</b>	<b>ON-SITE</b>
Establish and develop relationships and networks with large and small employers and their intermediaries	X
Develop, convene, or implement industry or sector partnerships	X
<b>Other Business Services (not mandatory)</b>	
Customized screening and referral of qualified participants in training services to employers	X
Customized services to employers, employer associations, or other such organizations, on employment-related issues	X
Customized recruitment events and related services for employers including targeted job fairs	X
Human resource consultation services e.g.: writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers comply with wage/hour and safety/health regulations;	X
Customized labor market information for specific employers, sectors, industries or clusters	X
Customized assistance or referral for assistance in the development of a registered apprenticeship program	X
Listing of Job Orders	X
Applicant Referral	X
Employer Needs Assessment	X
Unemployment Insurance Access	X
Access to Facilities	X
Translation Services	X
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers	X
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors	X
Marketing of business services offered to appropriate area employers, including small and mid-sized employers	X
Assisting employers with accessing local, State, and Federal tax credits	X

**II. Certification Criteria**

The following quality standards are the criteria by which Tennessee’s Local Workforce Development Boards assess and certify One-Stop Centers. These scores will be used by the Certification Review Team as benchmarks for the site and help point to both areas of excellence and those in need of improvement. Each site is asked to work together with leadership and staff to develop responses to the following.

**A. One-Stop Design**

**Functional and Programmatic Integration**

It is critical for the workforce system and its partners to think and act as an integrated system. Our partners ensure that client services are aligned to common goals and the customer experience is seamless – regardless of funding streams. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer’s success. Integration of programs is incorporated into planning, intake, assessment, registration, and service processes, information sharing, resource decisions, actions, results, and analyses.

I. Rank on a scale of 1 to 5, where the site believes it is in its path toward meeting, or exceeding, the stated standard.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

II. Provide **clear evidence** and **examples** of current status and future plans with strategies and timelines to reach these standards.

**Check the box where you think the site is with regard to Functional and Programmatic integration.**

5      **4**      3      2      1

**Describe your site’s approach to integrated service delivery and the use of functional teams to deliver career services to all customers.**

Services are integrated and delivered according to customer need without emphasis on program focus. Assessments are conducted on each customer to determine their needs and services. Service delivery is divided into three functions: Welcome Function (Basic Career Services), Skills/Career Development Function (Individualized Career Services), Business Services Function.

Cross training is provided to staff in order to provide participants efficiently with AJC basic services. Through knowledge of partner programs, staff can make the referrals appropriately to better serve participants needs.

Welcome Function (accomplishments):

- Staff is co-located in the work space for the Welcome Function
- Partners worked together to develop an orientation handout of information for all one stop services, handout includes a menu of services
- All Partners use VOS greeter to assist in serving participants more quickly and efficiently

Skills/Career Development Function:

- Partners developed an informal referral process
- Partners conduct in-depth interviewing and evaluation to identify barriers and employment goals
- Partners conduct formal assessments (AccuPlacer), development of IEP, determine appropriate staff for one-on-one counseling, career planning, and other individualized Coordinate with Trade Adjustment Assistance (TAA)
- Partner collaboration to coordinate with RESEA
- Partners developed a more define process for co-enrollment/referral
- Partners continuing to develop additional cross training or menu for services for internal staff

Business Services Function:

- Currently using the existing marketing materials for employers, collaborating with partners to develop this toll further

**Include a detailed diagram of customer flow, services available, assessment and referrals, and describe how the MIS is used to facilitate shared customer management across partner programs.**

The attached customer flow diagram reflects the services available through the AJC. The MIS component utilized is the Virtual One Stop data management system. Customers sign in through the VOS greeter, which enables staff to track customers as well as ensures prompt service. The greeter screen also gives customers a general idea of services available, but the Welcome Team further explains programs and services through the AJC Orientation.

Customer registration in Jobs4TN allows for information sharing among partner staff, including Title I, Title III, SNAP Employment and Training, Re-Employment Services Eligibility (RESEA), and Trade Adjustment Act (TAA). With the planned addition of Title II staff to the VOS data management system, the MIS system will be further enhanced to meet customer needs.

Customers referred to the Business Services Team are required to register in Jobs4TN. The data management system facilitates coordination among partners to ensure customers have received all necessary and available services. Behind the scenes, AJC staff and partners share customer goals informally to determine if co-enrollment or coordinated services are appropriate. Regulatory compliance is only one facet of the MIS function. This internal oversight allows the opportunity for customer review and consequently for suggestions of additional programs and services to benefit the customer, as well as to ensure the lack of duplicated services.

***Please list any best practices to highlight and share for continuous improvement.***

Ipad greeter is used to identify purpose for customer visit, in addition VOS is used to review current or previous enrollment activity

**Best Practices**

Hiring shared front desk staff person promoted functional alignment, unified staff and re-enforced the "one team" approach. Co-located staff workspaces are positioned together by functions to promote collaboration between partners; resulting in cohesive team behavior, a better coordinated effort, and better customer service.

***Accessibility***

***Service Provision, including Services, Universal Access, and Outreach to populations with barriers***

Improved availability, a welcoming atmosphere, inclusive settings, and high quality customer service benefit all customers. This extends services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services are provided to all customers within the center and via technology through online or phone access. Principles of universal design are considered when designs have inclusive space and materials available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.**

5

4

3

2

1

**Describe how the site works cooperatively with WIOA core partners to provide quality services to all customers. Describe your outreach to populations with barriers in the community and relationship with core program and community partners to effectively serve them.**

The site works cooperatively with WIOA core partners by serving all customers, including those with significant barriers to employment. AJC staff are committed to providing appropriate supportive services and/or referrals to help customers succeed. The core partners are crossed trained on all available programs and services, and because of that training are able to match customers with the most appropriate resource available. Several significant employment barriers can be addressed on site through staff trained in special programs such as RESEA, SNAP, or TANF.

In addition, collaborations exist with community programs and services working with specialized populations such as those without a high school diploma or those with criminal backgrounds. The AJC staff makes direct referrals and introductions for customers to ensure a smooth transition to community resources. Informational resources are disseminated and advertisements are made through a broad range of media sources (social media, billboards, radio and newspaper, etc.) to reach a broad audience. Off-site presentations occur in locations accessible and usable by all prospective customers, including those with disabilities and barriers to employment. All AJC job fairs and job recruiting events include outreach to schools, community agencies, non-profit organizations serving individuals with disabilities and those with employment barriers. The AJC community partnerships allow for the exploration of additional funding options for customers. Northern Middle has a Partnership Plus agreement with TN VR under the Ticket to Work Program.

**Provide evidence that basic ADA requirements have been met, including processes to provide reasonable accommodations for individuals with disabilities.**

Northern Middle has a designated Equal Opportunity Officer. Reasonable accommodations are provided for all aspects of a customer's experience in the AJC, such as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to individual need in order to ensure the customer receives equal benefits from the program or activity, and will be able to compete fairly. The following tag line, or something similar, is included on recruitment and outreach materials: "EOE. Auxiliary aids and services are available upon request to individuals with disabilities. TDY# 1-800-848-0299." The AJC staff participate in annual training related to providing service to customers with disabilities. The Local Workforce Development Board coordinates with the broader community, including transportation agencies and existing public and private sector service providers, to ensure that the AJC and services are accessible to all customers, including those with disabilities. ADA checklist has been completed.

**Describe initiatives or strategies in developing universal access and provide tangible evidence of implementation or solution driven plan development. Address the following four specific areas of access:**

1. Physical: Architectural or building
2. Information: all paper, printed or posted materials
3. Digital: software, Web-based programs and alternatives to print
4. Communication: verbal, non-verbal access for services, phone and other

**Describe your wireless internet infrastructure.** The AJC has a wireless access point which connects to an internal network. The wireless network is password protected. On site employers are provided with a password to access the network during job fairs. This password is changed to protect the network integrity. Customers are steered toward use of computers within the AJC Resource Center rather than accessing the wireless network on personal electronic devices.

Staff conducting workshops or customer recruitment off site are provided mobile hot spots in order to access the web for instructional purposes.

**How are the needs of populations with barriers met through staff-assisted and other means? Please include examples of outreach activities to reach targeted populations.**

Low educational attainment, poverty, lack of transportation, physical and/or mental limitations, and criminal history are just some of the employment barriers our customers face. Customers come to the AJC through self-referral, rapid response meetings, unemployment insurance claims, referrals from both internal and external agencies and organizations, on site HiSET testing, and marketing efforts such as social media. The AJC is near downtown business and on the bus lines. The building is handicapped accessible and is clearly marked. Aids and assistance are noted on printed materials and on building signs. Staff assistance is often needed to help customers with barriers become self-sufficient. Cross training of AJC staff allows customers to utilize services efficiently. The AJC partners with local agencies and organizations to perform outreach to targeted populations utilizing outreach tools such as social media, community newspapers, local radio, email campaigns, etc. Community outreach activities will ensure information and instructional activities are provided in libraries, housing communities and faith-based organizations for individuals who are unable to physically access the AJC.

**Describe your processes to assure effective communication with persons with disabilities. This includes providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.**

The AJC takes appropriate steps to ensure people with disabilities, including persons who are deaf, hard of hearing, or blind, or who have other sensory or manual impairments, have an equal opportunity to participate in our services, activities, programs, and other benefits. Availability of auxiliary aids and services are promoted through notices and printed materials. Sign language interpreters can be scheduled, and the AJC utilizes relay services for external telephone with TTY users through the state relay service, or using text, email, etc. Persons who are blind or visually impaired may be read to by staff. Additional assistive devices include high visibility keyboards, large print keyboards, lighted magnifiers, joy sticks and large track balls. Every resource center computer has screen reading and screen magnification capability. Staff may also assist customers with difficulty manipulating print materials by holding materials and turning pages as needed, or by providing one or more of the following: note-takers, speaker phones, or other effective methods to ensure effective communication by individuals with manual impairments.

***Please list any best practices to highlight and share for continuous improvement.***

Northern Middle participated in round 2 Disability Employment Initiative Grant (DEI) and is an Employment Network under the Social Security Administration's Ticket to Work Program. This has allowed Northern Middle to receive unrestricted funds from SSA whereby sustaining a Disability Resource Coordinator who works closely with individuals with disabilities, assisting them with employment. This work includes establishing and facilitating partnerships and collaborations, Integrated Resource Teams, Ticket to Work, Staff Training, and other projects related to the employment of individuals with disabilities.

***Customer Satisfaction***

**Describe how the voice of the customer is listened to and how your site incorporates both job seeker and business customer feedback as part of continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success? Please list any best practices to highlight and share for continuous improvement.**

Mid-Cumberland has electronic Customer Survey icons prominently posted on the desktop of each Resource Room computer. The company also has a 911 customer hotline posted in the AJC and calls result in a direct contact with senior management for timely response. Both praise and problems are shared and comments are used for staff development and training to address issues and concerns.

Mid-Cumberland has also developed and implemented a secret shopper program whereby each AJC is visited quarterly. Results from the secret shopper reports will provide a baseline for continuous improvement and sharing of best practices.

Employers receive a written survey upon exit of AJC based job fairs. Results are used for continuous improvement initiatives.

***Partnership***

The one-stop system is built upon a foundation of partners linked together to deliver a comprehensive array of services and reach the shared outcomes of employment, education, skills gains, and earnings. All core and required one-stop partners are present at the site and invested in the development and implementation of service delivery to connect customers to resources.

- 5 = achieved the standard and excelling
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- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Partnership.**

5

4

3

2

1

**Describe how the partnerships function at the site and the roles of each core partner from Title I – Adult, Dislocated Worker, and Youth, Title II - Adult Basic Education, Title III - Wagner-Peyser, Title IV - Vocational Rehabilitation, and TANF.**

Core partners on-site at the AJC during the Center's operating hours, Monday through Friday, 8:00 am - 4:30 pm, share responsibility for serving in the Welcome Function/Team. All of the core partners have staff who serve as members of the Skills/Career Development Function/Team, whether on-site or off-site by referral or electronic connection. For instance, Title I staff offer scholarships for postsecondary training while Title I, Title IV, and TANF may provide support services. Title II staff offer preparation classes for high school equivalency diploma and those needing remediation to enter the workforce, while Title III programs focus on connecting job seekers with employment opportunities through Jobs4TN and/or staff assistance. Staff members are cross-trained to allow for streamlined access to services and reduced duplication. Staff operate as a cohesive team and partner together to meet individual customers' needs.

**Describe how the partnerships function at the site with other required partners from postsecondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Corps, National Farmworker Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, SNAP E&T, etc.**

Contact information, including agency name, contact person, address, phone and fax numbers, e-mail address, etc., for all of the area required partner programs is available for team use. Furthermore, extensive community resources will be included in this resource material. While staff can access this information, a 2021 plan includes streamlining this information into a spreadsheet on a shared internal drive which can also be easily printed for customer dissemination. This information allows staff to connect and communicate with partners not operating at the site via referral and/or electronic connection. In order to offer a "warm hand-off," staff at the AJC will connect with the off-site partner staff while the customer is present in the AJC in order to ensure the desired services are delivered. For instance, staff in the AJC assist customers in utilizing the chat and/or ticket features to connect with UI staff while in the AJC. In addition, off-site partners will be invited and encouraged to attend on-site events at the AJC as appropriate; for example, a college and career fair would include many off-site educational and training partners.

**Describe how the affiliate/specialized centers are linked to non-colocated partners to ensure alignment with community and regional strategies. This includes tracking and appropriate follow-up. Please give examples of how this functions and the results for customers.**

In addition to the resource guide listed above, Memorandums of Understanding exist with partners establishing service delivery and referral methods. Cross referrals occur routinely through professional reference, telephone, electronic communication, or through AJC internal marketing such as brochures or listings. These methods of communication establish a regular flow of information and customer referrals from our team to the community and from those partners to our team.

An example of off-site partner is Adult Education. Customers who enter the AJC and lack a high school diploma are referred to the Volunteer State Community College for assessment and evaluation. A phone call is made while the customer is at the AJC to ensure a smooth transition between locations. Customers may be co-enrolled for services while attending adult education classes, but if not, the customer is referred back to the AJC for career assistance upon earning the high school equivalency diploma. The addition of Adult Education into the VOS system will enhance tracking and follow-up of these customers.

AJC staff are apprised of changes and updates affecting the regional labor market via leadership from the core partner through communication from the quarterly Consortium meeting, NTWB meetings, Regional Planning Council meetings, and various regional and local professional development opportunities. AJC leadership is active and involved in local communities and often has a seat at the table for local strategic planning and development initiatives.

**Describe how leadership works together to set the vision and goals for the site and then implements service strategies to achieve shared objectives.**

The AJC leadership of on-site partners meets monthly to develop strategies to implement goals set by the Northern Middle Tennessee Workforce Board. Goals are reviewed monthly, and progress is tracked by each program as well as in the AJC. The AJC leadership currently operates as a consortium of partners to bring the resources of their respective agencies to meet and exceed goals and objectives.

***Please list any best practices to highlight and share for continuous improvement.***

1. Outreach to diverse populations
2. Outreach to employers
3. Consortium of partners in place
4. IFA in place

*Employer Engagement*

Business is one of our primary customers and one-stop partners work collaboratively to deliver value-added services and eliminate duplication. Business services staff from all one-stop partners have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are connected to regional and local business partnership activities and sector strategies. Employers' human capital needs are communicated to and acted upon by the workforce system. Business services are coordinated to the maximum extent possible to limit duplication and streamline the employer experience.

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- 1 = no progress yet

**Check the box where you think the site is with regard to Employer Engagement.**

5      **4**      3      2      1

**Describe how partners work to deliver seamless business services. How do business services staff use and share labor market information? What strategies are used to involve employers in identifying skill gaps and developing solutions to meet their workforce needs?**

The Business Services team is focused on the needs of employers and is responsible for connecting with local industry, particularly those in the targeted industry sectors and occupations. The team strives to understand and meet the needs of employers through a variety of employer-driven initiatives including OJT grants, Incumbent Worker Training grants, apprenticeships, employer/education partnerships, job profiling, National Career Readiness Certificate testing, job postings, job fairs, and employee recruitment in order to assess needs and identify skill gaps as identified by employers. Business Services team members are active in local efforts directly involving business and industry, such as the Chamber of Commerce and Economic Development boards.

Partners are encouraged to participate in monthly multi-employer job fairs and weekly hiring events scheduled for individual employers that are planned by the Business Services team. Regular Business Services team meetings are held with partners to exchange information including labor market conditions, to coordinate services, and to keep the team updated on upcoming employer events and employers' human capital needs. The Business Services team sends out e-mails regularly to partners concerning employer's immediate needs. Employer events are posted on social media, community news outlets, and in the Resource Room so that all customers can participate.

**Describe how regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes.**

Regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes by:

- 1) Aligning education, training and employment with skill needs of local industries
- 2) Tailoring services and products to align with labor market
- 3) Providing job seekers with opportunities to upgrade skills in response to changing workforce needs
- 4) Identifying training and educational opportunities for in-demand local occupations and sectors

Since the local workforce area includes two MSAs and crosses state lines, our region is highly involved in economic development inside and outside of the local development area. The recruitment of employees for recently recruited industry such as Hankook and Beretta is an example of AJC active involvement in regional development

**How are career pathways and training modalities such as industry-recognized credentials, apprenticeship, on-the-job training, and other work-based learning opportunities aligned with employers' needs and marketed to support talent development?**

Active industry involvement begins early on a customer's learning pathway. Customers conduct research on Jobs4TN website to explore in-demand careers and the education and skills set required for those careers.

Education and training offered to customers is aligned with in-demand industry job openings. Options for work based learning and apprenticeships are balanced with formal education demanded to meet job requirements. Credentialing is explained and implemented as part of the customer's individual plan if appropriate for the desired career.

Supportive services are then aligned to assist customers to successfully complete formal education and/or training for a career pathway. The AJC team works diligently with customers to match customers to employer human talent needs.

***Please list any best practices to highlight and share for continuous improvement.***

The AJC holds offsite quarterly job fairs, with approximately 40 employers and over 300 attendees.

Weekly job fairs are held onsite, with 10-12 employers.



**Human Capital**

Each American Job Center will be a high-performance work place with staff equipped to demonstrate a visible passion for quality of service.

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- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.**

5      4      3      2      1

**Describe how centers will train and equip one-stop staff in an ongoing learning process and to ensure staff are cross-trained to increase staff capacity, expertise, and efficiency.**

AJC staff meet monthly to coordinate services and develop strategies to improve the customer experience. Updates to internal processes are shared via this meeting.

