

WIOA Strategic Workforce Development Plan

Local Plan Template

PYs 2024-2027





**WIOA (Workforce Innovation and Opportunity Act)
PY 2024 – 2027**

The Greater Memphis Local Workforce Development Board has created the PY 2024 – 2027 Local Workforce Innovation and Opportunity Act (WIOA) Plan for the local workforce areas of Shelby, Fayette, Tipton, and Lauderdale County.

Table of Contents

Local Area Information	3
Local Plan Tracker.....	4
Regional and Local Analysis.....	5
Support of State Initiatives	12
Strategic Planning Elements.....	23
Local One-Stop System	28
Workforce Development and Career Pathways.....	34
Access to Employment and Services	39
Business Engagement	60
Training Services.....	69
Program Coordination:.....	74
Youth Activities	82
Administration.....	89
Public Comment	94
Stakeholder Involvement	96
Attachments	97

Local Area Information

TN Local Area: Greater Memphis

Local Workforce Development Area(s) Contact Information:

Executive Director Name	Email Address
Amber Covington	acovington@memphischamber.com

Regional Director Contact Information:

Regional Director Name	Email Address
Jackara Jones	jackara.jones@tn.gov

Chief Local Elected Official (CLEO) Contact Information:

CLEO Name	Email Address
Mayor Lee Harris	officeofthemayor@shelbycountyttn.go

Board Chair Contact Information:

Board Chair Name	Board Chair Email Address
Meka Egwuekwe	meka@code-crew.org

Date of Submission: 4/8/24

Local Plan Guidance Tracker

LOCAL AREA: Greater Memphis

Priority Initiative	What State initiative or regional priority does this support?	Goal Description- what is success?	Targeted Success Date	Milestone		Milestone		Milestone	
				Action Items	Targeted Success Date	Action Items	Targeted Success Date	Action Items	Targeted Success Date
Braid resources and utilize a sector strategy approach in industries such as healthcare and creative economy to advance economic mobility in the region.	Investments that prepare workers for quality jobs.								
Ensure consistency in messaging in services to employers in GM by utilizing a case management approach and professional development of staff.	Business engagement plan is the roadmap.								
Expand youth work experience opportunities and engagement through WIOA and TYEP.	Youth investment								
Expand and improve outreach initiatives to the Latino population to increase engagement by 5%.	AJC operations improvement								
Develop and implement rural engagement initiatives to ensure all counties are served equitably.	Increase service utilization and awareness among all communities.								
Partner with CBOs, educational institutions and employers to increase credential attainment and quality job opportunities for the justice involved.	Serve individuals who have been justice involved.								
Additional KPI targets created beyond state KPIs to measure overall impact in the region.	Data driven decisions								
Strengthen support service connective tissue by forming greater partnerships with transportation provision entities.	Enhancing support services								
Develop career pathways initiatives by engaging multiple organizations and stakeholders to create a framework for employers and workers to transition across different organizations and programs within the workforce system.	Strategic partnering								

Regional and Local Analysis:

- a. Provide an analysis of regional economic conditions, including:
 - i. Existing and emerging in-demand sectors and occupations,
 - ii. The employment needs of businesses in those sectors and occupations; and
 - iii. How the LWDA compares to the region and any unique contributors to the regional economic conditions and business needs.

An analysis of the Greater Memphis workforce region, West Tennessee, consists of distinct labor markets in four counties, Shelby, Fayette, Tipton, and Lauderdale, including employment, unemployment data, labor market trends, and the local workforce's educational levels. These labor markets vary by smaller geographic areas and between the city and the rural towns and places. The West Tennessee area and counties' employment and unemployment rates are higher than the state average. Greater Memphis's local employment estimates in the last quarter of 2023 are 1.1% above its pre-pandemic jobs record; local job growth for the fourth quarter of December 2023 has a 1.3% increase, according to the data from the U.S. Census Bureau in the figure below.

October 2023 Labor Force Employed Unemployed Rate. *Source: U.S Bureau of Labor Statistics*

	Labor	Employed	Unemployed	Rate
Shelby County	433,359	413,079	20,280	4.7
Fayette County	19,065	18,330	735	3.9
Tipton County	27,426	26,280	1,146	4.2
Lauderdale County	9,521	9,069	452	4.7

The Greater Memphis LWDA is projected to have positive job growth from 2020-2030, approximately 21 percent. By 2030, the three largest industries in Greater Memphis are projected to be health care and social assistance, transportation and warehousing, and administrative and support and waste management.

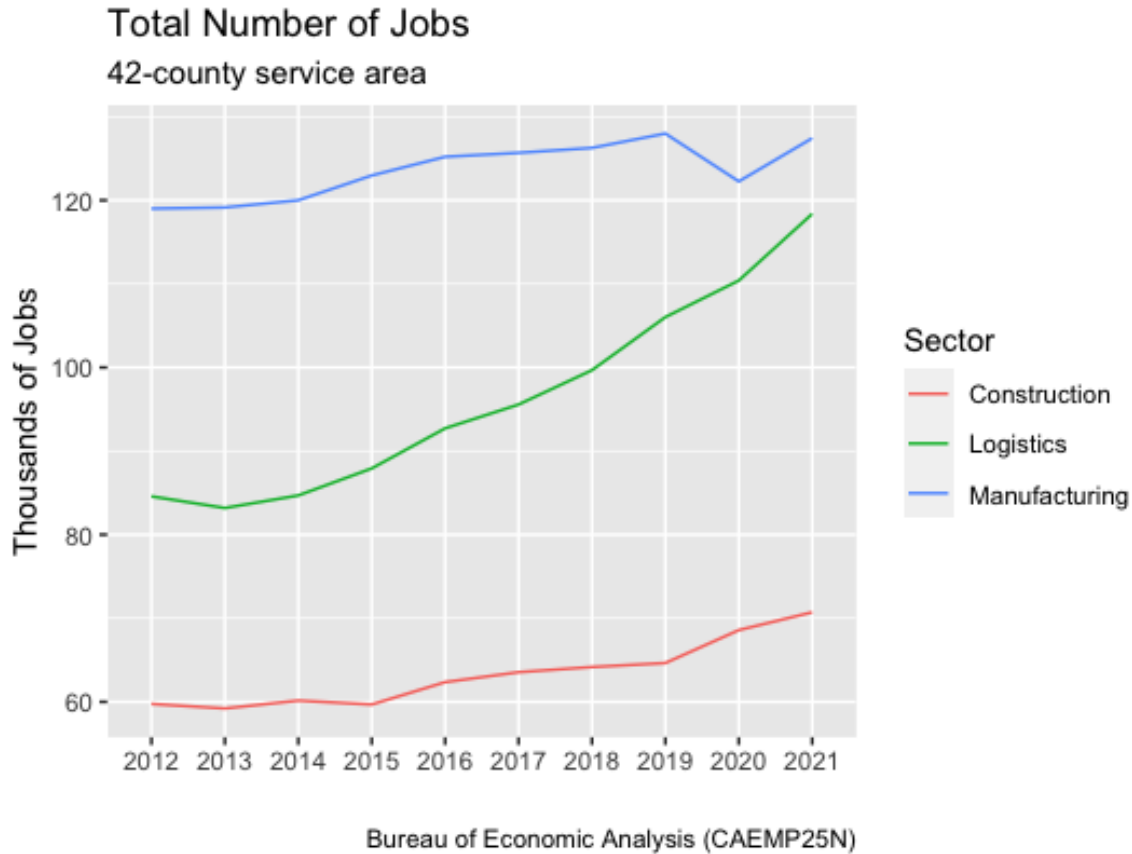
Health care, social assistance (103,940 jobs), transportation, warehousing (76,051 jobs), and manufacturing (73,546 jobs) are among the top industries expected to create the most jobs in Greater Memphis. Accommodation and food services jobs continue to rebound from the pandemic.