Leadership is exploring a cross-training initiative to include comprehensive and affiliate center staff along with partner staff to ensure new employees understand and can communicate all programs and services available at the AJC.

**Describe how centers will staff the one-stop centers with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one-stop center, and skilled in developing customers' skills for employment success.**

The AJC employs a group of well-trained and dedicated professionals who receive ongoing professional development opportunities. The staff works within the structure of functional teams in order to ensure daily interaction among partners, facilitating an informal exchange of information and brainstorming customer services.

Employees meet formally once per month, covering such topics as VOS updates, serving ex-offenders, utilizing the labor market information. In addition, Vet staff receives NVTI training, and professional Career Coach training is provided for staff who work directly with job seekers. The AJC team is aware of and utilizes a list of internal and external resources and services for customers.

**Describe how staff from multiple organizations will be equipped through cross-training and information tools to enable them to respond seamlessly to customer needs.**

Within the Welcome Function Team, multiple employees have been cross trained to handle intake and triage as customers access the AJC. All staff have been cross trained on the unemployment filing process and Help Desk Ticket to provide hands on assistance to customers who enter the AJC upon job loss.

A customer-centered approach allows AJC team members to assist customers regardless of program responsibility. Multiple employees have been trained to conduct a wide range of workshops within the center, including testing and assessments. The design of the VOS greeter requires customers be served quickly by the first available staff member, regardless of the staff area of expertise. This improves the customer experience and allows staff to use their expanded knowledge base of available programs and services.

**Describe how staff are assigned to and identify themselves with functions or services as opposed to agencies, and functional supervision of partner staff is in place.**

The Davidson County American Job Center has designed and organized its staff, delivery processes and facilities in a manner that streamlines customer service, and capitalizes on strong staff and technology. The process is designed to align with the AJC system and incorporate all of the guidance outlined in the One-Stop System Design.

The partners are functionally aligned in teams that comprise a Welcome Function, a Skills/Career Development Function, and a Business Service Function.

**Describe the bottom-up communications within the workforce system. This includes regular staff meetings, business services team meetings, or partner meetings that discuss recent and relevant resources, conduct training, and facilitate collaboration.**

Bottom-up communications begin with staff meetings of functional teams on a weekly basis, followed by AJC partner meetings on a monthly basis. Discussion includes positive and negative feedback from customers and employers, as well as staff ideas for continuous improvement opportunities. The monthly meeting provides a venue for discussion related to continuing the customer-centered culture. Feedback is received via employee surveys, customer suggestion boxes, program-specific questionnaires, and anecdotal notes from staff.

The operating philosophy within the AJC is an open door policy that supports two way communications between employees and management. In addition, HR support is available through Staff to the Board and Mid-Cumberland as needed.

The AJC has an integrated Business Services Team that provides effective services for employers based on industry-specific needs. The team conducts research to assess needs and identify skill gaps as identified by employers. This collaboration ensures human capital needs of the local job market are met.



**B. Infrastructure**

***Identification of Shared Costs (including non-personnel)***

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to identifying shared costs and maintaining equitable contributions are being addressed in the MOU.**

5	4	3	2	1
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**Please identify any policies and procedures that result in equitable contribution of infrastructure costs in one-stop center(s) among partners. (e.g. co-location with partners, infrastructure cost-sharing, pay-for-performance contracting)**

Fiscal Staff in Northern Middle utilized the One-Stop Comprehensive Financial Management Technical Assistance Guide as a model to develop the procedures in place to ensure equitable contribution of shared infrastructure cost. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. Expenses such as building rent, utilities, maintenance & repairs and janitorial are based upon actual square footage occupied in the AJC. Printing, telephone, postage, shipping, internet charges, document destruction, shared staff, advertising & marketing, office supplies, furniture and copier expenses are allocated based upon full-time equivalent staff members located in the AJC.

The Regional AJC leadership team reviews the infrastructure budget and makes additions or corrections before the document is signed and submitted to partners for signature prior to the beginning of the program year. Budgets are reviewed throughout the year at team meetings and monitored for compliance. Budget modifications are submitted as necessary to reflect changes in staff and ultimately changes in benefits received by each partner. The fiscal staff in Northern Middle follow strict purchasing and accounting procedures to procure and pay for the shared infrastructure costs. Generally Accepted Accounting Principles (GAAP) are followed to ensure proper controls such as segregation of duties and proper approval of expenditures.

**Provide assurance that the One-Stop Operator has developed, and is maintaining, the One-Stop (AJC Partners) Memorandum of Understanding to include the Infrastructure Mechanism.**

The Chief Local Elected Officials in Northern Middle designated Mid-Cumberland Human Resource Agency as the lead in a consortium model to serve as the One-Stop Operator upon inception of WIOA. The consortium will continue to serve in a management role until guidance from the TDL&WFD is issued and a competitive process is initiated. The consortium serves as the Regional AJC leadership team. Workforce Essentials, serving as the lead entity in the consortium, has developed and entered into a Memorandum of Understanding with the required AJC partners. An umbrella MOU serves as the guiding document to coordinate and leverage services to provide effective and unduplicated services.

The MOU and Infrastructure Financial Agreements outline the infrastructure mechanisms to share costs between AJC partners. The current MOU in Northern Middle is effective through June, 2021. The MOU will be updated upon release of guidance and director regarding the one-stop operator.

**How is the one-stop center's co-location being addressed in the MOU as it relates to infrastructure and shared services costs in the comprehensive and/or affiliate site(s)? How does the MOU reflect efforts to reduce duplication by improving program effectiveness through the sharing of services, resources and technologies among partners?**

Utilizing the One-Stop Comprehensive Financial Management Technical Assistance Guide, procedures have been established to ensure equitable contribution of shared infrastructure cost for co-located partners. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. The MOU outlines the functional organization, customer flow and service delivery in the AJC in order to reduce duplication and improve program effectiveness. The MOU aligns with the One-Stop System Design regarding the alignment of staff and services around workforce services functions, and to prevent the duplication of services while eliminating inefficient practices. This is accomplished through partner referrals, cross training staff, developing a single customer flow and co-enrolling clients.



*Distribution of Infrastructure Costs*

- 5 = achieved the standard and excelling
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- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to proper distribution of infrastructure costs among AJC core and required partners.**

5      4      3      2      1

**How is the one-stop center proportionately distributing costs among AJC partners that is based upon guidance provided in 2CFR Part 200, 20CFR 678 et. Al, "Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards" (or any corresponding similar regulation or ruling)?**

The Northern Middle Staff to the Board follows the Office of Management and Budget Compliance with Grants and Agreements when developing agreements under the Workforce Innovations and Opportunity Act. Paying particular attention to cost allocation plans and allowable costs, the agreements are reviewed to ensure compliance. The Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule is overarching guidance that is utilized ensure that cost allocation plans that are developed based upon the number of full-time equivalents and direct square footage in the AJC comply with the benefiting distribution.

**How were the methodologies for distributing the costs for both infrastructure costs and shared services agreed upon by partners? Provide evidence of meetings and/or discussions that led to the approved partner budget reflecting the shared costs. Include the approved budget that is included in the MOU.**

Methodologies are defined in the resource sharing agreement and aligned to state policies and procedures as well as federal regulation. Partners review the proposed expenditures and verify square footage and full-time equivalents before the budget is approved and submitted in IFA format. Details for shared resources are included in the IFA budget document. Partners have identified these resources which are of a shared benefit and useful to the operation and maintenance of the AJC. Quarterly consortium meetings are held to review the budget and expenditures which have been fully executed in the IFA. Partners may submit modification requests to the budget as needed based upon changes in the IFA factors such as full time equivalents. On August 5, 2020, the Consortium met and reviewed the IFA budget for 2019-2020 and adopted the new budget for 2020-2021.

**Describe how the one-stop center is aligning its technology data systems across partner programs thru the shared costs budget and/or other agreed upon arrangements.**

The AJC shares the voice and data costs throughout the AJC system. Long distance service costs are controlled and distributed via a unique identifier assigned to all employees in the AJC. Workforce Essentials, serving as lead in the consortium provides internet service to the resource room and allocates cost to the RSA accordingly. Staff in the AJC utilize the JOBS4TN data management system in order to efficiently manage cases and avoid duplication of services. The VOS Greeter tracks customer flow by partner in each AJC.

*Program and Fiscal Compliance*

**How prepared is the one-stop center to adopt and promote alignment of cross-program policies and operations that ensures fiscal compliance?**

Cross-program alignment in Northern Middle had been promoted by the fact that Workforce Essentials and Mid-Cumberland operates several of the partner programs including WIOA Title I, Title II and TANF. This has enabled co-location of services in the comprehensive and affiliate centers across multiple workforce development areas. In addition, a pilot project with TAA has allowed Trade programs to be delivered through the affiliate AJCs by Title I staff. SNAP and RESEA programs have also been incorporated in functional service delivery. In all cases, staff have been trained in program rules and regulations to ensure fiscal compliance. In addition, Workforce Essentials and mid-Cumberland maintain a quality assurance team to monitor programmatic and fiscal compliance. Along with PAR and an independent certified public accountant, audits and reviews are conducted to maintain program and fiscal integrity. Monthly meetings within the AJC and quarterly partner meetings allow for increased communication and program alignment.

**Describe how each partner in the AJC has demonstrated fiscal transparency and efficiency thru timely, detailed, and accurate reporting and payment of AJC costs (includes reconciliation of costs by partner programs).**

Each partner is invoiced on a monthly basis for actual costs incurred during the previous month. Because costs are recorded on an actual basis, reconciliation is not required. If an accrual is required, and the actual cost is different than the accrual, an adjustment will be made in the next reporting cycle. Invoices are submitted with supporting documentation as needed and requested to adhere to TDL&WFD policies and procedures. During consortium meeting, invoices are reviewed and approved. Invoices are recorded and booked as accounts receivable and entered in the GRANTS4TN system. If a partner fails to pay his or her agreed upon share, they will be sent a written past due notice. If they do not acknowledge the notice and pay the invoice, they will be asked to leave the partnership and the AJC.

**How has the one-stop center reviewed its staffing and contractor staffing levels to identify adjustments needed to implement provisions under WIOA.**

Customer flow in the AJC is measured through the VOS Greeter. In addition, customer case loads are analyzed through Jobs4TN to document workload. Youth contractors are evaluated to ensure that adequate funding is allocated to work experience activities in order to comply with program guidelines. Northern Middle fully utilized cross functional alignment in order to maximize efficiency in affiliate AJCs. This reduces silos and allows staff to maintain a single customer flow while bridging the gap between businesses and job seekers. Functional alignment is both an opportunity and a tool to effectively organize staff and facilities to streamline customer delivery.

**Outline how the infrastructure funding has helped to reduce overhead by streamlining and sharing financial, procurement, and facilities costs?**

The philosophy behind one-stop career centers is for all partners to come together under one roof for the alignment of staff and services to improve efficiency in operations and leverage funding. This is accomplished in Northern Middle through strong partner participation in the AJC system which has allowed for larger and more comprehensive centers and services. For example, by aligning with the TANF/Families First Program, the AJC system has leveraged over \$103,000 of savings from rent, utilities, supplies and shared staffing paid for by TANF. This is money that the AJC system (WIOA) would have had to pay for or reduce infrastructure to fund the amount from other activities or program. Likewise, the Adult Education program has saved the system \$81,643 by incorporating their services into the AJC. The Mature Worker program provides valued added staffing in the centers through their work experience program. While it does not reduce the physical infrastructure, it does reduce the staffing expenses. Procurement of supplies simplifies needed resources in the AJC for the resource center and other common areas. Title 1 has assumed the internet connections in the resource center to avoid costly per month node fees; thus saving the system financial resources.

**Provide assurance that services provided by the one-stop partners help to reduce duplication or increase financial efficiency are allowable under that partner's programs.**

Each Partner defines in the Memorandum of Understanding the method of referral and the description of on-site and off-site services that will be offered through the AJC system. By each partner defining their own services, the burden of program allowability is shifted to the individual partner. If service integration demands that partners provide additional services, then it is up to the individual partner to address allowability concerns with their program authority. In no instance should a program provide authorized services which might cause questioned costs.

**Performance**

***Performance and Accountability***

Results and outcomes for the public investment in Tennessee’s workforce system are essential to the system’s relevance. The effectiveness of service to employers and job seekers is evident in system performance and service delivery decisions are based on data. On an ongoing basis, customer data from one-stop partners and regional economic data is collected, analyzed, and shared with all workforce system staff and community stakeholders. Plans for improvement, enhancement, or adjustment are established and acted upon.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Performance and Accountability.**

5       4      3      2      1

**Describe how you measure, analyze, review, and improve workforce system performance through the use of data and information.**

The AJC utilizes the Virtual One-Stop in order to collect, measure, review, and analyze data, including data regarding required performance measures. The system also allows for data regarding case loads, Center traffic, case notes, exit status, and various other measures to be generated into reports for specified time periods, which are shared with staff, NTWB board members, and local chief elected officials. Local monitoring of Title I enrollments is managed by an MIS department, allowing for internal review to avoid duplicated services as well as to ensure compliance with program guidelines. The MIS department serves as a resource for programs beyond Title I. Internal fiscal contract review is also provided to maximize utilization and to ensure optimum performance is reached. When conducting Rapid Response and related TAA activities, a customer needs survey is used to prepare the AJC to meet the needs of impacted customers.

The AJC leadership team facilitates needed changes and improvements, and provides ongoing professional development to ensure the staff remains updated on regulatory changes from the state or federal level. The AJC benefits from the timely review of data by the AJC leadership team and is able to adjust practices in response to changing needs of the local community, job-seeker customers, and employers. In addition, the AJC team works diligently to share best practices to improve the performance of workforce professionals and to enhance the customer experience; the AJC team has the flexibility to make operational changes as needed to help customers succeed.

**Describe how this data is shared with staff and stakeholders and what changes have resulted from use of data. How has data been used (example) to improve services?**

Generated reports are reviewed by senior management, NMTWB board members, local chief elected officials, and the AJC leadership team. The AJC provides performance projections on a monthly and quarterly basis to senior management and the NMTWB. Senior management and the NMTWB also review labor market, economic development, and census data, as well as impending regulatory changes, to enhance daily operations. Annual performance outcomes are included in employee performance reviews, a practice which provides accountability for performance measures at all levels.

**What methods are in place for staff to provide feedback? How do you incorporate staff feedback as part of continuous quality improvement? How are staff informed that their feedback was reviewed and any action taken as a result? What metrics are used to show improvement and success?**

Employees are able to submit/provide feedback through employee satisfaction surveys, as well as at any time through electronic or face-to-face interaction with an immediate supervisor or senior management. Supervisors at all levels practice an "open door" policy, which provides employees with constant access to assistance. If employees submit a concern, issue, or question, they are informed electronically or in person about resulting actions. Staff to the Board has a dedicated Human Resource department that is available to AJC employees as an extension of supervisor assistance.

Departmental, AJC, AJC leadership, and senior management team meetings provide another venue for employee input and suggestions. Changes and responses to employee suggestions are communicated in person, electronically, or by telephone. A culture of follow-up in response to employee suggestions and ideas exists at all levels.

Employees are also able to establish a "Help Desk ticket" to provide feedback for areas of quality and/or customer service improvement. Help Desk ticket reports are generated monthly, and feedback to the employee is immediate.

***Please list any best practices to highlight and share for continuous improvement.***

AJC cross-training including all partners has improved the customer experience through using data in decision making.

Community outreach in response to data has expanded the customer base and improved the placement of quality employees for local employers.

AJC monthly meetings provide a venue for sharing performance in a timely manner so that adjustments in staffing or service delivery strategies can be made.

Providing employees with multiple ways to share their front line expertise and creative ideas creates positive staff morale, which not only creates a positive workplace, but improves the customer experience.



**TENNESSEE DEPARTMENT OF HUMAN SERVICES - VOCATIONAL REHABILITATION PROGRAM**  
**ACCESSIBILITY AND ACCOMMODATION SURVEY**

**AMERICAN JOB CENTER AT NASHVILLE, TN**

Location: 665 Mainstream Drive  
Nashville, TN 37243

Date of Survey: July 14, 2020

Survey conducted by: Tylesha McCray, Vocational Rehabilitation Program  
Assisted by AJC staff

The Tennessee Vocational Rehabilitation (VR) Program is authorized to provide information and technical assistance to individuals and entities that are covered by the Americans with Disabilities Act (ADA) and Workforce Innovation and Opportunity Act (WIOA) Section 188. However, VR is not responsible for enforcement of the ADA or WIOA requirements. The information and/or technical assistance in this report are intended solely as informational guidance and are neither a determination of legal rights or responsibilities under the ADA or WIOA nor binding on any agency enforcement responsibilities under the ADA or WIOA.

Following are the survey findings and recommendations. Referral may be made to the Accessibility and Accommodation Guidelines for specific ADA requirements and information.

**1.0 Parking**

- 1.1 The topography of the parking area is relatively level with no obstructions or hazards.
- 1.2 The parking area has approximately 300 parking spaces.
- 1.3 There are 10 accessible parking spaces with appropriate accessible parking signage posted and painted on the pavement and appropriate painted striped aisles adjacent to the spaces.
- 1.4 There are two spaces appropriately marked van accessible with appropriately painted striped aisle adjacent to the space.
- 1.5 There are appropriate curb cuts to allow accessibility to the building entrance.

Recommendations: None

**2.0 Entrance**

- 2.1 The main front entrance and the entrance on the south side of the building are fully accessible. The side entrance does not have a universal accessibility symbol.
- 2.2 Both entrances are visually monitored by staff.

Recommendations:

- a. Either post a universal accessibility symbol on the south side entrance door or add signage directing individuals to the front door.

**3.0 Reception**

- 3.1 The reception area desk is not wheelchair accessible. Staff is aware of how to greet and serve an individual in a wheelchair.
- 3.2 There is no information available at the reception area desk that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.

Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by staff by increasing the font size to 18 - 22.
- b. Information should be available at the front desk to inform individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:

“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”

**4.0 Public Areas**

- 4.1 All public areas are accessible with no hazards.

Recommendations: None

**5.0 Accessible Restrooms**

- 5.1 Restrooms are fully accessible and are properly marked as accessible.

Recommendations: None

**6.0 Resource Room**

- 6.1 The resource room is fully accessible for individuals using wheelchairs and who have dexterity disabilities.

- 6.2 Staff are able to demonstrate software for individuals who are blind or visually impaired.
- 6.3 There is no information available that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.
- 6.4 Staff is available to accommodate the use of computers, printers, faxes and copiers when needed.

Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by increasing the font size to 18 - 22.
- b. Information should be available that informs individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:  
  
"Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants."
- c. Ensure that staff is aware of how to instruct an individual on using available computer accommodations.

**7.0 Communication**

- 7.1 A telecommunications device for the deaf is not available. Staff is aware of how to use the phone relay service for the deaf and computers to communicate with the deaf and hard of hearing.
- 7.2 Staff is aware of contacting VR for assistance with obtaining documents in Braille.
- 7.3 Staff is aware of how to contact and schedule a sign language interpreter.
- 7.4 An FM Assistive Listening System is not available.

Recommendations:

- a. In accordance with ADA effective communication guidelines, a text telephone or video phone should be available for individuals who are deaf or hard of hearing.
- b. In accordance with ADA effective communication guidelines, an FM Assistive Listening System should be available for the use of individuals who are hard of hearing and need to attend training classes. One device may be shared between Centers.

## **8.0 Signage**

8.1 Room identification signage is present at the proper height and with Braille.

Recommendations: None

## **9.0 Drinking Fountains**

9.1 The drinking fountain is fully accessible.

Recommendations: None

## **10.0 Fire Alarms**

10.1 There is a fire alarm system with strobe lights.

Recommendations: None

## **11.0 Emergency Egress Planning**

11.1 There is a general knowledge of emergency egress planning.

11.2 Staff understands that in the event of an emergency that all rooms within the building, including restrooms, need to be cleared of customers and that individuals with disabilities may require additional assistance to exit the building.

Recommendations:

a. Maintain staff awareness of emergency procedures.

In general, staff is ready to accommodate individuals with disabilities if accommodations are not available. For example, staff is ready to provide personal assistance for individuals with visual impairments; are able to raise tables for persons in wheelchairs; are able to rearrange furniture for persons in wheelchairs; etc.

## One-Stop Certification Checklist

<b>Date:</b> July 23, 2020		<b>Type of AJC:</b> Affiliate	
<b>American Job Center Address:</b> 299 10 <sup>th</sup> Ave East, Springfield, TN 37172			
<b>Contact Name:</b> Mallory Morris		<b>Contact Phone:</b> (615) 384-1097	<b>Contact Email:</b> Mallory.Morris@MCHRA.com
CRITERIA	MET	NOT MET	N/A
REQUIRED PARTNERS			
Title I Adult Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title I Dislocated Worker Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wagner-Peyser Title III	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Adult Education	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vocational Rehabilitation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Title V SCSEP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TANF	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career and Technical Education Program (postsecondary) Carl D. Perkins Act	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Trade Adjustment Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Veterans Employment Services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community Services Block Grant	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing & Urban Development Employment & Training	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Unemployment Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Services of one more core partners are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ONE-STOP OPERATIONS			
The MOU between the LWDB and required One-Stop partners is signed and in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The MOU reflects the name and location of the AJC and the way in which required core partners will integrate services within the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The center is implementing the MOU specifications	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The One-Stop Operator (OSO) is competitively selected and is in compliance with state and federal guidelines	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the OSO are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider (CSP) are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least one Title I staff member and one Wagner-Peyser staff member will be on-site during operating hours, and have the capacity to provide services to all individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The AJC is operating in a cost-efficient manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC actively conducts outreach and provides services such as participation in workshops, job fairs and recruitment events	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing materials provide an overview of all core partner services, and are available to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC connects with the community through multiple community partnerships and access points	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The AJC staff view themselves as part of the One-Stop system, and views all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers placed in economically sustainable employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers receiving education and training services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has identified ways to support the changing role as TANF as a one-stop partner, including coordination of services and enrollment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff view themselves as part of the One-Stop systems, and view all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON PARTICIPANT SERVICE</b>			
The AJC operates during required business hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides flexible operating hours, including evenings and weekends	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is established to provide services tailored to the needs of a specific group	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer meetings tailored to the needs of a specific group being serviced	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides initial assessment of skill level, aptitudes, abilities, and supportive service needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC utilizes labor market employment statistics information, relating to local, regional, and national labor market areas, including job vacancy listings, information on job skills necessary to obtain the jobs: and information relating to local occupations in demand and the earnings, skills requirements, and opportunities for advancement for such occupations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff members can identify regional targeted sector pathways, and understands those terms in implementation of providing services to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has available, and provides when applicable, education and training opportunities for customers at multiple skill and experience levels	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has intensive menu of training opportunities, and staff is available to assist customers with enrollment, including career pathways to middle class jobs, education and training, work-based learning, OJT, and registered apprenticeships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are competent and proficient in establishing eligibility for programs, or financial aid assistance for education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides ease of access to credentialed education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC uses LMI to actively promote targeted sector and high-demand occupations to customers, including job search and placement services, and career counseling	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan identifies ways in which core partners will integrate services and referrals among partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners support integrated intake, case management, and reporting outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a customer feedback process in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides information and assistance regarding filing claims for unemployment compensation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON BUSINESS SERVICE</b>			

The AJC establishes and develops relationships and networks with large and small employers and their intermediaries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC develops, convenes, and implements industry or sector or partnerships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a defined strategy for capturing employer input on design and delivery of job-seeker services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer services, including qualified candidate referral, on-site recruitment events, pre-employment testing, employee aptitude verification, and subsidies for hiring and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifies technical assistance needs for improving business results and utilization of available resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan specifies the ways in which core partners will identify and respond to local area economic needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan and/or MOU define specific ways in which the AJC will match existing business relationships and new business relationships with skilled workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a business customer feedback in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a cooperatively functioning Business Services Team (BST) in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan clearly outlines how business services will be conducted	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SITE SPECIFIC</b>			
The American Job Center (AJC) identifier is highly visible inside and outside the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is easily identified in the community, with signage clearly visible to the public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC conveys a professional and welcoming environment, both inside and outside	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is within reasonable distance and accessibility of public transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate parking, including accessible, is available at the AJC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interior signage results in easy navigation for customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conference space sufficiently meets partner and customer needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate safety and security measures are in place to protect customers and staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an up-to-date, easily accessible Emergency Action plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Center hours are easily identifiable, and meet the requirement of 8:00am-4:30pm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is accessible, as required by the Americans with Disabilities Act's (ADA) standards	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>**not required**</b> There is a written procedure for accommodation of customer requests for services to be provided outside of normal operating hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PERFORMANCE</b>			
The AJC contributes to the achievement of WIOA Performance Indicators for all core partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners track and periodically report performance outcomes to the LWDB, and reflects such in meeting minutes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The policies, processes, and actions of the AJC support of local levels of performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>RESOURCE AREAS</b>			
There is technology available to assist all customers, including customers with disabilities and non-English speaking customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Up-to-date information about services and supportive services is provided within the Resource areas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are precautions in place for preventing abuse of internet access	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff is readily available for assistance in the resource area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is sufficient, accessible work space and computer stations for customer use			
A calendar of services and events is easily visible and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>EQUAL OPPORTUNITY ASSURANCE</b>			
The Equal Opportunity Officer (EOO) regularly reviews the AJC's policies, procedures, and facility for accessibility and equal opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The EOO provides recommendations and technical assistance as a result of reviews	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC implements veteran's priority of service requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core program partner staff are periodically trained on EO practices	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate knowledge and use of assistive technologies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reasonable accommodations are provided in order to avoid discrimination and meet individual's needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate appropriate and effective communication with individuals with disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a Corrective Action Plan (CAP) in the event partners or customers identify barriers to services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMMATIC ACCESSIBILITY</b>			
The AJC provides basic and individualized career services in person or via technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides access to training, education, employment, supportive, and business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with the "direct linkage" requirement, all services are available through a direct connection with the AJC, either via on-site staff or via real-time technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifier is highly visible inside and outside the facility, and appears on all products, programs, services information, and facilities and properties	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have documented the referral and direct linkage system, and define both how referrals are tracked and that CAPs are in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All program services are made available and accessible to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a system in place to promptly greet all customers, identify their needs and reason for their visit, and quickly connect them to appropriate services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have identified the services applicable to their program, and the AJC staff has developed methods for integrated delivery of those services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duplication enrollment information is not requested via application or assessment across multiple programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to make knowledgeable referrals across partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to demonstrate that modified services provided to individuals with disabilities are ensured to be as effective as non-modified services provided	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistive technology devices or auxiliary aids are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a written policy in place that defines how partners make reasonable accommodations and handle requests for accommodations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC's resources include bilingual materials or translation services, when necessary	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

There is an organizational chart that reflects and ensures staff work in functional teams, rather than program specific teams, to coordinate programs, service delivery, and referrals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>CONTINUOUS IMPROVEMENT</b>			
The AJC provides labor market information (LMI)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners and OSO utilize performance reports and customer satisfaction survey results to identify methods for improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has regular staff meetings with all staff to build relationships, provide updates on center activities, and discuss strategies for AJC improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff have received customer service training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff have received training on how to use LMI to help customers identify career pathways, develop in-demand skills and credentials, and find jobs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a professional development plan for all AJC staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LWDB meeting minutes reflect discussions about strategic improvements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction surveys allows customers to provide comments	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction survey results are periodically reported to the LWDB and used to identify continuous improvement efforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a process in place for customers to provide feedback or complaints outside of the customer feedback survey, identifying how complaints are tracked and CAPs are implemented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has internal systems in place to identify and track operational efficiency and effectiveness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training on new policies, procedures, or guidance is available to AJC staff in a timely manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has an established process for examining how the center will identify and respond to technical assistance needs of customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**APPLICATION FOR CERTIFICATION**

Date July 24, 2020

LWDA Northern Middle

Site to be Certified American Job Center - Springfield

Type of Site Affiliate

Contact Person Mallory Morris Title Point of Contact

Phone 615-384-1097 Email [mallory.morris@mchra.com](mailto:mallory.morris@mchra.com)

County Robertson

Address 299 10th Avenue East

City Springfield State TN Zip Code 37172

Web site \_\_\_\_\_

Hours of Operation 8:00 to 4:30 Extended Hours Possible

Days of Operation Monday through Friday

**I. Checklist – System Requirements**

The checklists below are to be used by sites and evaluators to help determine the extent to which system requirements are met and services and programs are present. Each application will vary in its responses based upon the level of certification being requested by the site and the agreements of the local partnership to best meet the needs of the locally-determined service delivery model.

	Yes	No – (please provide plan for complying with this requirement)
Compliance with Workforce System Policies	X	
ADA Accessibility	X	
Use of VOS for customer tracking	X	
Memorandum of Understanding for partners	X	
Workforce Brand used appropriately	X	
Wagner-Peyser services are co-located		
Specialized AJC has established target service group		

**REQUIRED PROGRAM/PARTNER CHECKLIST**

A) In the column named "On-Site," indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.

B) In the column named "Off-Site Electronic Connection," make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from staff.

C) For programs/partners that are off-site where an agreement is in place to provide their basic career services in another manner, check the last column and attach a narrative explaining how this is accomplished (*use a separate sheet*).

REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER
WIOA Title I Adult Services	37.5		
WIOA Title I Dislocated Worker Services	37.5		
WIOA Title I Youth Services	24		
Wagner-Peyser Title III	As needed by appointment	X	
Adult Education and Family and Literacy Title II (AE)	28	X	
Rehabilitation Act Title IV – Tennessee Vocational Rehabilitation (VR) Program		X	
Title V – Older Americans Act/Senior Community Service Employment	28	X	
REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN
Temporary Assistance for Needy Families	37.5		
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act		X	
Trade Adjustment Assistance	As needed by appointment		
Veterans Employment Services - Jobs for Veterans State Grant	As needed by appointment		
Community Services Block Grant			
Housing & Urban Development Employment & Training			



Unemployment Insurance		X	
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**ADDITIONAL PARTNERS (not mandated)**

<b>ADDITIONAL PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN</b>
Ticket to Work and Self Sufficiency	By appointment as needed.	X	
Tennessee Small Business Development Center			
Supplemental Nutrition Assistance Program Employment and Training	By appointment as needed.	X	
Vocational Rehabilitation Pilot Projects			
Public Libraries			
Economic Development			
Local Government (City/County)			
Tennessee Employers	Staffing agencies on site to fill local jobs; schedule varies. At least one employer on site per week.	X	
<i>(please add partners as appropriate)</i>			

**CAREER SERVICES CHECKLISTS**

In the column named "On-Site," check the basic career, individualized career, and training services that are currently available on-site for all job seeking customers who come into a comprehensive center, affiliate or access point site.

<b>BASIC CAREER SERVICES</b>	<b>ON- SITE</b>
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs	X
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment	X
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations	X
Outreach, intake and orientation to the information and other services available through the one-stop delivery system	X
Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system	X
Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation	X
Eligibility determination	X
Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	X
Information, in formats that are usable by and understandable to one- stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	X
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area	X
Provision of information and assistance regarding filing claims for unemployment compensation	X
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	X
Translation Services	X
Avaza Language Line	X
<i>Please list addition basic services</i>	
Job Preparedness Workshops	X
<i>Please list addition basic services</i>	



**BUSINESS SERVICES CHECKLIST**

Check the business services that are available to employers

<b>BUSINESS SERVICES</b>	<b>ON-SITE</b>
Establish and develop relationships and networks with large and small employers and their intermediaries	X
Develop, convene, or implement industry or sector partnerships	X
<b>Other Business Services (not mandatory)</b>	
Customized screening and referral of qualified participants in training services to employers	X
Customized services to employers, employer associations, or other such organizations, on employment-related issues	X
Customized recruitment events and related services for employers including targeted job fairs	X
Human resource consultation services e.g.: writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers comply with wage/hour and safety/health regulations;	X
Customized labor market information for specific employers, sectors, industries or clusters	X
Customized assistance or referral for assistance in the development of a registered apprenticeship program	X
Listing of Job Orders	X
Applicant Referral	X
Employer Needs Assessment	X
Unemployment Insurance Access	X
Access to Facilities	X
Translation Services	X
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers	X
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors	X
Marketing of business services offered to appropriate area employers, including small and mid-sized employers	X
Assisting employers with accessing local, State, and Federal tax credits	X
Customized Employer Screening Testing	X
Job application pre-screening for skills match	X
Interview space	X
TN Drug-Free Workplace	X



**II. Certification Criteria**

The following quality standards are the criteria by which Tennessee’s Local Workforce Development Boards assess and certify One-Stop Centers. These scores will be used by the Certification Review Team as benchmarks for the site and help point to both areas of excellence and those in need of improvement. Each site is asked to work together with leadership and staff to develop responses to the following.

**A. One-Stop Design**

***Functional and Programmatic Integration***

It is critical for the workforce system and its partners to think and act as an integrated system. Our partners ensure that client services are aligned to common goals and the customer experience is seamless – regardless of funding streams. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer’s success. Integration of programs is incorporated into planning, intake, assessment, registration, and service processes, information sharing, resource decisions, actions, results, and analyses.

I. Rank on a scale of 1 to 5, where the site believes it is in its path toward meeting, or exceeding, the stated standard.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

II. Provide **clear evidence** and **examples** of current status and future plans with strategies and timelines to reach these standards.

Check the box where you think the site is with regard to  
Functional and Programmatic integration.

5	<input checked="" type="checkbox"/>	3	2	1
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**Describe your site's approach to integrated service delivery and the use of functional teams to deliver career services to all customers.**

Service integration by all partners is the key to customer success and program delivery. The affiliate center is aligned into three functional teams: the welcome team, skills development team, and the business services team. Each function is focused on a single process to move customers and employers forward quickly among partner functions.

The Welcome Team, a shared partner responsibility, triages customer needs immediately while providing a positive and professional first impression. As part of the welcome function, customers are registered on Jobs4TN. In addition, orientation to the AJC is part of the welcome function. Customers requiring basic career services such as computer-based job search, general research on labor market information, or labor exchange services are served by the Welcome Team.

Using information gathered from the customer service needs checklist, customers are handed off to the skills/career development team. The skills/career development team assesses the skill sets of individuals, determines eligibility for programs and services, provides individualized career counseling and training services, and places customers on an appropriate career path. This function includes identifying support needs and requires significant staff involvement through case management. This team works to ensure customer success.

The business services team identifies opportunities to address the human resource needs of employers and works directly to meet employer needs through a variety of services ranging from hosting AJC job fairs to evaluating the potential for employer OJT or Apprenticeship programs. Specific services and products may be designed to meet employer needs. The business services team understands the local job sub-market and trends, and interacts directly with employers. Members of this team participate in the local Chamber of Commerce and Economic Development community-based activities to facilitate the working relationship necessary to meet employer needs. Sharing information among all AJC partners provides the opportunity for customers to align with local employers when skill sets are matched with employer needs.

At partner meetings, team members representing all functional teams meet to share information and collaborate in order to meet and exceed customer and employer expectations.

**Include a detailed diagram of customer flow, services available, assessment and referrals, and describe how the MIS is used to facilitate shared customer management across partner programs.**

The attached customer flow diagram reflects the services available through the AJC. The MIS component utilized is the Virtual One Stop data management system. Customers sign in through the VOS greeter, which enables staff to track customers as well as ensures prompt service. The greeter screen also gives customers a general idea of services available, but the Welcome Team further explains programs and services through the AJC Orientation.

Customer registration in Jobs4TN allows for information sharing among partner staff, including Title I, Title III, SNAP Employment and Training, Re-Employment Services Eligibility (RESEA), and Trade Adjustment Act (TAA). With the planned addition of Title II staff to the VOS data management system, the MIS system will be further enhanced to meet customer needs.

Customers referred to the Business Services Team are required to register in Jobs4TN. The data management system facilitates coordination among partners to ensure customers have received all necessary and available services. Behind the scenes, AJC staff and partners share customer goals informally to determine if co-enrollment or coordinated services are appropriate. Regulatory compliance is only one facet of the MIS function. This internal oversight allows the opportunity for customer review and consequently for suggestions of additional programs and services to benefit the customer, as well as to ensure the lack of duplicated services.

*Please list any best practices to highlight and share for continuous improvement.*

1. Created AJC Menu of Services for partner and customer use.
2. Assistance for job seeker customers in the resource room provided by WP staff.
3. Facilitated monthly meetings of partner staff.
4. Participated in community events such as parades and local run/walk events for visibility.
5. Participated in local Chamber of Commerce to enhance relationships with local business and industry.

### ***Accessibility***

#### ***Service Provision, including Services, Universal Access, and Outreach to populations with barriers***

Improved availability, a welcoming atmosphere, inclusive settings, and high quality customer service benefit all customers. This extends services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services are provided to all customers within the center and via technology through online or phone access. Principles of universal design are considered when designs have inclusive space and materials available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do

- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.**

5      4      3      2      1

**Describe how the site works cooperatively with WIOA core partners to provide quality services to all customers. Describe your outreach to populations with barriers in the community and relationship with core program and community partners to effectively serve them.**

The site works cooperatively with WIOA core partners by serving all customers, including those with significant barriers to employment. AJC staff are committed to providing appropriate supportive services and/or referrals to help customers succeed. The core partners are cross trained on all available programs and services, and because of that training are able to match customers with the most appropriate resource available. Several significant employment barriers can be addressed on site through staff trained in special programs such as RESEA, SNAP, or TANF.

In addition, collaborations exist with community programs and services working with specialized populations such as those without a high school diploma or those with criminal backgrounds. The AJC staff makes direct referrals and introductions for customers to ensure a smooth transition to community resources. Informational resources are disseminated and advertisements are made through a broad range of media sources (social media, billboards, radio and newspaper, etc.) to reach a broad audience. Off-site presentations occur in locations accessible and usable by all prospective customers, including those with disabilities and barriers to employment. All AJC job fairs and job recruiting events include outreach to schools, community agencies, non-profit organizations serving individuals with disabilities and those with employment barriers. The AJC community partnerships allow for the exploration of additional funding options for customers. Northern Middle has a Partnership Plus agreement with TN VR under the Ticket to Work Program.

**Provide evidence that basic ADA requirements have been met, including processes to provide reasonable accommodations for individuals with disabilities.**

Northern Middle has a designated Equal Opportunity Officer. Reasonable accommodations are provided for all aspects of a customer's experience in the AJC, such as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to individual need in order to ensure the customer receives equal benefits from the program or activity, and will be able to compete fairly. The following tag line, or something similar, is included on recruitment and outreach materials: "EOE. Auxiliary aids and services are available upon request to individuals with disabilities. TDY# 1-800-848-0299." The AJC staff participate in annual training related to providing service to customers with disabilities. The Local Workforce Development Board coordinates with the broader community, including transportation agencies and existing public and private sector service providers, to ensure that the AJC and services are accessible to all customers, including those with disabilities. ADA checklist has been completed.

**Describe initiatives or strategies in developing universal access and provide tangible evidence of implementation or solution driven plan development. Address the following four specific areas of access:**

1. Physical: Architectural or building

2. Information: all paper, printed or posted materials
3. Digital: software, Web-based programs and alternatives to print
4. Communication: verbal, non-verbal access for services, phone and other

**Describe your wireless internet infrastructure.** The AJC has a wireless access point which connects to an internal network. The wireless network is password protected. On site employers are provided with a password to access the network during job fairs. This password is changed to protect the network integrity. Customers are steered toward use of computers within the AJC Resource Center rather than accessing the wireless network on personal electronic devices.

Staff conducting workshops or customer recruitment off site are provided mobile hot spots in order to access the web for instructional purposes.

**How are the needs of populations with barriers met through staff-assisted and other means? Please include examples of outreach activities to reach targeted populations.**

Low educational attainment, poverty, lack of transportation, physical and/or mental limitations, and criminal history are just some of the employment barriers our customers face. Customers come to the AJC through self-referral, rapid response meetings, unemployment insurance claims, referrals from both internal and external agencies and organizations, on site HiSET testing, and marketing efforts such as social media. The AJC is accessible and has high visibility at a major intersection, and is within walking distance of public housing. The building is handicapped accessible and is clearly marked. Aids and assistance are noted on printed materials and on building signs. Staff assistance is often needed to help customers with barriers become self-sufficient. Cross training of AJC staff allows customers to utilize services efficiently. The AJC partners with local agencies and organizations to perform outreach to targeted populations utilizing outreach tools such as social media, community newspapers, local radio, email campaigns, etc. Community outreach activities will ensure information and instructional activities are provided in libraries, housing communities and faith-based organizations for individuals who are unable to physically access the AJC.

**Describe your processes to assure effective communication with persons with disabilities. This includes providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.**

The AJC takes appropriate steps to ensure people with disabilities, including persons who are deaf, hard of hearing, or blind, or who have other sensory or manual impairments, have an equal opportunity to participate in our services, activities, programs, and other benefits. Availability of auxiliary aids and services are promoted through notices and printed materials. Sign language interpreters can be scheduled, and the AJC utilizes relay services for external telephone with TTY users through the state relay service, or using text, email, etc. Persons who are blind or visually impaired may be read to by staff. Additional assistive devices include high visibility keyboards, large print keyboards, lighted magnifiers, joy sticks and large track balls. Every resource center computer has screen reading and screen magnification capability. Staff may also assist customers with difficulty manipulating print materials by holding materials and turning pages as needed, or by providing one or more of the following: note-takers, speaker phones, or other effective methods to ensure effective communication by individuals with manual impairments.

*Please list any best practices to highlight and share for continuous improvement.*

Northern Middle participated in round 2 Disability Employment Initiative Grant (DEI) and is an Employment Network under the Social Security Administration's Ticket to Work Program. This has allowed Northern Middle to receive unrestricted funds from SSA whereby sustaining a Disability Resource Coordinator who works closely with individuals with disabilities, assisting them with employment. This work includes establishing and facilitating partnerships and collaborations, Integrated Resource Teams, Ticket to Work, Staff Training, and other projects related to the employment of individuals with disabilities.

**Customer Satisfaction**

**Describe how the voice of the customer is listened to and how your site incorporates both job seeker and business customer feedback as part of continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success? Please list any best practices to highlight and share for continuous improvement.**

Mid-Cumberland has an electronic link on the desktop of each Resource Center computer, allowing each job seeker direct input on the quality of service provided. Northern Middle also has a 911 customer hotline posted in the AJC and calls result in a direct contact with senior management for timely response. Both praise and problems are shared and comments are used for staff development and training to address issues and concerns.

Employers receive a written survey upon exit of AJC based job fairs. Results are used for continuous improvement initiatives.

**Partnership**

The one-stop system is built upon a foundation of partners linked together to deliver a comprehensive array of services and reach the shared outcomes of employment, education, skills gains, and earnings. All core and required one-stop partners are present at the site and invested in the development and implementation of service delivery to connect customers to resources.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
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- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Partnership.**

5

4

3

2

1

**Describe how the partnerships function at the site and the roles of each core partner from Title I– Adult, Dislocated Worker, and Youth, Title II - Adult Basic Education, Title III - Wagner-Peyser, Title IV - Vocational Rehabilitation, and TANF.**

Core partners on-site at the AJC during the Center's operating hours, Monday through Friday, 8:00 am - 4:30 pm, share responsibility for serving in the Welcome Function/Team. All of the core partners have staff who serve as members of the Skills/Career Development Function/Team, whether on-site or off-site by referral or electronic connection. For instance, Title I staff offer scholarships for postsecondary training while Title I, Title IV, and TANF may provide support services. Title II staff offer preparation classes for high school equivalency diploma and those needing remediation to enter the workforce, while Title III programs focus on connecting job seekers with employment opportunities through Jobs4TN and/or staff assistance. Staff members are cross-trained to allow for streamlined access to services and reduced duplication. Staff operate as a cohesive team and partner together to meet individual customers' needs.

**Describe how the partnerships function at the site with other required partners from postsecondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Corps, National Farmworker Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, SNAP E&T, etc.**

Contact information, including agency name, contact person, address, phone and fax numbers, e-mail address, etc., for all of the area required partner programs is available for team use. Furthermore, extensive community resources will be included in this resource material. While staff can access this information, a 2021 plan includes streamlining this information into a spreadsheet on a shared internal drive which can also be easily printed for customer dissemination. This information allows staff to connect and communicate with partners not operating at the site via referral and/or electronic connection. In order to offer a "warm hand-off," staff at the AJC will connect with the off-site partner staff while the customer is present in the AJC in order to ensure the desired services are delivered. For instance, staff in the AJC assist customers in utilizing the chat and/or ticket features to connect with UI staff while in the AJC. In addition, off-site partners will be invited and encouraged to attend on-site events at the AJC as appropriate; for example, a college and career fair would include many off-site educational and training partners.

**Describe how the affiliate/specialized centers are linked to non-colocated partners to ensure alignment with community and regional strategies. This includes tracking and appropriate follow-up. Please give examples of how this functions and the results for customers.**

In addition to the resource guide listed above, Memorandums of Understanding exist with partners establishing service delivery and referral methods. Cross referrals occur routinely through professional reference, telephone, electronic communication, or through AJC internal marketing such as brochures or listings. These methods of communication establish a regular flow of information and customer referrals from our team to the community and from those partners to our team.

AJC staff are apprised of changes and updates affecting the regional labor market via leadership from the core partner through communication from the quarterly Consortium meeting, NMTWB meetings, Regional Planning Council meetings, and various regional and local professional development opportunities. AJC leadership is active and involved in local communities and often has a seat at the table for local strategic planning and development initiatives.

**Describe how leadership works together to set the vision and goals for the site and then implements service strategies to achieve shared objectives.**

The AJC leadership of on-site partners meets monthly to develop strategies to implement goals set by the Northern Middle Tennessee Workforce Board. Goals are reviewed monthly, and progress is tracked by each program as well as in the AJC. The AJC leadership currently operates as a consortium of partners to bring the resources of their respective agencies to meet and exceed goals and objectives.

*Please list any best practices to highlight and share for continuous improvement.*

1. Outreach to diverse populations
2. Outreach to employers
3. Consortium of partners in place
4. IFA in place
5. Goals and objectives in place
6. Master summary activity report is part of ongoing evaluation
7. Annual Customer and Employer Recognition
8. AJC staff supports Adult Education graduation events.
9. Career Development Facilitator Certification

***Employer Engagement***

Business is one of our primary customers and one-stop partners work collaboratively to deliver value-added services and eliminate duplication. Business services staff from all one-stop partners have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are connected to regional and local business partnership activities and sector strategies. Employers' human capital needs are communicated to and acted upon by the workforce system. Business services are coordinated to the maximum extent possible to limit duplication and streamline the employer experience.

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- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

**Check the box where you think the site is with regard to Employer Engagement.**

5      **4**      3      2      1

**Describe how partners work to deliver seamless business services. How do business services staff use and share labor market information? What strategies are used to involve employers in identifying skill gaps and developing solutions to meet their workforce needs?**

The Business Services team is focused on the needs of employers and is responsible for connecting with local industry, particularly those in the targeted industry sectors and occupations. The team strives to understand and meet the needs of employers through a variety of employer-driven initiatives including OJT grants, Incumbent Worker Training grants, apprenticeships, employer/education partnerships, job profiling, job postings, job fairs, and employee recruitment in order to assess needs and identify skill gaps as identified by employers. Business Services team members are active in local efforts directly involving business and industry, such as the Chamber of Commerce and Economic Development boards.

Partners are encouraged to participate in multi-employer job fairs and hiring events scheduled for individual employers that are planned by the Business Services team. Regular Business Services team meetings are held with partners to exchange information including labor market conditions, to coordinate services, and to keep the team updated on upcoming employer events and employers' human capital needs. The Business Services team sends out e-mails regularly to partners concerning employer's immediate needs. Employer events are posted on social media, community news outlets, and in the Resource Room so that all customers can participate.

**Describe how regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes.**

Regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes by:

- 1) Aligning education, training and employment with skill needs of local industries
- 2) Tailoring services and products to align with labor market
- 3) Providing job seekers with opportunities to upgrade skills in response to changing workforce needs
- 4) Identifying training and educational opportunities for in-demand local occupations and sectors

Since the local workforce area includes two MSAs and crosses state lines, our region is highly involved in economic development inside and outside of the local development area.

**How are career pathways and training modalities such as industry-recognized credentials, apprenticeship, on-the-job training, and other work-based learning opportunities aligned with employers' needs and marketed to support talent development?** Active industry involvement begins early on a customer's learning pathway. Customers conduct research on Jobs4TN website to explore in-demand careers and the education and skills set required for those careers.

Education and training offered to customers is aligned with in-demand industry job openings. Options for work based learning and apprenticeships are balanced with formal education demanded to meet job requirements. Credentialing is explained and implemented as part of the customer's individual plan if appropriate for the desired career.

Supportive services are then aligned to assist customers to successfully complete formal education and/or training for a career pathway. The AJC team works diligently with customers to match customers to employer human talent needs.

*Please list any best practices to highlight and share for continuous improvement.*

1. The AJC hosts major employers to facilitate their hiring in Robertson County. The AJC staff reviewed applications and made direct referrals to the company for on-site interviews.
2. Weekly job fairs are held in conjunction with employers in the AJC.

### ***Human Capital***

Each American Job Center will be a high-performance work place with staff equipped to demonstrate a visible passion for quality of service.

5 = achieved the standard and excelling

4 = significantly meeting standard with some work yet to do

3 = have some of the elements in place, some of the time

2 = making progress but long way to go

1 = no progress yet

**Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.**

5

4

3

2

1

**Describe how centers will train and equip one-stop staff in an ongoing learning process and to ensure staff are cross-trained to increase staff capacity, expertise, and efficiency.**

AJC staff meet monthly to coordinate services and develop strategies to improve the customer experience. Updates to internal processes are shared via this meeting.

Leadership is exploring a cross-training initiative to include comprehensive and affiliate center staff along with partner staff to ensure new employees understand and can communicate all programs and services available at the AJC.

**Describe how centers will staff the one-stop centers with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one-stop center, and skilled in developing customers' skills for employment success.**

The AJC employs a group of well-trained and dedicated professionals who receive ongoing professional development opportunities. The staff works within the structure of functional teams in order to ensure daily interaction among partners, facilitating an informal exchange of information and brainstorming customer services.

Employees meet formally once per month, covering such topics as VOS updates, serving ex-offenders, utilizing the labor market information. In addition, Vet staff receives NVTI training, and professional Career Coach training is provided for staff who work directly with job seekers. The AJC team is aware of and utilizes a list of internal and external resources and services for customers.

**Describe how staff from multiple organizations will be equipped through cross-training and information tools to enable them to respond seamlessly to customer needs.**

Within the AJC, employees have been cross trained to handle intake and triage as customers access the AJC. All staff have been cross trained on the unemployment filing process and Help Desk Ticket to provide hands on assistance to customers who enter the AJC upon job loss.

A customer-centered approach allows AJC team members to assist customers regardless of program responsibility. Multiple employees have been trained to conduct a wide range of workshops within the center, including testing and assessments. The design of the VOS greeter requires customers be served quickly by the first available staff member, regardless of the staff area of expertise. This improves the customer experience and allows staff to use their expanded knowledge base of available programs and services.

**Describe how staff are assigned to and identify themselves with functions or services as opposed to agencies, and functional supervision of partner staff is in place.**

The Robertson County American Job Center has designed and organized its staff, delivery processes and facilities in a manner that streamlines customer service, and capitalizes on strong staff and technology. The process is designed to align with the AJC system and incorporate all of the guidance outlined in the One-Stop System Design.

The partners are functionally aligned in teams that comprise a Welcome Function, a Skills/Career Development Function, and a Business Service Function.

**Describe the bottom-up communications within the workforce system. This includes regular staff meetings, business services team meetings, or partner meetings that discuss recent and relevant resources, conduct training, and facilitate collaboration.**

Bottom-up communications begin with staff meetings of functional teams on a weekly basis, followed by AJC partner meetings on a monthly basis. Discussion includes positive and negative feedback from customers and employers, as well as staff ideas for continuous improvement opportunities. The monthly meeting provides a venue for discussion related to continuing the customer-centered culture. Feedback is received via employee surveys, customer suggestion boxes, program-specific questionnaires, and anecdotal notes from staff.

The operating philosophy within the AJC is an open door policy that supports two way communications between employees and management. In addition, HR support is available through Staff to the Board as needed.

The AJC has an integrated Business Services Team that provides effective services for employers based on industry-specific needs. The team conducts research to assess needs and identify skill gaps as identified by employers. This collaboration ensures human capital needs of the local job market are met.



**B. Infrastructure**

***Identification of Shared Costs (including non-personnel)***

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to identifying shared costs and maintaining equitable contributions are being addressed in the MOU.

5	<input checked="" type="checkbox"/>	3	2	1
---	-------------------------------------	---	---	---

Please identify any policies and procedures that result in equitable contribution of infrastructure costs in one-stop center(s) among partners. (e.g. co-location with partners, infrastructure cost-sharing, pay-for-performance contracting)

Fiscal Staff in Northern Middle utilized the One-Stop Comprehensive Financial Management Technical Assistance Guide as a model to develop the procedures in place to ensure equitable contribution of shared infrastructure cost. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. Expenses such as building rent, utilities, maintenance & repairs and janitorial are based upon actual square footage occupied in the AJC. Printing, telephone, postage, shipping, internet charges, document destruction, shared staff, advertising & marketing, office supplies, furniture and copier expenses are allocated based upon full-time equivalent staff members located in the AJC.

The Regional AJC leadership team reviews the infrastructure budget and makes additions or corrections before the document is signed and submitted to partners for signature prior to the beginning of the program year. Budgets are reviewed throughout the year at team meetings and monitored for compliance. Budget modifications are submitted as necessary to reflect changes in staff and ultimately changes in benefits received by each partner. The fiscal staff in Northern Middle follow strict purchasing and accounting procedures to procure and pay for the shared infrastructure costs. Generally Accepted Accounting Principles (GAAP) are followed to ensure proper controls such as segregation of duties and proper approval of expenditures.

**Provide assurance that the One-Stop Operator has developed, and is maintaining, the One-Stop (AJC Partners) Memorandum of Understanding to include the Infrastructure Mechanism.**

The Chief Local Elected Officials in Northern Middle designated Mid-Cumberland Human Resource Agency as the lead in a consortium model to serve as the One-Stop Operator upon inception of WIOA. The consortium will continue to serve in a management role until guidance from the TDL&WFD is issued and a competitive process is initiated. The consortium serves as the Regional AJC leadership team. Workforce Essentials, serving as Staff to the Board and the lead entity in the consortium, has developed and entered into a Memorandum of Understanding with the required AJC partners. An umbrella MOU serves as the guiding document to coordinate and leverage services to provide effective and unduplicated services.

The MOU and Infrastructure Financial Agreements outline the infrastructure mechanisms to share costs between AJC partners. The current MOU in Northern Middle is effective through June, 2021. The MOU will be updated upon release of guidance and director regarding the one-stop operator.