Among the most rapidly growing industries is the information industry, with the increasing use of technology in all sectors of the economy, arts and entertainment, and professional, scientific, and technical services.

The U.S. Bureau of Labor Statistics monitors various industries, and the top industries that employ the highest number of Tennesseans are the transportation, trade, professional and business service, and utilities sectors. Tennessee's geographical location offers many advantages, especially in the transportation sector, since it touches many borders with more states than any other state in the United States. Tennessee touches Mississippi, Missouri, North Carolina, Virginia, Arkansas, Alabama, Georgia, and Kentucky.

- b. Describe the knowledge, skills, and abilities needed to meet the employment needs of businesses, including those in in-demand sectors and employing individuals in demand occupations.

Service Area Overview

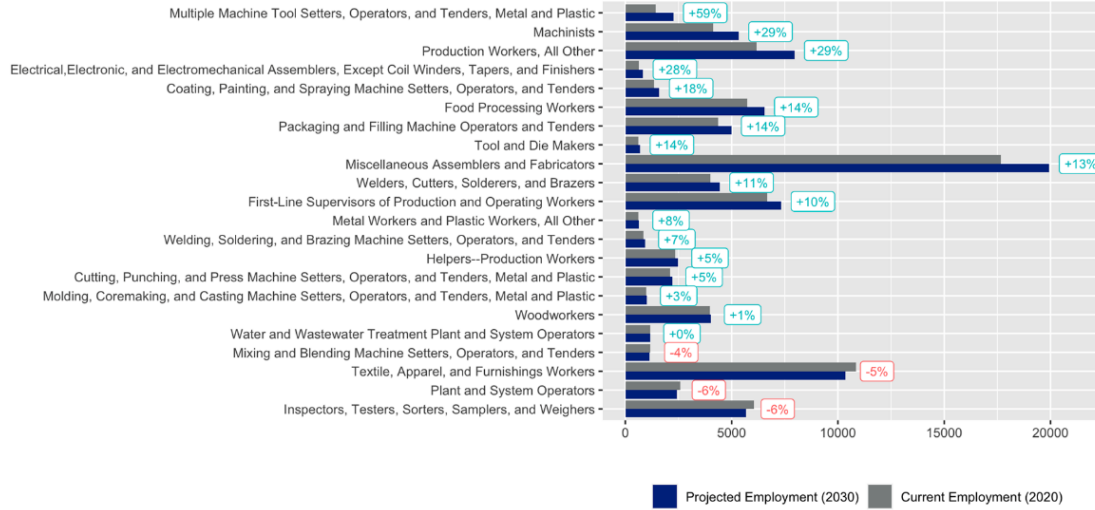


Based on the data in the graphs, labor market trends in the Greater Memphis Service area are increasing in logistics, manufacturing, and construction. Employers in Greater Memphis are struggling to find the skilled labor force to fill jobs across the counties in current industries and emerging industry sectors and occupations. The local workforce development must work with employers and partners to engage every potential worker in the labor force and train them in the skills needed to meet employers' needs today and into the future.

# of Establishments: Manufacturing Sector	# of Establishments: Logistics Sector	# of Establishments: Construction Sector
Shelby: 1,133	Shelby: 1,212	Shelby: 548

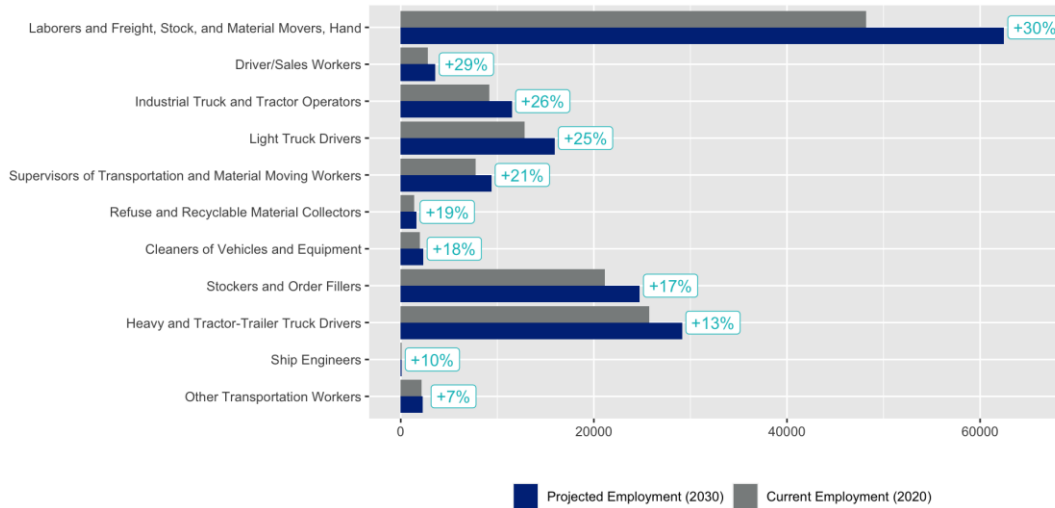
Ten-Year Employment Projections of Jobs and Skills Needed