**How is the one-stop center's co-location being addressed in the MOU as it relates to infrastructure and shared services costs in the comprehensive and/or affiliate site(s)? How does the MOU reflect efforts to reduce duplication by improving program effectiveness through the sharing of services, resources and technologies among partners?**

Utilizing the One-Stop Comprehensive Financial Management Technical Assistance Guide, procedures have been established to ensure equitable contribution of shared infrastructure cost for co-located partners. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. The MOU outlines the functional organization, customer flow and service delivery in the AJC in order to reduce duplication and improve program effectiveness. The MOU aligns with Workforce Services One-Stop System Design regarding the alignment of staff and services around workforce services functions, and to prevent the duplication of services while eliminating inefficient practices. This is accomplished through partner referrals, cross training staff, developing a single customer flow and co-enrolling clients.



Distribution of Infrastructure Costs

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to proper distribution of infrastructure costs among AJC core and required partners.

5 4 3 2 1

4 (selected)

How is the one-stop center proportionately distributing costs among AJC partners that is based upon guidance provided in 2CFR Part 200, 20CFR 678 et. Al, "Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards" (or any corresponding similar regulation or ruling)?

Workforce Essentials as Staff to the Board follows the Office of Management and Budget Compliance with Grants and Agreements when developing agreements under the Workforce Innovations and Opportunity Act. Paying particular attention to cost allocation plans and allowable costs, the agreements are reviewed to ensure compliance. The Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule is overarching guidance that is utilized ensure that cost allocation plans that are developed based upon the number of full-time equivalents and direct square footage in the AJC comply with the benefiting distribution.

How were the methodologies for distributing the costs for both infrastructure costs and shared services agreed upon by partners? Provide evidence of meetings and/or discussions that led to the approved partner budget reflecting the shared costs. Include the approved budget that is included in the MOU.

Methodologies are defined in the resource sharing agreement and aligned to state policies and procedures as well as federal regulation. Partners review the proposed expenditures and verify square footage and full-time equivalents before the budget is approved and submitted in IFA format. Details for shared resources are included in the IFA budget document. Partners have identified these resources which are of a shared benefit and useful to the operation and maintenance of the AJC. Quarterly consortium meetings are held to review the budget and expenditures which have been fully executed in the IFA. Partners may submit modification requests to the budget as needed based upon changes in the IFA factors such as full time equivalents. On August 5, 2020, the Consortium met and reviewed the IFA budget for 2019-2020 and adopted the new budget for 2020-2021.

**Describe how the one-stop center is aligning its technology data systems across partner programs thru the shared costs budget and/or other agreed upon arrangements.**

The AJC shares the voice and data costs throughout the AJC system. Long distance service costs are controlled and distributed via a unique identifier assigned to all employees in the AJC. Northern Middle provides internet service to the resource room and allocates cost to the IFA accordingly. Staff in the AJC utilize the JOBS4TN data management system in order to efficiently manage cases and avoid duplication of services. The VOS Greeter tracks customer flow by partner in each AJC.

### ***Program and Fiscal Compliance***

**How prepared is the one-stop center to adopt and promote alignment of cross-program policies and operations that ensures fiscal compliance?**

Cross-program alignment in Northern Middle had been promoted by the fact that Workforce Essentials and Mid-Cumberland operate several of the partner programs including WIOA Title I, Title II and TANF. This has enabled co-location of services in the comprehensive and affiliate centers across multiple workforce development areas. In addition, a pilot project with TAA has allowed Trade programs to be delivered through the affiliate AJCs by Title I staff. SNAP and RESEA programs have also been incorporated in functional service delivery. In all cases, staff have been trained in program rules and regulations to ensure fiscal compliance. In addition, Workforce Essentials and Mid-Cumberland maintain a quality assurance team to monitor programmatic and fiscal compliance. Along with PAR and an independent certified public accountant, audits and reviews are conducted to maintain program and fiscal integrity. Monthly meetings within the AJC and quarterly partner meetings allow for increased communication and program alignment.

**Describe how each partner in the AJC has demonstrated fiscal transparency and efficiency thru timely, detailed, and accurate reporting and payment of AJC costs (includes reconciliation of costs by partner programs).**

Each partner is invoiced on a monthly basis for actual costs incurred during the previous month. Because costs are recorded on an actual basis, reconciliation is not required. If an accrual is required, and the actual cost is different than the accrual, an adjustment will be made in the next reporting cycle. Invoices are submitted with supporting documentation as needed and requested to adhere to TDL&WFD polices and procedures. During consortium meeting, invoices are reviewed and approved. Invoices are recorded and booked as accounts receivable and entered in the GRANTS4TN system. If a partner fails to pay his or her agreed upon share, they will be sent a written past due notice. If they do not acknowledge the notice and pay the invoice, they will be asked to leave the partnership and the AJC.

**How has the one-stop center reviewed its staffing and contractor staffing levels to identify adjustments needed to implement provisions under WIOA.**

Customer flow in the AJC is measured through the VOS Greeter. In addition, customer case loads are analyzed through Jobs4TN to document workload. Youth contractors are evaluated to ensure that adequate funding is allocated to work experience activities in order to comply with program guidelines. Northern Middle fully utilized cross functional alignment in order to maximize efficiency in affiliate AJCs. This reduces silos and allows staff to maintain a single customer flow while bridging the gap between businesses and job seekers. Functional alignment is both an opportunity and a tool to effectively organize staff and facilities to streamline customer delivery.

**Outline how the infrastructure funding has helped to reduce overhead by streamlining and sharing financial, procurement, and facilities costs?**

The philosophy behind one-stop career centers is for all partners to come together under one roof for the alignment of staff and services to improve efficiency in operations and leverage funding. This is accomplished in Northern Middle through strong partner participation in the AJC system which has allowed for larger and more comprehensive centers and services. For example, by aligning with the TANF/Families First Program, the AJC system has leveraged over \$103,000 of savings from rent, utilities, supplies and shared staffing paid for by TANF. This is money that the AJC system (WIOA) would have had to pay for or reduce infrastructure to fund the amount from other activities or program. Likewise, the Adult Education program has saved the system \$81,643 by incorporating their services into the AJC. The Mature Worker program provides valued added staffing in the centers through their work experience program. While it does not reduce the physical infrastructure, it does reduce the staffing expenses. Procurement of supplies simplifies needed resources in the AJC for the resource center and other common areas. Title 1 has assumed the internet connections in the resource center to avoid costly per month node fees; thus saving the system financial resources.

**Provide assurance that services provided by the one-stop partners help to reduce duplication or increase financial efficiency are allowable under that partner's programs.**

Each Partner defines in the Memorandum of Understanding the method of referral and the description of on-site and off-site services that will be offered through the AJC system. By each partner defining their own services, the burden of program allowability is shifted to the individual partner. If service integration demands that partners provide additional services, then it is up to the individual partner to address allowability concerns with their program authority. In no instance should a program provide authorized services which might cause questioned costs.

**Performance**

***Performance and Accountability***

Results and outcomes for the public investment in Tennessee’s workforce system are essential to the system’s relevance. The effectiveness of service to employers and job seekers is evident in system performance and service delivery decisions are based on data. On an ongoing basis, customer data from one-stop partners and regional economic data is collected, analyzed, and shared with all workforce system staff and community stakeholders. Plans for improvement, enhancement, or adjustment are established and acted upon.

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- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to Performance and Accountability.

5       4      3      2      1

**Describe how you measure, analyze, review, and improve workforce system performance through the use of data and information.**

The AJC utilizes the Virtual One-Stop in order to collect, measure, review, and analyze data, including data regarding required performance measures. The system also allows for data regarding case loads, Center traffic, case notes, exit status, and various other measures to be generated into reports for specified time periods, which are shared with staff, NMTWB board members, and local chief elected officials. Local monitoring of Title I enrollments is managed by an MIS department, allowing for internal review to avoid duplicated services as well as to ensure compliance with program guidelines. The MIS department serves as a resource for programs beyond Title I. Internal fiscal contract review is also provided to maximize utilization and to ensure optimum performance is reached. When conducting Rapid Response and related TAA activities, a customer needs survey is used to prepare the AJC to meet the needs of impacted customers.

The AJC leadership team facilitates needed changes and improvements, and provides ongoing professional development to ensure the staff remains updated on regulatory changes from the state or federal level. The AJC benefits from the timely review of data by the AJC leadership team and is able to adjust practices in response to changing needs of the local community, job-seeker customers, and employers. In addition, the AJC team works diligently to share best practices to improve the performance of workforce professionals and to enhance the customer experience; the AJC team has the flexibility to make operational changes as needed to help customers succeed.

**Describe how this data is shared with staff and stakeholders and what changes have resulted from use of data. How has data been used (example) to improve services?**

Generated reports are reviewed by senior management, NMTWB board members, local chief elected officials, and the AJC leadership team. The AJC provides performance projections on a monthly and quarterly basis to senior management and the NMTWB. Senior management and the NMTWB also review labor market, economic development, and census data, as well as impending regulatory changes, to enhance daily operations. Annual performance outcomes are included in employee performance reviews, a practice which provides accountability for performance measures at all levels.

**What methods are in place for staff to provide feedback? How do you incorporate staff feedback as part of continuous quality improvement? How are staff informed that their feedback was reviewed and any action taken as a result? What metrics are used to show improvement and success?**

Employees are able to submit/provide feedback through employee satisfaction surveys, as well as at any time through electronic or face-to-face interaction with an immediate supervisor or senior management. Supervisors at all levels practice an "open door" policy, which provides employees with constant access to assistance. If employees submit a concern, issue, or question, they are informed electronically or in person about resulting actions. Staff to the Board has a dedicated Human Resource department that is available to AJC employees as an extension of supervisor assistance.

Departmental, AJC, AJC leadership, and senior management team meetings provide another venue for employee input and suggestions. Changes and responses to employee suggestions are communicated in person, electronically, or by telephone. A culture of follow-up in response to employee suggestions and ideas exists at all levels.

Employees are also able to establish a "Help Desk ticket" to provide feedback for areas of quality and/or customer service improvement. Help Desk ticket reports are generated monthly, and feedback to the employee is immediate.

*Please list any best practices to highlight and share for continuous improvement. .*

AJC cross-training including all partners has improved the customer experience through using data in decision making.

Community outreach in response to data has expanded the customer base and improved the placement of quality employees for local employers.

AJC monthly meetings provide a venue for sharing performance in a timely manner so that adjustments in staffing or service delivery strategies can be made.

Providing employees with multiple ways to share their front line expertise and creative ideas creates positive staff morale, which not only creates a positive workplace, but improves the customer experience.



TENNESSEE DEPARTMENT OF HUMAN SERVICES - VOCATIONAL REHABILITATION PROGRAM  
**ACCESSIBILITY AND ACCOMMODATION SURVEY**

**AMERICAN JOB CENTER AT SPRINGFIELD, TN**

Location: 299 10<sup>th</sup> Avenue East  
Springfield, TN 37172

Date of Survey: July 21, 2020

Survey conducted by: Tylesha McCray, Vocational Rehabilitation Program  
Assisted by AJC staff

The Tennessee Vocational Rehabilitation (VR) Program is authorized to provide information and technical assistance to individuals and entities that are covered by the Americans with Disabilities Act (ADA) and Workforce Innovation and Opportunity Act (WIOA) Section 188. However, VR is not responsible for enforcement of the ADA or WIOA requirements. The information and/or technical assistance in this report are intended solely as informational guidance and are neither a determination of legal rights or responsibilities under the ADA or WIOA nor binding on any agency enforcement responsibilities under the ADA or WIOA.

Following are the survey findings and recommendations. Referral may be made to the Accessibility and Accommodation Guidelines for specific ADA requirements and information.

**1.0 Parking**

- 1.1 The topography of the parking area is relatively level with no obstructions or hazards.
- 1.2 The parking area has approximately 50 parking spaces at the front and along the south side.
- 1.3 There are 3 accessible parking spaces and 1 van accessible parking space located at the AJC entrance with appropriate accessible parking signage posted and painted on the pavement and appropriate painted striped aisles adjacent to the spaces.

Recommendations: None

**2.0 Entrance**

- 2.1 The entrance door meets accessibility requirements and has an automatic door opener on the inside of the building, but not on the outside. There is a doorbell available if an individual needs assistance.
- 2.2 The entrance has an unsecured rubber mat located outside and inside the entrance door.

Recommendations:

- a. Unsecured mats at entrances should either be secured to the floor along all edges or be removed.

**3.0 Reception**

- 3.1 The reception area desk is not wheelchair accessible. Staff is aware of how to greet and serve an individual in a wheelchair.
- 3.2 There is no information available at the reception area desk that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.

Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by staff by increasing the font size to 18 - 22.
- b. Information should be available at the front desk to inform individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:

“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”

**4.0 Public Areas**

- 4.1 All public areas are accessible with no hazards.

Recommendations: None

**5.0 Accessible Restrooms**

- 5.1 Restrooms are fully accessible but do not have the universal accessibility symbol posted.

Recommendations:

- a. Post accessible symbol identification plaque with Braille on the wall on the lever side of the door.

**6.0 Resource Room**

- 6.1 The resource room workstations meet the minimum requirement for wheelchair accessibility.
- 6.2 The resource room cannot accommodate individuals with dexterity disabilities.
- 6.3 The resource room can accommodate individuals who are blind or who have visual impairments.
- 6.4 There is no information available that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.
- 6.5 Staff is available to accommodate the use of computers, printers, faxes and copiers when needed.

Recommendations:

- a. Provide a trackball mouse and alternative keyboard for individuals with dexterity disabilities.
- b. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by increasing the font size to 18 - 22.
- c. Information should be available that informs individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:  
  
"Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants."
- d. Ensure that staff is aware of how to instruct an individual on using available computer accommodations.

**7.0 Communication**

- 7.1 A telecommunications device for the deaf is not available. Staff is aware of how to use the phone relay service for the deaf and computers to communicate with the deaf and hard of hearing.
- 7.2 Staff is aware of contacting VR for assistance with obtaining documents in Braille.
- 7.3 Staff is aware of how to contact and schedule a sign language interpreter.
- 7.4 An FM Assistive Listening System is not available.

Recommendations:

- a. In accordance with ADA effective communication guidelines, a text telephone or video phone should be available for individuals who are deaf or hard of hearing.
- b. In accordance with ADA effective communication guidelines, an FM Assistive Listening System should be available for the use of individuals who are hard of hearing and need to attend training classes. One device may be shared between Centers.

## **8.0 Signage**

- 8.1 Room identification plaques are not present.

Recommendations: Mount room identification plaques at the appropriate height for Braille readers, which is 60 inches above the floor to the center of the plaque.

## **9.0 Drinking Fountains**

- 9.1 The drinking fountain is not accessible, but cups are available.

Recommendations: None

## **10.0 Fire Alarms**

- 10.1 There is not a fire alarm system.

Recommendations:

- a. The building should meet the requirements set forth by the local fire marshal.

## **11.0 Emergency Egress Planning**

- 11.1 There is a general knowledge of emergency egress planning.

- 11.2 Staff understands that in the event of an emergency that all rooms within the building, including restrooms, need to be cleared of customers and that individuals with disabilities may require additional assistance to exit the building.

Recommendations: None

In general, staff is ready to accommodate individuals with disabilities if accommodations are not available. For example, staff is ready to provide personal assistance for individuals with visual impairments; are able to raise tables for persons in wheelchairs; are able to rearrange furniture for persons in wheelchairs; etc.

## One-Stop Certification Checklist

<b>Date:</b> July 23, 2020		<b>Type of AJC:</b> Affiliate	
<b>American Job Center Address:</b> 711 Holly Lane, Waverly, TN 37185			
<b>Contact Name:</b> Jane Woods	<b>Contact Phone:</b> (931) 296-5872	<b>Contact Email:</b> Jane.Woods@MCHRA.com	
CRITERIA	MET	NOT MET	N/A
REQUIRED PARTNERS			
Title I Adult Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title I Dislocated Worker Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wagner-Peyser Title III	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Adult Education	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vocational Rehabilitation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Title V SCSEP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TANF	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career and Technical Education Program (postsecondary) Carl D. Perkins Act	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Trade Adjustment Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Veterans Employment Services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community Services Block Grant	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing & Urban Development Employment & Training	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Unemployment Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Services of one more core partners are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ONE-STOP OPERATIONS			
The MOU between the LWDB and required One-Stop partners is signed and in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The MOU reflects the name and location of the AJC and the way in which required core partners will integrate services within the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The center is implementing the MOU specifications	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The One-Stop Operator (OSO) is competitively selected and is in compliance with state and federal guidelines	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the OSO are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider (CSP) are clearly identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least one Title I staff member and one Wagner-Peyser staff member will be on-site during operating hours, and have the capacity to provide services to all individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The AJC is operating in a cost-efficient manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC actively conducts outreach and provides services such as participation in workshops, job fairs and recruitment events	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing materials provide an overview of all core partner services, and are available to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC connects with the community through multiple community partnerships and access points	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The AJC staff view themselves as part of the One-Stop system, and views all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers placed in economically sustainable employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC strives to increase the percentage of customers receiving education and training services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has identified ways to support the changing role as TANF as a one-stop partner, including coordination of services and enrollment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff view themselves as part of the One-Stop systems, and view all customers as shared customers, creating a positive customer experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON PARTICIPANT SERVICE</b>			
The AJC operates during required business hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides flexible operating hours, including evenings and weekends	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is established to provide services tailored to the needs of a specific group	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer meetings tailored to the needs of a specific group being serviced	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides initial assessment of skill level, aptitudes, abilities, and supportive service needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC utilizes labor market employment statistics information, relating to local, regional, and national labor market areas, including job vacancy listings, information on job skills necessary to obtain the jobs: and information relating to local occupations in demand and the earnings, skills requirements, and opportunities for advancement for such occupations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff members can identify regional targeted sector pathways, and understands those terms in implementation of providing services to customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has available, and provides when applicable, education and training opportunities for customers at multiple skill and experience levels	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has intensive menu of training opportunities, and staff is available to assist customers with enrollment, including career pathways to middle class jobs, education and training, work-based learning, OJT, and registered apprenticeships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are competent and proficient in establishing eligibility for programs, or financial aid assistance for education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides ease of access to credentialed education and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC uses LMI to actively promote targeted sector and high-demand occupations to customers, including job search and placement services, and career counseling	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan identifies ways in which core partners will integrate services and referrals among partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners support integrated intake, case management, and reporting outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a customer feedback process in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides information and assistance regarding filing claims for unemployment compensation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FOCUS ON BUSINESS SERVICE</b>			