Projected Growth by Occupation - Manufacturing

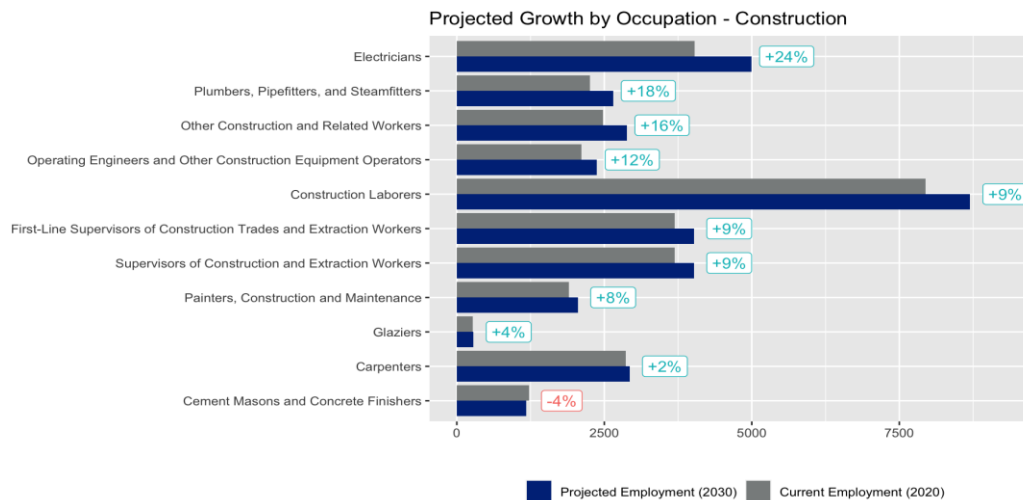


2020 estimated vs. 2030 projected employment for production-related occupations. Source: Jobs4TN, MS Department of Economic Security. Combined data for the three TN workforce development areas and the Three Rivers workforce area in North Mississippi. Arkansas data not available. Occupations with low employment in any workforce area or duplicated by other occupations were excluded.

Projected Growth by Occupation - Logistics



2020 estimated vs. 2030 projected employment for transportation and material moving-related occupations. Source: Jobs4TN, MS Department of Economic Security. Combined data for the three TN workforce development areas and the Three Rivers workforce area in North Mississippi. Arkansas data not available. Occupations with low employment in any workforce area or duplicated by other occupations were excluded.



2020 estimated vs. 2030 projected employment for construction-related occupations. Source: Jobs4TN, MS Department of Economic Security. Combined data for the three TN workforce development areas and the Three Rivers workforce area in North Mississippi. Arkansas data not available. Occupations with low employment in any workforce area or duplicated by other occupations were excluded.

The graphs above are projected employment for production-related occupations, as shown in the source **Jobs4TN**.

Employers in all three sectors listed above and others, such as healthcare and office occupations, listed communication as a priority skill. However, in manufacturing and warehousing, written communication appears less of a priority than in other industry sectors. Other notable differences include sector priorities in manufacturing, such as teamwork, problem-solving, and reliability; healthcare, customer service skills, and positive attitudes; and professional services, such as teamwork, professionalism, and organizational skills. As you can see, industry sectors have key differences in desired soft skills.

Employer's employment needs and constraints can limit business growth. Employers report the need to hire workers with skills in the following areas:

- Technical skills
- Soft skills and
- Employability skills

These skill sets listed above overlap despite their operational specificity. Employability skills employers seek include work habits, attitudes, showing up on time, safety, and managing time. For instance, technical skills are specialized knowledge required to perform specific tasks and use particular tools. WIOA allows the local workforce development board to leverage the WIOA federal funds to play a critical role in providing technical skills, soft skills, training, and employability skills to assist in removing workforce barriers, building in-demand skills, which all support employability to meet the needs of employers and the job seekers.

- c. Provide an analysis of the regional and local workforce, including:
 - i. Current labor force employment and unemployment numbers.
 - ii. Information on any trends in the labor market; and
 - iii. Educational and skill levels of the workforce in the region, including individuals with barriers to employment.

Before the pandemic, Tennessee's labor market was somewhat healthy. The State's unemployment rate closely mirrored the national average, but the labor force participation rate was lower than the national average at 61.3%.

As the State closes out the third quarter of 2023, Tennessee's labor market showed signs of improvement, but it continues to face challenges in 2024. The State's overall labor participation rate is roughly lower than before the pandemic, indicating a prolonged return to the workforce.

Top Industries of Employment. Source: U.S. Bureau of Labor Statistics, August 2023

Transportation and Utilities 20.5%	Professional and Business Services 14.2%	Education and Health Services 14.1%	Leisure and Hospitality 10.9%
Manufacturing 11.2%	Financial Activities 6.3%	Other 5.7%	Construction 4.5%

There has been a persistent shortage of workers to fill open job positions in the State and West region, and as of 2023, there were only 56 available workers for every 100 open job positions. These trends concern employers with a surplus of job openings compared to the last three years.

Another concern and a tremendous opportunity for the West Tennessee Region is the Ford Motor Company campus, known as BlueOval City (BOC), which will spur job growth in 21 counties, opening approximately 20,160 new jobs. These new jobs include direct and indirect jobs that provide services, materials, or support production and transportation-related industries and include consumer spending to meet the personal needs of Ford employees. BlueOval City (BOC) vehicle and battery manufacturing campus sits on a 3,600-acre Megasite in Haywood County. Production will begin in 2025; this operation will place a greater demand for cross-industry occupations in the State to support direct employment projections from Ford Motor Company.

Educational Attainment

There are significant disparities in the West Region of the State of Tennessee concerning individuals' post-high school educational attainment based on their race or ethnicity. These disparities are a pattern throughout the State of Tennessee. The educational attainment of a bachelor's degree or higher degree of individuals who are over the age of 25 and identify their race as White is 32.62 percent, which shows a sizable disparity when compared to those who recognize their race as Black 18.95 percent, and those who identify as Hispanic or Latino 16.27 percent.