The AJC establishes and develops relationships and networks with large and small employers and their intermediaries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC develops, convenes, and implements industry or sector or partnerships	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a defined strategy for capturing employer input on design and delivery of job-seeker services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides employer services, including qualified candidate referral, on-site recruitment events, pre-employment testing, employee aptitude verification, and subsidies for hiring and training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifies technical assistance needs for improving business results and utilization of available resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan specifies the ways in which core partners will identify and respond to local area economic needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan and/or MOU define specific ways in which the AJC will match existing business relationships and new business relationships with skilled workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a business customer feedback in place, including regularly addressing issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a cooperatively functioning Business Services Team (BST) in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local plan clearly outlines how business services will be conducted	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SITE SPECIFIC</b>			
The American Job Center (AJC) identifier is highly visible inside and outside the center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is easily identified in the community, with signage clearly visible to the public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC conveys a professional and welcoming environment, both inside and outside	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is within reasonable distance and accessibility of public transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate parking, including accessible, is available at the AJC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interior signage results in easy navigation for customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conference space sufficiently meets partner and customer needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate safety and security measures are in place to protect customers and staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an up-to-date, easily accessible Emergency Action plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Center hours are easily identifiable, and meet the requirement of 8:00am-4:30pm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC is accessible, as required by the Americans with Disabilities Act's (ADA) standards	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>**not required**</b> There is a written procedure for accommodation of customer requests for services to be provided outside of normal operating hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PERFORMANCE</b>			
The AJC contributes to the achievement of WIOA Performance Indicators for all core partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core partners track and periodically report performance outcomes to the LWDB, and reflects such in meeting minutes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The policies, processes, and actions of the AJC support of local levels of performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>RESOURCE AREAS</b>			
There is technology available to assist all customers, including customers with disabilities and non-English speaking customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Up-to-date information about services and supportive services is provided within the Resource areas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are precautions in place for preventing abuse of internet access	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff is readily available for assistance in the resource area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is sufficient, accessible work space and computer stations for customer use			
A calendar of services and events is easily visible and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>EQUAL OPPORTUNITY ASSURANCE</b>			
The Equal Opportunity Officer (EOO) regularly reviews the AJC's policies, procedures, and facility for accessibility and equal opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The EOO provides recommendations and technical assistance as a result of reviews	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC implements veteran's priority of service requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core program partner staff are periodically trained on EO practices	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate knowledge and use of assistive technologies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reasonable accommodations are provided in order to avoid discrimination and meet individual's needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AJC staff demonstrate appropriate and effective communication with individuals with disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a Corrective Action Plan (CAP) in the event partners or customers identify barriers to services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PROGRAMMATIC ACCESSIBILITY</b>			
The AJC provides basic and individualized career services in person or via technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC provides access to training, education, employment, supportive, and business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with the "direct linkage" requirement, all services are available through a direct connection with the AJC, either via on-site staff or via real-time technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC identifier is highly visible inside and outside the facility, and appears on all products, programs, services information, and facilities and properties	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have documented the referral and direct linkage system, and define both how referrals are tracked and that CAPs are in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All program services are made available and accessible to all individuals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a system in place to promptly greet all customers, identify their needs and reason for their visit, and quickly connect them to appropriate services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners have identified the services applicable to their program, and the AJC staff has developed methods for integrated delivery of those services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duplication enrollment information is not requested via application or assessment across multiple programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to make knowledgeable referrals across partner programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff are able to demonstrate that modified services provided to individuals with disabilities are ensured to be as effective as non-modified services provided	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistive technology devices or auxiliary aids are available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a written policy in place that defines how partners make reasonable accommodations and handle requests for accommodations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC's resources include bilingual materials or translation services, when necessary	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

There is an organizational chart that reflects and ensures staff work in functional teams, rather than program specific teams, to coordinate programs, service delivery, and referrals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>CONTINUOUS IMPROVEMENT</b>			
The AJC provides labor market information (LMI)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The core partners and OSO utilize performance reports and customer satisfaction survey results to identify methods for improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has regular staff meetings with all staff to build relationships, provide updates on center activities, and discuss strategies for AJC improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC staff have received customer service training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All AJC staff have received training on how to use LMI to help customers identify career pathways, develop in-demand skills and credentials, and find jobs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a professional development plan for all AJC staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LWDB meeting minutes reflect discussions about strategic improvements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction surveys allows customers to provide comments	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction survey results are periodically reported to the LWDB and used to identify continuous improvement efforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has a process in place for customers to provide feedback or complaints outside of the customer feedback survey, identifying how complaints are tracked and CAPs are implemented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has internal systems in place to identify and track operational efficiency and effectiveness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training on new policies, procedures, or guidance is available to AJC staff in a timely manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has procedures in place to meet the WIOA requirements for integrated planning and service delivery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The AJC has an established process for examining how the center will identify and respond to technical assistance needs of customers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**APPLICATION FOR CERTIFICATION**

Date July 24, 2020

LWDA Northern Middle

Site to be Certified American Job Center - Waverly

Type of Site Affiliate

Contact Person Jane Woods Title Point of Contact

Phone 931-296-5872 Email [jane.woods@mchra.com](mailto:jane.woods@mchra.com)

County Humphreys

Address 711 Holly Lane

City Waverly State TN Zip Code 37185

Web site \_\_\_\_\_

Hours of Operation 8:00 to 4:30 Extended Hours Possible

Days of Operation Monday through Friday

**I. Checklist – System Requirements**

The checklists below are to be used by sites and evaluators to help determine the extent to which system requirements are met and services and programs are present. Each application will vary in its responses based upon the level of certification being requested by the site and the agreements of the local partnership to best meet the needs of the locally-determined service delivery model.

	Yes	No – (please provide plan for complying with this requirement)
Compliance with Workforce System Policies	X	
ADA Accessibility	X	
Use of VOS for customer tracking	X	
Memorandum of Understanding for partners	X	

Workforce Brand used appropriately	X	
Wagner-Peyser services are co-located		
Specialized AJC has established target service group		

**REQUIRED PROGRAM/PARTNER CHECKLIST**

A) In the column named "On-Site," indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.

B) In the column named "Off-Site Electronic Connection," make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from staff.

C) For programs/partners that are off-site where an agreement is in place to provide their basic career services in another manner, check the last column and attach a narrative explaining how this is accomplished (*use a separate sheet*).

REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER
WIOA Title I Adult Services	37.5		
WIOA Title I Dislocated Worker Services	37.5		
WIOA Title I Youth Services	24		
Wagner-Peyser Title III	As needed by appointment	X	
Adult Education and Family and Literacy Title II (AE)	28	X	
Rehabilitation Act Title IV – Tennessee Vocational Rehabilitation (VR) Program		X	
Title V – Older Americans Act/Senior Community Service Employment	28	X	
REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN
Temporary Assistance for Needy Families	37.5		
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act		X	
Trade Adjustment Assistance	As needed by appointment		
Veterans Employment Services - Jobs for Veterans State Grant	As needed by appointment		



Community Services Block Grant			
Housing & Urban Development Employment & Training			
Unemployment Insurance		X	

**ADDITIONAL PARTNERS (not mandated)**

<b>ADDITIONAL PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN</b>
Ticket to Work and Self Sufficiency	By appointment as needed.	X	
Tennessee Small Business Development Center			
Supplemental Nutrition Assistance Program Employment and Training	By appointment as needed.	X	
Vocational Rehabilitation Pilot Projects			
Public Libraries			
Economic Development			
Local Government (City/County)			
Tennessee Employers	Staffing agencies on site to fill local jobs; schedule varies. At least one employer on site per week.	X	
<i>(please add partners as appropriate)</i>			

**CAREER SERVICES CHECKLISTS**

In the column named "On-Site," check the basic career, individualized career, and training services that are currently available on-site for all job seeking customers who come into a comprehensive center, affiliate or access point site.

<b>BASIC CAREER SERVICES</b>	<b>ON- SITE</b>
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs	X
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment	X
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations	X
Outreach, intake and orientation to the information and other services available through the one-stop delivery system	X
Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system	X
Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation	X
Eligibility determination	X
Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	X
Information, in formats that are usable by and understandable to one- stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	X
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area	X
Provision of information and assistance regarding filing claims for unemployment compensation	X
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	X
Translation Services	X
Avaza Language Line	X
<i>Please list addition basic services</i>	
Job Preparedness Workshops	X
<i>Please list addition basic services</i>	



**BUSINESS SERVICES CHECKLIST**

Check the business services that are available to employers

<b>BUSINESS SERVICES</b>	<b>ON-SITE</b>
Establish and develop relationships and networks with large and small employers and their intermediaries	X
Develop, convene, or implement industry or sector partnerships	X
<b>Other Business Services (not mandatory)</b>	
Customized screening and referral of qualified participants in training services to employers	X
Customized services to employers, employer associations, or other such organizations, on employment-related issues	X
Customized recruitment events and related services for employers including targeted job fairs	X
Human resource consultation services e.g.: writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers comply with wage/hour and safety/health regulations;	X
Customized labor market information for specific employers, sectors, industries or clusters	X
Customized assistance or referral for assistance in the development of a registered apprenticeship program	X
Listing of Job Orders	X
Applicant Referral	X
Employer Needs Assessment	X
Unemployment Insurance Access	X
Access to Facilities	X
Translation Services	X
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers	X
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors	X
Marketing of business services offered to appropriate area employers, including small and mid-sized employers	X
Assisting employers with accessing local, State, and Federal tax credits	X
Customized Employer Screening Testing	X
Job application pre-screening for skills match	X
Interview space	X
TN Drug-Free Workplace	X

**II. Certification Criteria**

The following quality standards are the criteria by which Tennessee’s Local Workforce Development Boards assess and certify One-Stop Centers. These scores will be used by the Certification Review Team as benchmarks for the site and help point to both areas of excellence and those in need of improvement. Each site is asked to work together with leadership and staff to develop responses to the following.

**A. One-Stop Design**

***Functional and Programmatic Integration***

It is critical for the workforce system and its partners to think and act as an integrated system. Our partners ensure that client services are aligned to common goals and the customer experience is seamless – regardless of funding streams. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer’s success. Integration of programs is incorporated into planning, intake, assessment, registration, and service processes, information sharing, resource decisions, actions, results, and analyses.

I. Rank on a scale of 1 to 5, where the site believes it is in its path toward meeting, or exceeding, the stated standard.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

II. Provide **clear evidence** and **examples** of current status and future plans with strategies and timelines to reach these standards.

Check the box where you think the site is with regard to  
Functional and Programmatic integration.

5     4    3    2    1

**Describe your site's approach to integrated service delivery and the use of functional teams to deliver career services to all customers.**

Service integration by all partners is the key to customer success and program delivery. The affiliate center is aligned into three functional teams: the welcome team, skills development team, and the business services team. Each function is focused on a single process to move customers and employers forward quickly among partner functions.

The Welcome Team, a shared partner responsibility, triages customer needs immediately while providing a positive and professional first impression. As part of the welcome function, customers are registered on Jobs4TN. In addition, orientation to the AJC is part of the welcome function. Customers requiring basic career services such as computer-based job search, general research on labor market information, or labor exchange services are served by the Welcome Team.

Using information gathered from the customer service needs checklist, customers are handed off to the skills/career development team. The skills/career development team assesses the skill sets of individuals, determines eligibility for programs and services, provides individualized career counseling and training services, and places customers on an appropriate career path. This function includes identifying support needs and requires significant staff involvement through case management. This team works to ensure customer success.

The business services team identifies opportunities to address the human resource needs of employers and works directly to meet employer needs through a variety of services ranging from hosting AJC job fairs to evaluating the potential for employer OJT or Apprenticeship programs. Specific services and products may be designed to meet employer needs. The business services team understands the local job sub-market and trends, and interacts directly with employers. Members of this team participate in the local Chamber of Commerce and Economic Development community-based activities to facilitate the working relationship necessary to meet employer needs. Sharing information among all AJC partners provides the opportunity for customers to align with local employers when skill sets are matched with employer needs.

At partner meetings, team members representing all functional teams meet to share information and collaborate in order to meet and exceed customer and employer expectations.

**Include a detailed diagram of customer flow, services available, assessment and referrals, and describe how the MIS is used to facilitate shared customer management across partner programs.**

The attached customer flow diagram reflects the services available through the AJC. The MIS component utilized is the Virtual One Stop data management system. Customers sign in through the VOS greeter, which enables staff to track customers as well as ensures prompt service. The greeter screen also gives customers a general idea of services available, but the Welcome Team further explains programs and services through the AJC Orientation.

Customer registration in Jobs4TN allows for information sharing among partner staff, including Title I, Title III, SNAP Employment and Training, Re-Employment Services Eligibility (RESEA), and Trade Adjustment Act (TAA). With the planned addition of Title II staff to the VOS data management system, the MIS system will be further enhanced to meet customer needs.

Customers referred to the Business Services Team are required to register in Jobs4TN. The data management system facilitates coordination among partners to ensure customers have received all necessary and available services. Behind the scenes, AJC staff and partners share customer goals informally to determine if co-enrollment or coordinated services are appropriate. Regulatory compliance is only one facet of the MIS function. This internal oversight allows the opportunity for customer review and consequently for suggestions of additional programs and services to benefit the customer, as well as to ensure the lack of duplicated services.

*Please list any best practices to highlight and share for continuous improvement.*

1. Created AJC Menu of Services for partner and customer use.
2. Assistance for job seeker customers in the resource room provided by WP staff.
3. Facilitated monthly meetings of partner staff.
4. Participated in community events such as parades and local run/walk events for visibility.
5. Participated in local Chamber of Commerce to enhance relationships with local business and industry.

### **Accessibility**

#### **Service Provision, including Services, Universal Access, and Outreach to populations with barriers**

Improved availability, a welcoming atmosphere, inclusive settings, and high quality customer service benefit all customers. This extends services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services are provided to all customers within the center and via technology through online or phone access. Principles of universal design are considered when designs have inclusive space and materials available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.

5      4      3      2      1

**Describe how the site works cooperatively with WIOA core partners to provide quality services to all customers. Describe your outreach to populations with barriers in the community and relationship with core program and community partners to effectively serve them.**

The site works cooperatively with WIOA core partners by serving all customers, including those with significant barriers to employment. AJC staff are committed to providing appropriate supportive services and/or referrals to help customers succeed. The core partners are crossed trained on all available programs and services, and because of that training are able to match customers with the most appropriate resource available. Several significant employment barriers can be addressed on site through staff trained in special programs such as RESEA, SNAP, or TANF.

In addition, collaborations exist with community programs and services working with specialized populations such as those without a high school diploma or those with criminal backgrounds. The AJC staff makes direct referrals and introductions for customers to ensure a smooth transition to community resources. Informational resources are disseminated and advertisements are made through a broad range of media sources (social media, billboards, radio and newspaper, etc.) to reach a broad audience. Off-site presentations occur in locations accessible and usable by all prospective customers, including those with disabilities and barriers to employment. All AJC job fairs and job recruiting events include outreach to schools, community agencies, non-profit organizations serving individuals with disabilities and those with employment barriers. The AJC community partnerships allow for the exploration of additional funding options for customers. Northern Middle has a Partnership Plus agreement with TN VR under the Ticket to Work Program.

**Provide evidence that basic ADA requirements have been met, including processes to provide reasonable accommodations for individuals with disabilities.**

Northern Middle has a designated Equal Opportunity Officer. Reasonable accommodations are provided for all aspects of a customer's experience in the AJC, such as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to individual need in order to ensure the customer receives equal benefits from the program or activity, and will be able to compete fairly. The following tag line, or something similar, is included on recruitment and outreach materials: "EOE. Auxiliary aids and services are available upon request to individuals with disabilities. TDY# 1-800-848-0299." The AJC staff participate in annual training related to providing service to customers with disabilities. The Local Workforce Development Board coordinates with the broader community, including transportation agencies and existing public and private sector service providers, to ensure that the AJC and services are accessible to all customers, including those with disabilities. ADA checklist has been completed.

**Describe initiatives or strategies in developing universal access and provide tangible evidence of implementation or solution driven plan development. Address the following four specific areas of access:**

1. Physical: Architectural or building
2. Information: all paper, printed or posted materials
3. Digital: software, Web-based programs and alternatives to print
4. Communication: verbal, non-verbal access for services, phone and other

**Describe your wireless internet infrastructure.** The AJC has a wireless access point which connects to an internal network. The wireless network is password protected. On site employers are provided with a password to access the network during job fairs. This password is changed to protect the network integrity. Customers are steered toward use of computers within the AJC Resource Center rather than accessing the wireless network on personal electronic devices.

Staff conducting workshops or customer recruitment off site are provided mobile hot spots in order to access the web for instructional purposes.

**How are the needs of populations with barriers met through staff-assisted and other means? Please include examples of outreach activities to reach targeted populations.** Low educational attainment, poverty, lack of transportation, physical and/or mental limitations, and criminal history are just some of the employment barriers our customers face. Customers come to the AJC through self-referral, rapid response meetings, unemployment insurance claims, referrals from both internal and external agencies and organizations, on site HiSET testing, and marketing efforts such as social media. The AJC is accessible and has high visibility on a major highway, and is within walking distance of public housing. The building is handicapped accessible and is clearly marked. Aids and assistance are noted on printed materials and on building signs. Staff assistance is often needed to help customers with barriers become self-sufficient. Cross training of AJC staff allows customers to utilize services efficiently. The AJC partners with local agencies and organizations to perform outreach to targeted populations utilizing outreach tools such as social media, community newspapers, local radio, email campaigns, etc. Community outreach activities will ensure information and instructional activities are provided in libraries, housing communities and faith-based organizations for individuals who are unable to physically access the AJC.

**Describe your processes to assure effective communication with persons with disabilities. This includes providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.**

The AJC takes appropriate steps to ensure people with disabilities, including persons who are deaf, hard of hearing, or blind, or who have other sensory or manual impairments, have an equal opportunity to participate in our services, activities, programs, and other benefits. Availability of auxiliary aids and services are promoted through notices and printed materials. Sign language interpreters can be scheduled, and the AJC utilizes relay services for external telephone with TTY users through the state relay service, or using text, email, etc. Persons who are blind or visually impaired may be read to by staff. Additional assistive devices include high visibility keyboards, large print keyboards, lighted magnifiers, joy sticks and large track balls. Every resource center computer has screen reading and screen magnification capability. Staff may also assist customers with difficulty manipulating print materials by holding materials and turning pages as needed, or by providing one or more of the following: note-takers, speaker phones, or other effective methods to ensure effective communication by individuals with manual impairments.

*Please list any best practices to highlight and share for continuous improvement.*

Northern Middle participated in round 2 Disability Employment Initiative Grant (DEI) and is an Employment Network under the Social Security Administration's Ticket to Work Program. This has allowed Northern Middle to receive unrestricted funds from SSA whereby sustaining a Disability Resource Coordinator who works closely with individuals with disabilities, assisting them with employment. This work includes establishing and facilitating partnerships and collaborations, Integrated Resource Teams, Ticket to Work, Staff Training, and other projects related to the employment of individuals with disabilities.

***Customer Satisfaction***

Describe how the voice of the customer is listened to and how your site incorporates both job seeker and business customer feedback as part of continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success? Please list any best practices to highlight and share for continuous improvement.

Mid-Cumberland has an electronic link on the desktop of each Resource Center computer, allowing each job seeker direct input on the quality of service provided. Northern Middle also has a 911 customer hotline posted in the AJC and calls result in a direct contact with senior management for timely response. Both praise and problems are shared and comments are used for staff development and training to address issues and concerns.

Mid-Cumberland has also developed and implemented a secret shopper program whereby each AJC is visited quarterly. Results from the secret shopper reports will provide a baseline for continuous improvement and sharing of best practices.

Employers receive a written survey upon exit of AJC based job fairs. Results are used for continuous improvement initiatives.

***Partnership***

The one-stop system is built upon a foundation of partners linked together to deliver a comprehensive array of services and reach the shared outcomes of employment, education, skills gains, and earnings. All core and required one-stop partners are present at the site and invested in the development and implementation of service delivery to connect customers to resources.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

Check the box where you think the site is with regard to Partnership.

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**Describe how the partnerships function at the site and the roles of each core partner from Title I– Adult, Dislocated Worker, and Youth, Title II - Adult Basic Education, Title III - Wagner-Peyser, Title IV - Vocational Rehabilitation, and TANF.**

Core partners on-site at the AJC during the Center's operating hours, Monday through Friday, 8:00 am - 4:30 pm, share responsibility for serving in the Welcome Function/Team. All of the core partners have staff who serve as members of the Skills/Career Development Function/Team, whether on-site or off-site by referral or electronic connection. For instance, Title I staff offer scholarships for postsecondary training while Title I, Title IV, and TANF may provide support services. Title II staff offer preparation classes for high school equivalency diploma and those needing remediation to enter the workforce, while Title III programs focus on connecting job seekers with employment opportunities through Jobs4TN and/or staff assistance. Staff members are cross-trained to allow for streamlined access to services and reduced duplication. Staff operate as a cohesive team and partner together to meet individual customers' needs.

**Describe how the partnerships function at the site with other required partners from postsecondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Corps, National Farmworker Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, SNAP E&T, etc.**

Contact information, including agency name, contact person, address, phone and fax numbers, e-mail address, etc., for all of the area required partner programs is available for team use. Furthermore, extensive community resources will be included in this resource material. While staff can access this information, a 2021 plan includes streamlining this information into a spreadsheet on a shared internal drive which can also be easily printed for customer dissemination. This information allows staff to connect and communicate with partners not operating at the site via referral and/or electronic connection. In order to offer a "warm hand-off," staff at the AJC will connect with the off-site partner staff while the customer is present in the AJC in order to ensure the desired services are delivered. For instance, staff in the AJC assist customers in utilizing the chat and/or ticket features to connect with UI staff while in the AJC. In addition, off-site partners will be invited and encouraged to attend on-site events at the AJC as appropriate; for example, a college and career fair would include many off-site educational and training partners.

**Describe how the affiliate/specialized centers are linked to non-colocated partners to ensure alignment with community and regional strategies. This includes tracking and appropriate follow-up. Please give examples of how this functions and the results for customers.**

In addition to the resource guide listed above, Memorandums of Understanding exist with partners establishing service delivery and referral methods. Cross referrals occur routinely through professional reference, telephone, electronic communication, or through AJC internal marketing such as brochures or listings. These methods of communication establish a regular flow of information and customer referrals from our team to the community and from those partners to our team.

AJC staff are apprised of changes and updates affecting the regional labor market via leadership from the core partner through communication from the quarterly Consortium meeting, NMTWB meetings, Regional Planning Council meetings, and various regional and local professional development opportunities. AJC leadership is active and involved in local communities and often has a seat at the table for local strategic planning and development initiatives.

**Describe how leadership works together to set the vision and goals for the site and then implements service strategies to achieve shared objectives.**

The AJC leadership of on-site partners meets monthly to develop strategies to implement goals set by the Northern Middle Tennessee Workforce Board. Goals are reviewed monthly, and progress is tracked by each program as well as in the AJC. The AJC leadership currently operates as a consortium of partners to bring the resources of their respective agencies to meet and exceed goals and objectives.

*Please list any best practices to highlight and share for continuous improvement.*

1. Outreach to diverse populations
2. Outreach to employers
3. Consortium of partners in place
4. IFA in place
5. Goals and objectives in place
6. Master summary activity report is part of ongoing evaluation
7. Annual Customer and Employer Recognition
8. AJC staff supports Adult Education graduation events.
9. Career Development Facilitator Certification

***Employer Engagement***

Business is one of our primary customers and one-stop partners work collaboratively to deliver value-added services and eliminate duplication. Business services staff from all one-stop partners have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are connected to regional and local business partnership activities and sector strategies. Employers' human capital needs are communicated to and acted upon by the workforce system. Business services are coordinated to the maximum extent possible to limit duplication and streamline the employer experience.

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**Check the box where you think the site is with regard to Employer Engagement.**

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1

**Describe how partners work to deliver seamless business services. How do business services staff use and share labor market information? What strategies are used to involve employers in identifying skill gaps and developing solutions to meet their workforce needs?**

The Business Services team is focused on the needs of employers and is responsible for connecting with local industry, particularly those in the targeted industry sectors and occupations. The team strives to understand and meet the needs of employers through a variety of employer-driven initiatives including OJT grants, Incumbent Worker Training grants, apprenticeships, employer/education partnerships, job profiling, job postings, job fairs, and employee recruitment in order to assess needs and identify skill gaps as identified by employers. Business Services team members are active in local efforts directly involving business and industry, such as the Chamber of Commerce and Economic Development boards.

Partners are encouraged to participate in multi-employer job fairs and hiring events scheduled for individual employers that are planned by the Business Services team. Regular Business Services team meetings are held with partners to exchange information including labor market conditions, to coordinate services, and to keep the team updated on upcoming employer events and employers' human capital needs. The Business Services team sends out e-mails regularly to partners concerning employer's immediate needs. Employer events are posted on social media, community news outlets, and in the Resource Room so that all customers can participate.

**Describe how regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes.**

Regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes by:

- 1) Aligning education, training and employment with skill needs of local industries
- 2) Tailoring services and products to align with labor market
- 3) Providing job seekers with opportunities to upgrade skills in response to changing workforce needs
- 4) Identifying training and educational opportunities for in-demand local occupations and sectors

Since the local workforce area includes two MSAs and crosses state lines, our region is highly involved in economic development inside and outside of the local development area.

**How are career pathways and training modalities such as industry-recognized credentials, apprenticeship, on-the-job training, and other work-based learning opportunities aligned with employers' needs and marketed to support talent development?** Active industry involvement begins early on a customer's learning pathway. Customers conduct research on Jobs4TN website to explore in-demand careers and the education and skills set required for those careers.

Education and training offered to customers is aligned with in-demand industry job openings. Options for work based learning and apprenticeships are balanced with formal education demanded to meet job requirements. Credentialing is explained and implemented as part of the customer's individual plan if appropriate for the desired career.

Supportive services are then aligned to assist customers to successfully complete formal education and/or training for a career pathway. The AJC team works diligently with customers to match customers to employer human talent needs.

*Please list any best practices to highlight and share for continuous improvement.*

1. The AJC hosts major employers to facilitate their hiring in Humphreys County. The AJC staff reviewed applications and made direct referrals to the company for on-site interviews.
2. Weekly job fairs are held in conjunction with employers in the AJC.

**Human Capital**

Each American Job Center will be a high-performance work place with staff equipped to demonstrate a visible passion for quality of service.

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- 1 = no progress yet

Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.

5      4      3      2      1

**Describe how centers will train and equip one-stop staff in an ongoing learning process and to ensure staff are cross-trained to increase staff capacity, expertise, and efficiency.**

AJC staff meet monthly to coordinate services and develop strategies to improve the customer experience. Updates to internal processes are shared via this meeting.

Leadership is exploring a cross-training initiative to include comprehensive and affiliate center staff along with partner staff to ensure new employees understand and can communicate all programs and services available at the AJC.

**Describe how centers will staff the one-stop centers with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one-stop center, and skilled in developing customers' skills for employment success.**

The AJC employs a group of well-trained and dedicated professionals who receive ongoing professional development opportunities. The staff works within the structure of functional teams in order to ensure daily interaction among partners, facilitating an informal exchange of information and brainstorming customer services.

Employees meet formally once per month, covering such topics as VOS updates, serving ex-offenders, utilizing the labor market information. In addition, Vet staff receives NVTI training, and professional Career Coach training is provided for staff who work directly with job seekers. The AJC team is aware of and utilizes a list of internal and external resources and services for customers.

**Describe how staff from multiple organizations will be equipped through cross-training and information tools to enable them to respond seamlessly to customer needs.**

Within the AJC, employees have been cross trained to handle intake and triage as customers access the AJC. All staff have been cross trained on the unemployment filing process and Help Desk Ticket to provide hands on assistance to customers who enter the AJC upon job loss.

A customer-centered approach allows AJC team members to assist customers regardless of program responsibility. Multiple employees have been trained to conduct a wide range of workshops within the center, including testing and assessments. The design of the VOS greeter requires customers be served quickly by the first available staff member, regardless of the staff area of expertise. This improves the customer experience and allows staff to use their expanded knowledge base of available programs and services.

**Describe how staff are assigned to and identify themselves with functions or services as opposed to agencies, and functional supervision of partner staff is in place.**

The Humphreys County American Job Center has designed and organized its staff, delivery processes and facilities in a manner that streamlines customer service, and capitalizes on strong staff and technology. The process is designed to align with the AJC system and incorporate all of the guidance outlined in One-Stop System Design.

The partners are functionally aligned in teams that comprise a Welcome Function, a Skills/Career Development Function, and a Business Service Function.

**Describe the bottom-up communications within the workforce system. This includes regular staff meetings, business services team meetings, or partner meetings that discuss recent and relevant resources, conduct training, and facilitate collaboration.**

Bottom-up communications begin with staff meetings of functional teams on a weekly basis, followed by AJC partner meetings on a monthly basis. Discussion includes positive and negative feedback from customers and employers, as well as staff ideas for continuous improvement opportunities. The monthly meeting provides a venue for discussion related to continuing the customer-centered culture. Feedback is received via employee surveys, customer suggestion boxes, program-specific questionnaires, and anecdotal notes from staff.

The operating philosophy within the AJC is an open door policy that supports two way communications between employees and management. In addition, HR support is available through Staff to the Board as needed.

The AJC has an integrated Business Services Team that provides effective services for employers based on industry-specific needs. The team conducts research to assess needs and identify skill gaps as identified by employers. This collaboration ensures human capital needs of the local job market are met.



**B. Infrastructure**

***Identification of Shared Costs (including non-personnel)***

- 5 = achieved the standard and excelling
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- 1 = no progress yet

Check the box where you think the site is with regard to identifying shared costs and maintaining equitable contributions are being addressed in the MOU.

5       4      3      2      1

Please identify any policies and procedures that result in equitable contribution of infrastructure costs in one-stop center(s) among partners. (e.g. co-location with partners, infrastructure cost-sharing, pay-for-performance contracting)

Fiscal Staff in Northern Middle utilized the One-Stop Comprehensive Financial Management Technical Assistance Guide as a model to develop the procedures in place to ensure equitable contribution of shared infrastructure cost. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. Expenses such as building rent, utilities, maintenance & repairs and janitorial are based upon actual square footage occupied in the AJC. Printing, telephone, postage, shipping, internet charges, document destruction, shared staff, advertising & marketing, office supplies, furniture and copier expenses are allocated based upon full-time equivalent staff members located in the AJC.

The Regional AJC leadership team reviews the infrastructure budget and makes additions or corrections before the document is signed and submitted to partners for signature prior to the beginning of the program year. Budgets are reviewed throughout the year at team meetings and monitored for compliance. Budget modifications are submitted as necessary to reflect changes in staff and ultimately changes in benefits received by each partner. The fiscal staff in Northern Middle follow strict purchasing and accounting procedures to procure and pay for the shared infrastructure costs. Generally Accepted Accounting Principles (GAAP) are followed to ensure proper controls such as segregation of duties and proper approval of expenditures.

**Provide assurance that the One-Stop Operator has developed, and is maintaining, the One-Stop (AJC Partners) Memorandum of Understanding to include the Infrastructure Mechanism.**

The Chief Local Elected Officials in Northern Middle designated Mid-Cumberland Human Resource Agency as the lead in a consortium model to serve as the One-Stop Operator upon inception of WIOA. The consortium will continue to serve in a management role until guidance from the TDL&WFD is issued and a competitive process is initiated. The consortium serves as the Regional AJC leadership team. Workforce Essentials, serving as Staff to the Board and the lead entity in the consortium, has developed and entered into a Memorandum of Understanding with the required AJC partners. An umbrella MOU serves as the guiding document to coordinate and leverage services to provide effective and unduplicated services.

The MOU and Infrastructure Financial Agreements outline the infrastructure mechanisms to share costs between AJC partners. The current MOU in Northern Middle is effective through June, 2021. The MOU will be updated upon release of guidance and director regarding the one-stop operator.

**How is the one-stop center's co-location being addressed in the MOU as it relates to infrastructure and shared services costs in the comprehensive and/or affiliate site(s)? How does the MOU reflect efforts to reduce duplication by improving program effectiveness through the sharing of services, resources and technologies among partners?**

Utilizing the One-Stop Comprehensive Financial Management Technical Assistance Guide, procedures have been established to ensure equitable contribution of shared infrastructure cost for co-located partners. The costs are identified initially to determine if all partners benefit from the budgeted expenditures and thus should be contained in the resource-sharing plan and MOU. All expenses are allocated by either square footage occupied or full-time equivalents. The MOU outlines the functional organization, customer flow and service delivery in the AJC in order to reduce duplication and improve program effectiveness. The MOU aligns with the One-Stop System Design regarding the alignment of staff and services around workforce services functions, and to prevent the duplication of services while eliminating inefficient practices. This is accomplished through partner referrals, cross training staff, developing a single customer flow and co-enrolling clients.

***Distribution of Infrastructure Costs***

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Check the box where you think the site is with regard to proper distribution of infrastructure costs among AJC core and required partners.

5      4      3      2      1

How is the one-stop center proportionately distributing costs among AJC partners that is based upon guidance provided in 2CFR Part 200, 20CFR 678 et. Al, "Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards" (or any corresponding similar regulation or ruling)?

Workforce Essentials as Staff to the Board follows the Office of Management and Budget Compliance with Grants and Agreements when developing agreements under the Workforce Innovations and Opportunity Act. Paying particular attention to cost allocation plans and allowable costs, the agreements are reviewed to ensure compliance. The Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule is overarching guidance that is utilized ensure that cost allocation plans that are developed based upon the number of full-time equivalents and direct square footage in the AJC comply with the benefiting distribution.

How were the methodologies for distributing the costs for both infrastructure costs and shared services agreed upon by partners? Provide evidence of meetings and/or discussions that led to the approved partner budget reflecting the shared costs. Include the approved budget that is included in the MOU.

Methodologies are defined in the resource sharing agreement and aligned to state policies and procedures as well as federal regulation. Partners review the proposed expenditures and verify square footage and full-time equivalents before the budget is approved and submitted in IFA format. Details for shared resources are included in the IFA budget document. Partners have identified these resources which are of a shared benefit and useful to the operation and maintenance of the AJC. Quarterly consortium meetings are held to review the budget and expenditures which have been fully executed in the IFA. Partners may submit modification requests to the budget as needed based upon changes in the IFA factors such as full time equivalents. On August 5, 2020, the Consortium met and reviewed the IFA budget for 2019-2020 and adopted the new budget for 2020-2021.

**Describe how the one-stop center is aligning its technology data systems across partner programs thru the shared costs budget and/or other agreed upon arrangements.**

The AJC shares the voice and data costs throughout the AJC system. Long distance service costs are controlled and distributed via a unique identifier assigned to all employees in the AJC. Northern Middle provides internet service to the resource room and allocates cost to the IFA accordingly. Staff in the AJC utilize the JOBS4TN data management system in order to efficiently manage cases and avoid duplication of services. The VOS Greeter tracks customer flow by partner in each AJC.

### ***Program and Fiscal Compliance***

**How prepared is the one-stop center to adopt and promote alignment of cross-program policies and operations that ensures fiscal compliance?**

Cross-program alignment in Northern Middle had been promoted by the fact that Workforce Essentials and Mid-Cumberland operate several of the partner programs including WIOA Title I, Title II and TANF. This has enabled co-location of services in the comprehensive and affiliate centers across multiple workforce development areas. In addition, a pilot project with TAA has allowed Trade programs to be delivered through the affiliate AJCs by Title I staff. SNAP and RESEA programs have also been incorporated in functional service delivery. In all cases, staff have been trained in program rules and regulations to ensure fiscal compliance. In addition, Workforce Essentials and Mid-Cumberland maintain a quality assurance team to monitor programmatic and fiscal compliance. Along with PAR and an independent certified public accountant, audits and reviews are conducted to maintain program and fiscal integrity. Monthly meetings within the AJC and quarterly partner meetings allow for increased communication and program alignment.

**Describe how each partner in the AJC has demonstrated fiscal transparency and efficiency thru timely, detailed, and accurate reporting and payment of AJC costs (includes reconciliation of costs by partner programs).**

Each partner is invoiced on a monthly basis for actual costs incurred during the previous month. Because costs are recorded on an actual basis, reconciliation is not required. If an accrual is required, and the actual cost is different than the accrual, an adjustment will be made in the next reporting cycle. Invoices are submitted with supporting documentation as needed and requested to adhere to TDL&WFD polices and procedures. During consortium meeting, invoices are reviewed and approved. Invoices are recorded and booked as accounts receivable and entered in the GRANTS4TN system. If a partner fails to pay his or her agreed upon share, they will be sent a written past due notice. If they do not acknowledge the notice and pay the invoice, they will be asked to leave the partnership and the AJC.