Educational Attainment	West Region White Only	West Region Black Only	West Region Hispano or Latino Only	Statewide White Only	Statewide Black Only	Statewide Hispano or Latino Only
Population 25 years and over	568,046	392,438	37,801	3,701,360	725,820	194,222
% High school graduates only	32.79%	37.18%	26.15%	31.65%	34.12%	27.99%
High school graduate or higher	514,538	340,256	23,074	3,317,421	636,892	125,079
% Bachelor's degree or higher	32.62%	18.95%	16.27%	30.12%	21.91%	17.39%

The current educational attainment levels in the West Region do not align with the increasing employer needs. Too few individuals are prepared for in-demand jobs as more and more employers require higher skills for employment. Although there is a constant demand for labor in the State of Tennessee, half of the workers in the labor force are not in good jobs, and many face barriers to advancement. A good-paying job is a livable wage in the region; it includes benefits, such as health insurance retirement, and helps workers develop their skills and experience to advance along a career pathway defined by the *Department of Labor*.

- d. Provide an analysis of workforce development activities, including education and training, in the region.
 - i. Identify strengths and weaknesses of these workforce development activities, and;
 - ii. Discuss the LWDB's capacity to provide workforce development activities to address the education and skill needs of the local workforce, including individuals with barriers to employment, and the employment needs of businesses.

Areas of opportunity for meeting, hiring in-demand occupations, and developing the skills individuals need to succeed in the labor market in West Tennessee – is to continue to expand our partnership framework regionally with different organizations and companies from various industries across the learning and workforce development ecosystem to share resources and insights about innovative ways to help identify training and educational career paths that work best for job seekers, workers, so they can gain the technical skills they need to succeed in skilled trades today and tomorrow.

So, what are some of the top in-demand industries and the priority needs of these industries in West Tennessee? West Tennessee and the State have some of the most sophisticated manufacturing facilities in the U.S. located here. Advanced manufacturing touches everything from start-ups to electronics, where the most significant U.S. home appliance operations are in Tennessee.

In addition, West Tennessee will make a historic investment in creating BlueOval City (BOC), creating thousands of high-quality jobs, and supporting America's transition to electric vehicles.

Logistics is the world headquarters of FedEx; its central location means businesses can connect to suppliers and customers worldwide faster. It's the busiest cargo airport, with immediate access to eight interstate highways and waterways.

Ranking third in the nation in exports of medical supplies and equipment, the state exports in this sector continue to grow, accounting for 68 percent of the sector's exports. The businesses include medical device companies, pharmaceutical manufacturers, managed care, and national insurance providers.

Finance and technology are helping change businesses, communities, and individuals' lives worldwide. There are large headquarters for data centers, call centers, research and development, and new technologies.

These are just a few of the top in-demand industries in West Tennessee, where we lead the nation in developing and maintaining the best products in the world. But entry-level and middle-skill jobs comprise the most significant labor market here in West Tennessee, yet employers can't find enough workers trained in technical skills. For businesses to stay competitive in the ever-changing economic environment, these industries will need a steady pipeline of qualified workers who can excel in the new skills required to bridge gaps.

Support of State Initiatives:

- a. Labor Force Participation Rate (LFPR)
 - i. Describe how the LWDB will provide focused advocacy and engagement to special populations in effort to increase in the local LFPR.
 - ii. What regional or local initiatives will the LWDB support or implement to positively impact LFRP efforts?

As the State continues to grow in population and diversity, the local workforce development board will work to develop and implement an inclusive community outreach engagement strategy. The strategic outreach engagement plan will address special populations' needs to serve individuals better, achieve extraordinary results, and discover new opportunities to increase their potential for success in the labor market.

The strategic action plan will target the following individuals but not limited to only these populations:

- Individuals with disabilities
- Individuals from economically disadvantaged families, including low-income youth and adults.
- Individuals preparing for nontraditional fields.
- Single parents, including single pregnant women.
- Out-of-workforce individuals
- English learners
- Justice involved individuals.
- Youth who are in, or have aged out of, the foster care system.
- Youth with a parent who is a member of the armed forces and is on active duty.

Inclusivity results in better outcomes, strengthened communication, creative ideas, stronger relationships, and a positive impact on the labor force participation rate.

The Greater Memphis Local Workforce Development Board (GMLWDB) will also forge new partnerships with key stakeholders from K-12, career and technical education, higher education, economic development, registered apprenticeship program sponsors, community-based organizations, state transportation, and the business community to ensure WIOA investments connect all individuals to quality jobs and provide a path to economic self-sufficiency.

GMLWDB will also support and align with the new federal and State workforce initiatives to help increase the labor force participation in the region through the following partnerships:

PROWD, Reentry Opportunity Workforce Development Grant, funded by the U.S. Department of Justice and U.S. Department of Labor, will allow the Tennessee Office of Reentry to provide employment services to federally incarcerated individuals returning to Memphis. Over four years, \$6.7 million in federal funding through the partnership for

Reentry Opportunities in Workforce Development.

Upskill Midsouth provides in-demand training to unemployed, underemployed, and incumbent workers based on industry-identified needs. Designed to be collaborative, Upskill Midsouth invests in strategic Industry Partnerships within the Tri-States covering 42 counties. The objective is to bridge employer-identified skill gaps, address the needs of workers, and eliminate barriers to employment in the following industries: advanced manufacturing, logistics & technology, and construction. With \$21.5 million in funding from the Economic Development Administration to the University of Memphis, Upskill Midsouth is a regional industry-led economic program to support workforce competitiveness.

Persevere will support local technology firms and provide good job opportunities by scaling its model for training justice-impacted Americans through intensive skills training and work-based learning. The Tennessee Technology Workforce Alliance's system is employer-driven, with employers including Banyan Labs, Epic Games, and Protech committing to designing curriculum, training instructors, providing on-the-job training opportunities, and hiring graduates. Persevere has also secured partnerships with the Tennessee Department of Correction to get individuals who are currently incarcerated training and with community-based organizations such as Ladies of Hope Ministries, which has a history of working with Google to foster tech pathways for formerly incarcerated women. Awarded \$15 million in funding from the Economic Development Administration, Persevere is an information technology sectoral partnership.

GROWWTH grant funding will allow GROWWTH to work toward eliminating key barriers to self-sufficiency for low-income wage earners in the West Tennessee region. GROWWTH has developed plans to improve family access to needed resources for economic mobility, implement a holistic approach to enhancing families' personal and professional well-being, strengthen the existing system through partner resources, and inspire families to appreciate the value of growth and lifelong learning and awarded \$25 million in funding by the Tennessee Department of Human Services. This pilot program helps individuals improve their economic well-being. GROWWTH serves constituents in the 21 counties that make up West Tennessee, including Benton, Carroll, Chester, Crockett, Decatur, Dyer, Fayette, Gibson, Hardeman, Hardin, Haywood, Henderson, Henry, Lake, Lauderdale, Madison, McNairy, Obion, Shelby, Tipton, and Weakley.

The **Governor's Investment in Vocational Education (GIVE)** initiative, part of Governor Bill Lee's legislative agenda, is a two-pronged approach to expand access to vocational and technical training for Tennessee high school students. To give students the skills needed to join the workforce, \$500 million will be invested to expand middle and high school career and technical education programs and extend additional dual enrollment credits for high school juniors and seniors through the Governor's Investment Education (GIVE) program.

These partnerships will not solve all the issues, but they will help increase and improve employment outcomes for special populations, strengthen our communities, and increase the workforce system partnerships.

b. Business Engagement Plan

- i. How will the local area implement the TDLWD-WFS Business Engagement Plan to redefine “business engagement” pursuant to the state-wide framework and provide streamlined solutions to employer customers?
- ii. How will the local area apply the seven pillars of the TDLWD-WFS Business Engagement Plan to the work of the Business Services Team?

Redefining business engagement, in theory, is one thing, but it's another issue to doing it well. The GMLWDB will prioritize Greater Memphis employers as customers by building business consulting relationships to project a value proposition and customized programs to better serve our employer customers.

The GMLWDB Business Services Team is driven to support business partners through seven foundational themes identified as "pillars." These pillars will be the structural model for the local area staff and partners to implement into a consistent, streamlined approach toward actionable solutions. This approach prepares the business consultant to be confident when targeting specific industries and offering cost-effective approaches to talent development. The business consultant focuses on two or three high-growth industries in the local area and begins researching the different employers to understand the skills needed and a deeper understanding of the overall company's needs: research unfamiliar terms and technologies to understand company language and skill demands.

The business engagement structure has seven foundational pillars guiding business consultant services. A strategy and specific goals support each of the pillars listed below.

1) Adopting a Sector-Based Service Delivery Approach

- The GMLWDB will convene workforce-focused organizations, employers, and barrier-addressing social organizations to ensure awareness of services, including services available through the GMLWDB, and build comprehensive career pathways and whole-sector strategies. Sector strategies for critical industries, including advanced manufacturing and healthcare, are opportunities for collaboration. These also ensure that all stakeholders clearly understand key issues, opportunities, career paths, and LMI related to in-demand sectors.
Example: LWDB collaborates with the Greater Memphis Chamber, facilitating a think tank of creative economy businesses to address workforce needs.

2) Utilizing a Business Cycle Framework

- Create a digital toolkit for employers for the business life cycle framework and a separate toolkit for the various programs to guide employers through OJT, IWT, apprenticeship processes, etc. The GMLWDB currently has an IWT toolkit in place to support employers.
- In addition, utilize online platforms and other means to deliver workshops and courses to support the needs of businesses at any phase of the business cycle. Some of these platforms include Coursera and Workforce180.

3) Positioning LWDBs as Asset Mappers

- Simplify messaging on ways to increase funding opportunities for workforce training, apprenticeships, and customized training to businesses.
- Within this messaging, the LWDB will provide labor market information to inform businesses of economic circumstances to make critical decisions based upon industry insights, supply and demand trends, and wage data.

4) Case Managing Employers

- Utilize Zendesk Customer Relationship Management (CRM) to serve employer customers better and streamline communication flow through multiple partners. The Greater Memphis Business and Workforce Director will be the single point of contact with employers and will work with OSOs and Business Services team at the AJC level to reduce employer fatigue and enhance services.

5) Enterprise Alignment

- Review and align policies in the local area to ensure employers receive a clear and consistent delivery of services.
- Align communication efforts utilizing TDLWD dashboards and building partnerships with local chamber of commerce and economic development agencies to create collaborative and cohesive communication plans.
- OSO hosts monthly Business Services functional team meetings to ensure collaboration amongst partners and clear concise communication to employers.

6) AJC Network Improvements

- Establish virtual office hours for employers to have informational sessions and ask consult with Businesses Services staff.
- Increase usage of the Virtual and Mobile AJCs to enhance the job seeker experience.
- Align K-12 efforts for businesses to engage earlier with the future workforce. **Example:** K-12 uses an electronic database to send employers with different career pathways. Employers can choose a career pathway that displays their company's strengths, set up meetings with students, and create breakout sessions to provide coaching and training.

7) Training & Development

- Form a Business Services consultant apprenticeship program for staff to complete to increase knowledge and skill set.
- Employers and staff complete the Talent Pipeline Management Academy (TPM) (U.S. Chamber of Commerce Foundation). TPM provides employers and their education and workforce development partners with strategies and tools to co-design talent supply chains that connect learners and workers to jobs and career advancement opportunities.

- c. Summer Youth Employment Program (SYEP)
 - i. Describe how the LWDB will implement SYEP in the local area.
 - ii. How will the LWDB leverage partnerships and current connections with both in-school and out-of-school youth, as well as employers, to increase SYEP participation and job placement?
 - iii. Describe how the LWDB will conduct outreach to employers, as well as youth participants, to ensure Youth work experience is utilized year-round.

Tennessee Youth Employment Program (TYEP)

The essential element of implementing the Tennessee Youth Employment Program in the local area is to create more economic and educational opportunities for young people from diverse communities, especially those of color. Young people, community-based organizations, and employers testify to the value of such programs. The recent attention and support to build, expand, and improve programs has increased.

The Action for the GMLWDB to take is to grow a high-quality Tennessee Youth Employment program throughout the region, which falls into two areas:

A. Program design, which speaks to the activities that make up the jobs program and the specific services provided to youth and employers.

B. Capacity and infrastructure means implementing program elements efficiently and effectively based on State policy.

This framework should be leveraged as a promising practice rather than a definitive account of what every employment program should look like, mainly based on the youth elements and their relative effectiveness. In following best practices with other states linking summer and year-round youth employment programs, for instance, completers of the summer program are eligible to apply for a year-round youth employment program. Once the system is built, private sector employers can post youth jobs throughout the year, and young people can scan opportunities and pursue listed jobs.

Another strategy is to align career-focused high school programs with job initiatives or career and technical education (CTE) to strengthen both and expand the promotion of summer jobs to CTE students so they can secure valuable experience working in a job aligned with their school curriculum.

The strategies the GMLWDB will implement to conduct outreach to employers and youth are a strategic approach to engaging customers and successfully connecting youth to opportunities beyond the summer. TYEP will assist young adults and employers year-round from June 2024- July 2025. GMLWDB has designed an array of outreach strategies to build partnerships and gain additional employers of interest for TYEP . The outreach plan includes targeting 2-3 new employers each week, to help employ youth in all 4 counties (Shelby, Tipton, Fayette, and Lauderdale). Outreach efforts with future employers and young adults will consist of attending events such as career day, collaborating with community partners, hosting events in all 4 counties (Shelby, Tipton, Fayette, and Lauderdale), and attending school and church

events. So, what drives employers to be involved in youth employment programs is when staff engage employers in convincing pitches, providing support, and collecting information that leads to program improvements. Understanding employer motivations and their perspectives, along with the various ways to partner with youth programs and their experiences participating, provides value to their organizations.

Another strategy to recruit and retain in-school and out-of-youth to employment programs, as well as employers, to increase participation and job placement is to host roundtable sessions that highlight a need for cross-stakeholder collaboration, and expand communication channels to the community and other stakeholders is a more consistent messaging that adds value to the youth employment programs to employers, community partners, and the overall experience of those participating in the youth employment program. GMLWDB has partnered with a State of Tennessee representative, Jackara Jones, Business and Workforce Director to establish community partnerships, TYEP sites, and other workforce development resources.

Goals and Objectives

Objective 1: To assist 346 TYEP participants in developing the necessary skills and personal characteristics to become self-sufficient and enable them to live independently.

TYEP participants will be assisted in developing workforce development and personal skills that are required to thrive and become self-sufficient. Skill training and educational resources will be provided through case management, life skills education, and other community resources. This objective will be evaluated through bi-weekly follow-up calls, supportive services offered, and the completion of TYEP. Interested TYEP participants will be monitored by Strategic Initiatives Youth Coordinator, Victoria Adair, with GMLWDB. Inquiries interested in TYEP will be placed on a tracker and screened for enrollment weekly and enrollment data will be shared with the Tennessee Department of Labor & Workforce Department weekly to ensure monitoring of expenditure and placements are captured. The tracker designed for TYEP will monitor the number of interested participants, enrollment of participants and their completion of TYEP, and young adults that are on the wait list.

Objective 2: To assist TYEP participants to obtain and maintain employment. There are weekly collaborations with Jackara Jones, the Tennessee Department of Labor and Workforce Department, and employers who are interested in becoming work sites, providing young adults with the opportunity to earn while they learn, and test drive a future career. Employers interested in becoming a TYEP work site will complete an inquiry form that is tracked weekly to monitor the success of employers interested in providing youth and young adults with workforce development skills. Monitoring this tracker by Jackara Jones allows relationship building with community partners and eliminates the gap in employment opportunities for youth and young adults. The projected goal is to have 48 employers actively enrolled as TYEP sites by July 30, 2024, servicing young adults in all four counties. (Shelby, Tipton, Fayette, and Lauderdale)

Objective 3: To assist TYEP participants with providing supportive services to assist with workforce development skills. TYEP participants will have a Program Specialist, provided under GMLWDB, who will assess each young adult, provide motivational and supportive service support, and assist the TYEP participant with the best employment opportunity leading to a career. Young

adults who are assessed and demonstrate a need for supportive services, the Program Specialist will create the initial request for services. A live tracker will monitor the expenditure and types of supportive services viewed as frequent distributed supportive services. This tracker monitors financial challenges young adults experience in gaining sustainable employment.

OF TYEP INQUIRIES/ June 2024

Grantee	Proposed to Serve	Inquiries
Greater Memphis	346	384
Shelby County	166	286
Tipton County	100	53
Fayette County	50	15
Lauderdale County	30	30
Service Providers		
Neighborhood Christian Center		
Communities In Schools of Memphis		
Potential Service Provider		
Delta Human Resource Agency		
Oasis of Hope		
Fayette County Schools		

- d. AJC Operations Improvement: AJC Assessment
 - i. Provide an analysis of the KPMG assessment study results specific to the local area.
 - ii. How does the LWDB plan to incorporate the recommendations and adjust the local service strategy if necessary?

Although Tennessee benefits from a low overall unemployment rate, around 3.5 percent, the differences in employment prospects across West Tennessee are stark. To address these employment inequalities, the GMLWDB is strategically located in areas of high unemployment, where diverse populations have various barriers to employment, such as disability, justice-involved backgrounds, poverty, and residency in rural areas with limited jobs and services. The analysis revealed significant service underutilization and employment outcome disparities among different groups, particularly those with disabilities and justice-involved backgrounds. The research also showed that residents in rural areas experienced considerable challenges in accessing services at the American Job Centers. In addition, the percentage of households with no access to a personal vehicle is highest in the Greater Memphis LWDA with 8% of the households in the region.

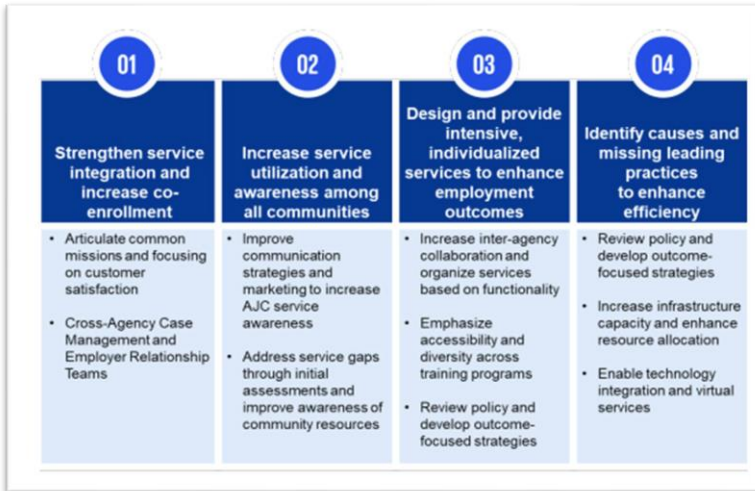
The findings suggest a great need for targeted strategies to improve service delivery in the Greater Memphis region through utilizing mobile service units and enhancing virtual service delivery options. Greater Memphis plans to increase access points by 25% from 2024-2027 especially in rural communities and areas of Memphis, TN that are miles away from the comprehensive center in impoverished communities. The focus will not only be on the quantity of access points but also the quality of services being provided. For example, a recently developed access point serves the reentry population in the Whitehaven community of Greater Memphis. Justice involved individuals are able to meet with American Job Center staff, community-based organizations that provide wrap around support, potential training options, etc. The responsibility of access points management will be under the One Stop Operator beginning October 1, 2024 to ensure accessibility and effectiveness of meeting people where they are.

Also, Greater Memphis plans to improve service delivery by relocating the comprehensive center to a vibrant welcoming environment on a rapid transit line. The new center will provide more space for events, connections to more businesses for opportunities for job seekers, and the AJC can leverage additional non-profit agency resources located in the facility. Additionally, there is a high school located in the complex that will give the GMWDB an opportunity to engage more youth in programming. This coordination and findings are critical for helping the Greater Memphis communities ensure that workforce development resources are appropriately leveraged, and services are effective.

Implementing the recommendations of the KPMG assessment study in the local area will be a transformative approach to workforce development. Investing and integrating innovative tools such as web-based dashboards and mobile applications prioritizing staff training aims to create a lean, efficient, and inclusive environment for workforce development in all areas of West Tennessee.

The following items outlined will be the strategic elements that will assist in the challenges uncovered by the analysis to improve the State WIOA services and meet the unique needs

of the various demographic groups, such as those with disabilities and those living in rural areas; see figure below.



e. Infrastructure

- i. Describe how the LWDB plans to implement an innovative and effective funding structure to incorporate the blending and braiding of resources.
- ii. What additional funding sources, beyond WIOA formula dollars, does the LWDB plan to seek?
- iii. How does the LWDB plan to staff and administer any programs funded through non-WIOA sources?

The GMLWDB will implement the following strategy to incorporate blending and braiding of resources, which can go beyond WIOA formula dollars. The GMLWDB will prioritize and select the best options to meet specific objectives by raising funds from different sources or blending funds involving multiple organizations for a joint program or goal defined by the Board.

For example, career pathways initiatives where the local workforce development board would engage multiple organizations and stakeholders to create a framework for employers and workers to transition across different organizations and programs within the workforce system.

Building industry sector strategies through collaboration with employers to understand the industry trends and needs to meet employer's current and future work demands. This type of initiative also aims to increase industry competition and advance the employment of low- and middle-income workers by aligning education and local workforce systems with the skills workers need to meet employers' needs.

Another area to incorporate the blending of resources with community colleges and where staff can assist in administering the program is accelerated skills learning, which allows students to complete education and training programs more quickly than traditional programs. Strategies include:

- Integrating adult education into technical skills training rather than requiring students to enroll in separate classes.
- Separating curriculum into manageable "chunks" or modules within a course or program, with each chunk acting as an advancing step along a career pathway.
- Using fast-track programming to allow students to progress through coursework at their own pace.
- Implementing prior learning assessments to award credit for knowledge gained outside of education and training programs, such as through work experience.

These are just a few innovative ways to collaborate for workforce success, including funding that WIOA does not support.

Additional funding sources beyond WIOA formula dollars will also be utilized:

TYEP Funding: Greater Memphis utilizes youth employment program funds to serve youth age 14-24. GMWDB is braiding this funding to provide services to youth beyond WIOA to

ensure there are more opportunities for career exploration and work experience.

PROWD: Partners Reentry Opportunity Workforce Development Grant, funded by the U.S. Department of Justice and U.S. Department of Labor, will allow the Tennessee Office of Reentry to provide employment services to federally incarcerated individuals returning to Memphis. Over four years, \$6.7 million in federal funding through the partnership for Reentry Opportunities in Workforce Development. GMWDB will serve as the intermediary for the grant managing 3.8M of the funds braiding with current staff to assist with management of the grant.

RESEA Funding: The local area utilizes funding to cross-train existing Title I staff to be able to administer WIOA and RESEA. Leveraging RESEA also reduces duplication and streamlines services for job seekers by allowing them to receive services from multiple programs from one staff person.

Additionally, the GMWDB manages apprenticeship and SCSEP funds and applying for Tennessee Office of Reentry funds to enhance services available to Title I participants.

Strategic Planning Elements:

- a. Describe the LWDB's strategic vision and goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment.
 - i. How do the local area's workforce development programs, including programs provided by partner agencies, support this strategic vision?
 - ii. How will the local area, working with the entities that carry out the core programs, align available resources to achieve the strategic vision and goals?

This local planning document significantly reflects the state's vision to strengthen the workforce system's ability to align and coordinate among WIOA core partners and other community partners to serve individuals and companies competing in the labor market today and into the future. Our path to success lies in the strategic alignment, coordination, and regular convening of WIOA core programs such as Title I adult, dislocated worker, and youth programs; adult education and literacy programs; the Wagner-Peyser employment service; and the Rehabilitation Act program. This collaborative approach will effectively align resources, strengths, and training needs for our mutual customers, particularly individuals from marginalized communities with barriers to employment.

Our overarching vision is to prepare an educated workforce that leaves no one behind. As a starting point, the local workforce area will consider the following, but not limited to:

- Collaborate on modifying programs for disadvantaged groups who face workplace challenges, such as formerly incarcerated with entities such as Shelby County Office of Reentry and Juvenile Court. Such programs can be customized, like upskilling support strategies to meet the specific needs of each population.
- Organize and engage nonprofit organizations and companies to support coordinated training of low-wage workers to help them advance and receive a higher wage.
- Priority for public assistance recipients, low income, adults and adults deficient in basic skills
- Engage employers and community-based organizations to provide post-employment support such as transportation, childcare, and other non-skills-based assistance for those transitioning from public assistance to self-sufficiency.
- Ensure 75 percent of youth funds go to out-of-school youth
- Implement career pathways to encourage industry-driven training and alignment across workforce development and educational systems
- Career pathways are allowed under WIOA to encourage industry-driven training and alignment across workforce development and education systems

With the active involvement of WIOA core partners, we collectively play a pivotal role in bridging the gap for various underserved groups, connecting them to the skills, resources, and experience they need to succeed.

In addition, the local workforce development area will leverage sector partnerships to inform and guide strategic workforce development strategies and enhance partnership coordination with employers to develop Greater Memphis further to ensure streamlined services to businesses and individuals in our counties. These partnerships and strategies will become integral to the

Greater Memphis workforce system. WIOA emphasizes employer engagement across the workforce system to align training with needed skills to match employers with skilled workers. WIOA adds flexibility at the local level to provide incumbent worker training and promotes work-based training. For instance, increasing OJT reimbursement usage will lead to industry-recognized credentials.

Together, the WIOA core partners will forge sustainable change, advance individuals' economic futures, build a diverse talent pipeline for companies, and fuel long-term economic growth for the counties we serve. This strategic plan is about the present and creating a brighter future for all.

- b. Describe the LWDB's goals relating to performance accountability measures. How do these measures support regional economic growth and self-sufficiency?

GMWDB vision is to develop workforce solutions that promote regional economic growth and employment opportunity for all job seekers by convening leaders from business and industry, economic and workforce development, education and training as well as community partners and policy makers. GMWDB goals are to connect job seekers to employment opportunities, to provide education and training options in high growth, high-demand sectors, and to provide a skilled and sustainable workforce to attract, retain and grow diverse businesses in the Greater Memphis region. GMWDB commits to advancing the economic prosperity and workforce development of our region through strategic initiatives and collaborative efforts. Through our comprehensive strategic goals, we aim to address the dynamic needs of our labor force and promote sustainable growth in Greater Memphis. By focusing on these initiatives aligned with the state and regional plan, we strive to ensure that our workforce prospers economically.

The Greater Memphis mission and goals support meeting or exceeding all its WIOA performance accountability measures. The region's goals center around core values of inclusiveness, customer focused, intentional partnerships, continuous improvement, and innovation + growth. The strategic goals listed below help prepare individuals with barriers to employment for the workforce by ensuring a customer-focused approach where all individuals have equitable access to opportunity, resources for barrier remediation through a wide variety of intentional partnerships within the Greater Memphis workforce system employment and training programs connected to jobs that are growing regionally, and a desire to develop funding to serve more and varied individuals with barriers to employment, with GMWDB system partners. There are three strategic pillars of focus advancing working equity by removing barriers, talent innovation + pipeline development, and preparing future skilled workers.

Action Items Relating to Performance Accountability Measures:

Labor Force Participation Rate:

- Inclusive community outreach engagement strategy (untapped populations).
- Rural ambassador program and establishment of a LWDB rural engagement committee
- Expand and improve initiatives to support the Latino population to increase LFPR by 5%.
- Intermediary for PROWD Grant and lead of Equitable Credential Attainment Cohort

AJC Operations Improvement:

- Provide a comprehensive center with a vibrant and welcoming area located on a rapid transit line.
- Increase access points by 25%.
- Develop and implement data driven rural engagement plan to ensure all counties are served equitably.
- Strengthen support service connective tissue by forming collaborative partnerships.

Business Engagement Plan:

- Form partnerships with CBOs, K-12, post-secondary and employers in the multi-complex

to increase credential attainment and quality jobs

- Braid resources and utilize a sector strategy approach in high growth industries to advance economic mobility in the region.
- Talent Pipeline Management (TPM) approach

Youth Employment Program (YEP):

- Development of regional action plan to advance economic mobility of JII youth focused on career exploration, trauma informed care and paid work experience.
- Align WBL, credentialing opportunities, and dual enrollment coursework with in-demand careers.
- Expand CTE access through immersive technology.

The action items will drive meeting and exceeding key performance indicators (KPIs) for the region. KPIs consists of new enrollments for (adult, dislocated workers, youth, justice involved, veterans and more), credential attainment, measurable skills gains, effectiveness in serving employers, co-enrollments, placements, wage data, etc. KPIs will be monitored monthly by GMWDB to measure effectiveness in service delivery and opportunities for continuous improvement. Additionally, the OSO will host functional team meetings (Business Services, Welcome, and Career Services) to ensure all partners are aligned and connection points are made regarding training for staff.

- c. Provide a description of how the LWDB will support the strategy identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including those authorized under the Carl D. Perkins Career and Technical Education Act to support service alignment.

In support of the strategies identified in the State Plan to work with entities carrying out core programs and other workforce development programs (including those authorized under the Carl D. Perkins Career and Technical Education Act) to support service alignment, Title I Specialists refer customers to Career and Technical Education (CTE) programs offered through the community college system when appropriate. CTE under Perkins provides students with the academic and technical skills, knowledge and training necessary to succeed in future careers and to become lifelong learners. CTE program information is available for area residents at the AJC, including information concerning career pathways and industry stackable credentials. All workforce development partners coordinate services to best serve the client, including assistance with tuition, help with obtaining a HS Diploma, textbook assistance, help with transportation or mileage reimbursement, or childcare or other assistance needed to succeed in a career pathway and obtain employment.

The GMWDB will continue to align other services provided in the one-stop delivery system such as investments in workforce, education, and economic development through partnerships and collaboration with entities representing each of these fields. This will ensure that job-seekers and workers receive the highest quality career services, education, training, and supportive services to obtain and retain in-demand employment. The GMWDB includes representation from each of the WIOA core programs, including representatives from community colleges and technical schools, allowing for formal input related to the direction of workforce activities and initiatives, ultimately aligning resources across the region and eliminating duplicative efforts.

Additionally, advisory committees perform a vital function at the area schools, especially in the Career and Technical Education program areas. Local advisory committees are, in many cases, the most effective way to develop and strengthen Community partnerships. The GMWDB one-stop Operator and AJC network is routinely invited to support and advocate for education programs throughout the community.

Local One-Stop System:

- a. Describe the LWDA's progressive service strategy, incorporating updates resulting from the AJC Assessment, and how the annual Partner's Memorandum of Understanding (MOU) will support the implementation of this strategy.

The feedback from the AJC assessment provides important insights regarding the need for an enhanced customer service focus and targeted marketing and awareness of the services available at the AJC. The GMLWDB will focus on enhanced customer service training for staff by utilizing best practices, recommending a focus on working with people who have physical and learning disabilities, evaluating and addressing the justice involved, and participating in diversity training.

The WIOA partner's Memorandum of Understanding is where we can obtain support and commitment from all partners in implementing a consistent standard operating process to improve intake, assessments, and appraisal of essential skills across partnerships that will allow for best practices to be utilized with each customer. Additionally, creating a formal referral process with seamless co-enrollment for programs (as available) would assist in improving the flow of services for the customer. Improvements could also be made in establishing a process for following up with customers to provide information regarding resources, training, and services. A customer should always leave a center with more information and support services than when they arrived. LWDA'S progressive strategy from the AJC assessment and Partners