**How has the one-stop center reviewed its staffing and contractor staffing levels to identify adjustments needed to implement provisions under WIOA.**

Customer flow in the AJC is measured through the VOS Greeter. In addition, customer case loads are analyzed through Jobs4TN to document workload. Youth contractors are evaluated to ensure that adequate funding is allocated to work experience activities in order to comply with program guidelines. Northern Middle fully utilized cross functional alignment in order to maximize efficiency in affiliate AJCs. This reduces silos and allows staff to maintain a single customer flow while bridging the gap between businesses and job seekers. Functional alignment is both an opportunity and a tool to effectively organize staff and facilities to streamline customer delivery.

**Outline how the infrastructure funding has helped to reduce overhead by streamlining and sharing financial, procurement, and facilities costs?**

The philosophy behind one-stop career centers is for all partners to come together under one roof for the alignment of staff and services to improve efficiency in operations and leverage funding. This is accomplished in Northern Middle through strong partner participation in the AJC system which has allowed for larger and more comprehensive centers and services. For example, by aligning with the TANF/Families First Program, the AJC system has leveraged over \$103,000 of savings from rent, utilities, supplies and shared staffing paid for by TANF. This is money that the AJC system (WIOA) would have had to pay for or reduce infrastructure to fund the amount from other activities or program. Likewise, the Adult Education program has saved the system \$81,643 by incorporating their services into the AJC. The Mature Worker program provides valued added staffing in the centers through their work experience program. While it does not reduce the physical infrastructure, it does reduce the staffing expenses. Procurement of supplies simplifies needed resources in the AJC for the resource center and other common areas. Title 1 has assumed the internet connections in the resource center to avoid costly per month node fees; thus saving the system financial resources.

**Provide assurance that services provided by the one-stop partners help to reduce duplication or increase financial efficiency are allowable under that partner's programs.**

Each Partner defines in the Memorandum of Understanding the method of referral and the description of on-site and off-site services that will be offered through the AJC system. By each partner defining their own services, the burden of program allowability is shifted to the individual partner. If service integration demands that partners provide additional services, then it is up to the individual partner to address allowability concerns with their program authority. In no instance should a program provide authorized services which might cause questioned costs.

**Performance**

***Performance and Accountability***

Results and outcomes for the public investment in Tennessee’s workforce system are essential to the system’s relevance. The effectiveness of service to employers and job seekers is evident in system performance and service delivery decisions are based on data. On an ongoing basis, customer data from one-stop partners and regional economic data is collected, analyzed, and shared with all workforce system staff and community stakeholders. Plans for improvement, enhancement, or adjustment are established and acted upon.

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Check the box where you think the site is with regard to  
Performance and Accountability.

5       4      3      2      1

**Describe how you measure, analyze, review, and improve workforce system performance through the use of data and information.**

The AJC utilizes the Virtual One-Stop in order to collect, measure, review, and analyze data, including data regarding required performance measures. The system also allows for data regarding case loads, Center traffic, case notes, exit status, and various other measures to be generated into reports for specified time periods, which are shared with staff, NMTWB board members, and local chief elected officials. Local monitoring of Title I enrollments is managed by an MIS department, allowing for internal review to avoid duplicated services as well as to ensure compliance with program guidelines. The MIS department serves as a resource for programs beyond Title I. Internal fiscal contract review is also provided to maximize utilization and to ensure optimum performance is reached. When conducting Rapid Response and related TAA activities, a customer needs survey is used to prepare the AJC to meet the needs of impacted customers.

The AJC leadership team facilitates needed changes and improvements, and provides ongoing professional development to ensure the staff remains updated on regulatory changes from the state or federal level. The AJC benefits from the timely review of data by the AJC leadership team and is able to adjust practices in response to changing needs of the local community, job-seeker customers, and employers. In addition, the AJC team works diligently to share best practices to improve the performance of workforce professionals and to enhance the customer experience; the AJC team has the flexibility to make operational changes as needed to help customers succeed.

**Describe how this data is shared with staff and stakeholders and what changes have resulted from use of data. How has data been used (example) to improve services?**

Generated reports are reviewed by senior management, NMTWB board members, local chief elected officials, and the AJC leadership team. The AJC provides performance projections on a monthly and quarterly basis to senior management and the NMTWB. Senior management and the NMTWB also review labor market, economic development, and census data, as well as impending regulatory changes, to enhance daily operations. Annual performance outcomes are included in employee performance reviews, a practice which provides accountability for performance measures at all levels.

**What methods are in place for staff to provide feedback? How do you incorporate staff feedback as part of continuous quality improvement? How are staff informed that their feedback was reviewed and any action taken as a result? What metrics are used to show improvement and success?**

Employees are able to submit/provide feedback through employee satisfaction surveys, as well as at any time through electronic or face-to-face interaction with an immediate supervisor or senior management. Supervisors at all levels practice an "open door" policy, which provides employees with constant access to assistance. If employees submit a concern, issue, or question, they are informed electronically or in person about resulting actions. Staff to the Board has a dedicated Human Resource department that is available to AJC employees as an extension of supervisor assistance.

Departmental, AJC, AJC leadership, and senior management team meetings provide another venue for employee input and suggestions. Changes and responses to employee suggestions are communicated in person, electronically, or by telephone. A culture of follow-up in response to employee suggestions and ideas exists at all levels.

Employees are also able to establish a "Help Desk ticket" to provide feedback for areas of quality and/or customer service improvement. Help Desk ticket reports are generated monthly, and feedback to the employee is immediate.

*Please list any best practices to highlight and share for continuous improvement.*

AJC cross-training including all partners has improved the customer experience through using data in decision making.

Community outreach in response to data has expanded the customer base and improved the placement of quality employees for local employers.

AJC monthly meetings provide a venue for sharing performance in a timely manner so that adjustments in staffing or service delivery strategies can be made.

Providing employees with multiple ways to share their front line expertise and creative ideas creates positive staff morale, which not only creates a positive workplace, but improves the customer experience.



**TENNESSEE DEPARTMENT OF HUMAN SERVICES - VOCATIONAL REHABILITATION PROGRAM**  
**ACCESSIBILITY AND ACCOMMODATION SURVEY**

**AMERICAN JOB CENTER AT WAVERLY, TN**

Location: 711 Holly Lane  
Waverly, TN 37185

Date of Survey: July 23, 2020

Survey conducted by: Tylesha McCray, Vocational Rehabilitation Program  
Assisted by AJC staff

The Tennessee Vocational Rehabilitation (VR) Program is authorized to provide information and technical assistance to individuals and entities that are covered by the Americans with Disabilities Act (ADA) and Workforce Innovation and Opportunity Act (WIOA) Section 188. However, VR is not responsible for enforcement of the ADA or WIOA requirements. The information and/or technical assistance in this report are intended solely as informational guidance and are neither a determination of legal rights or responsibilities under the ADA or WIOA nor binding on any agency enforcement responsibilities under the ADA or WIOA.

Following are the survey findings and recommendations. Referral may be made to the Accessibility and Accommodation Guidelines for specific ADA requirements and information.

**1.0 Parking**

- 1.1 The topography of the parking area is relatively level with no obstructions or hazards.
- 1.2 The parking area has 27 parking spaces.
- 1.3 There are 2 accessible parking spaces and 1 van accessible parking space with appropriate striped aisles.

Recommendations:

- a. Consider re-stripping accessible parking areas to refresh severely worn paint.

**2.0 Entrance**

- 2.1 The entrance door meets accessibility requirements with the exception of no visible universal symbol indicating an accessible entrance.
- 2.2 The entrance has an unsecured rubber mat located outside and inside the entrance door.

Recommendations:

- a. Post the universal accessible symbol signage at the entrance.
- b. Unsecured mats at entrances should either be secured to the floor along all edges or be removed.

### **3.0 Reception**

- 3.1 The reception area desk is not wheelchair accessible. Staff is aware of how to greet and serve an individual in a wheelchair.
- 3.2 There is no information available at the reception area desk that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.

Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by staff by increasing the font size to 18 - 22.

- b. Information should be available at the front desk to inform individuals with disabilities about the availability of accommodations and of documents in alternative formats.

Example of information:

“Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants.”

### **4.0 Public Areas**

- 4.1 All public areas are accessible with no hazards.

Recommendations: None

### **5.0 Accessible Restrooms**

- 5.1 Restrooms are fully accessible.

Recommendations: None

### **6.0 Resource Room**

- 6.1 The resource room workstations meet the minimum requirement for wheelchair accessibility.
- 6.2 The resource room can accommodate individuals with disabilities.

- 6.3 There is no information available that informs individuals with disabilities about the availability of accommodations or of documents in alternate formats.
- 6.4 Staff is available to accommodate the use of computers, printers, faxes and copiers when needed.

Recommendations:

- a. General information documents given to all persons should be available in Braille or large print. At least 1 copy is recommended. VR has been contacted for assistance with obtaining documents in Braille and should be available by August 31, 2020. Documents in large print can be produced by increasing the font size to 18 - 22.
- b. Information should be available that informs individuals with disabilities about the availability of accommodations and of documents in alternative formats. Example of information:  
  
"Accommodations and documents in alternative formants for individuals with disabilities are available. Some accommodations or documents in alternative formants may be provided on request or by appointment. Please ask about accommodations or documents in alternative formants."
- c. Ensure that staff is aware of how to instruct an individual on using available computer accommodations.

## **7.0 Communication**

- 7.1 A telecommunications device for the deaf is not available. Staff is aware of how to use the phone relay service for the deaf and computers to communicate with the deaf and hard of hearing.
- 7.2 Staff is aware of contacting VR for assistance with obtaining documents in Braille.
- 7.3 Staff is aware of how to contact and schedule a sign language interpreter.
- 7.4 An FM Assistive Listening System is not available.

Recommendations:

- a. In accordance with ADA effective communication guidelines, a text telephone or video phone should be available for individuals who are deaf or hard of hearing.
- b. In accordance with ADA effective communication guidelines, an FM Assistive Listening System should be available for the use of individuals who are hard of hearing and need to attend training classes. One device may be shared between Centers.

## **8.0 Signage**

- 8.1 Room identification plaques are present with Braille.

Recommendations: None

## **9.0 Drinking Fountains**

9.1 The drinking fountain fully accessible.

Recommendations: None

## **10.0 Alarms**

10.1 There is no fire alarm system.

Recommendations:

a. The building should meet the requirements set forth by the local fire marshal.

## **11.0 Emergency Egress Planning**

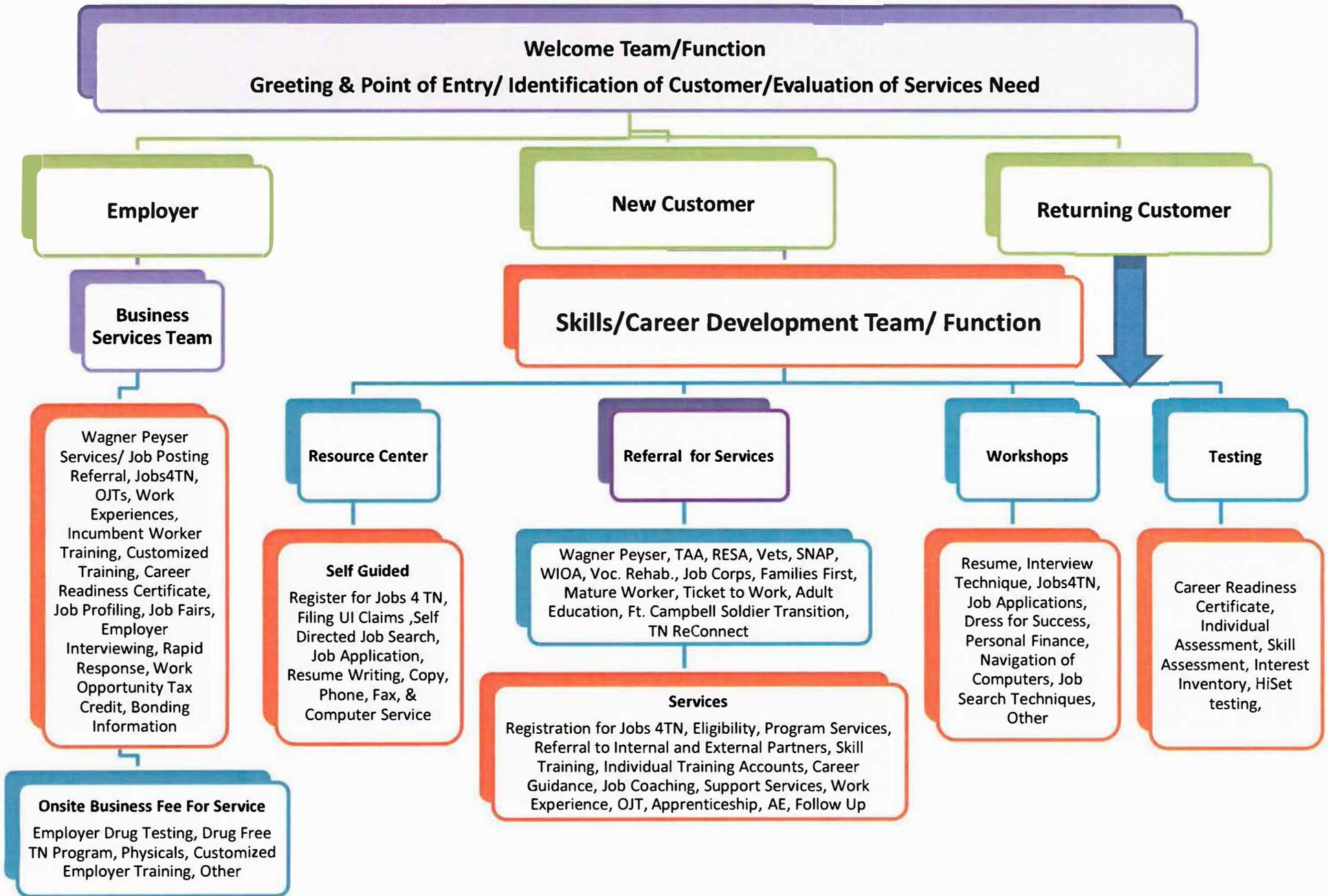
11.1 There is a general knowledge of emergency egress planning.

11.2 Staff understands that in the event of an emergency that all rooms within the building, including restrooms, need to be cleared of customers and that individuals with disabilities may require additional assistance to exit the building.

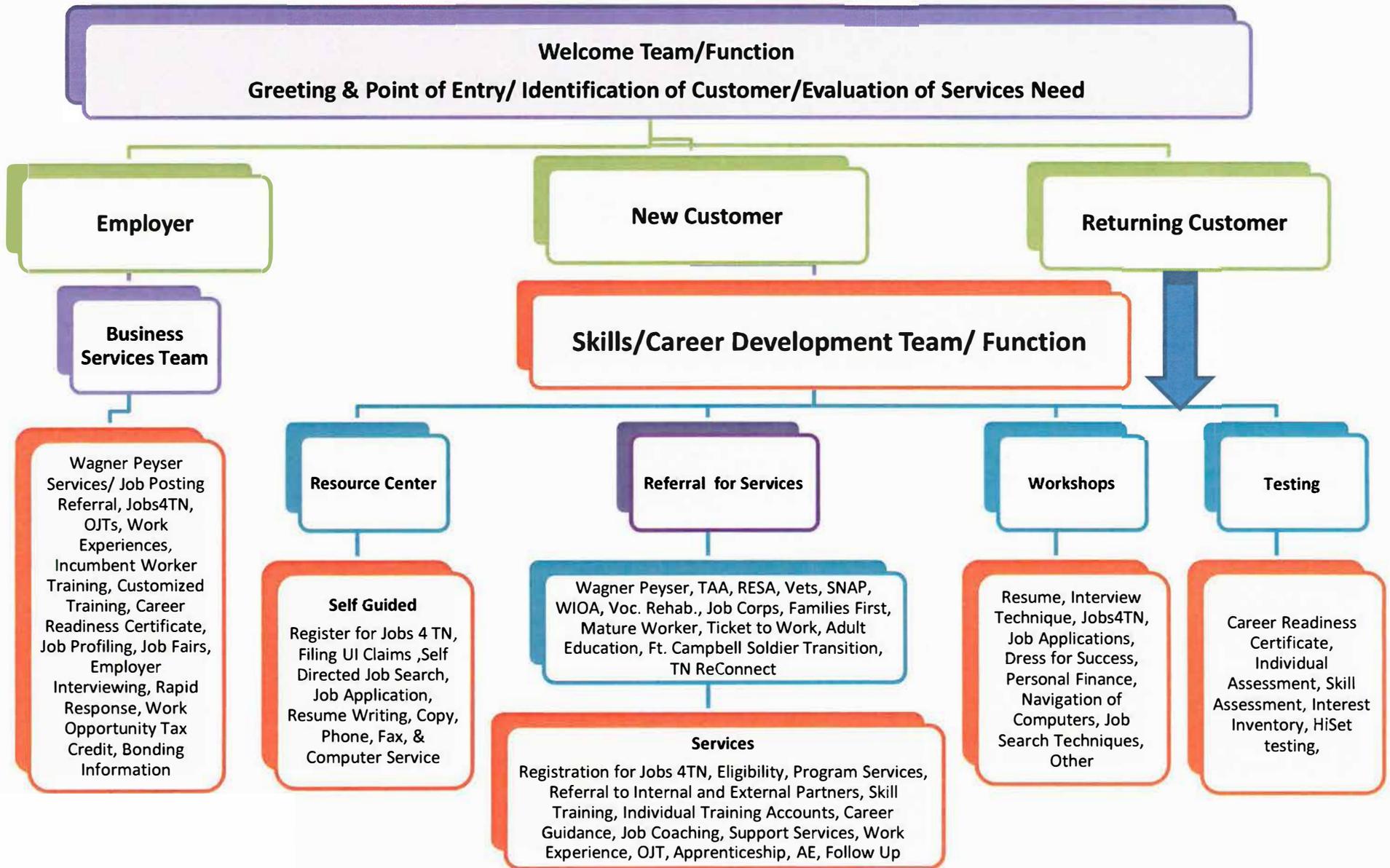
Recommendations: None

In general, staff is ready to accommodate individuals with disabilities if accommodations are not available. For example, staff is ready to provide personal assistance for individuals with visual impairments; are able to raise tables for persons in wheelchairs; are able to rearrange furniture for persons in wheelchairs; etc.

# Affiliate Sites



# Specialized Sites



# Comprehensive Sites

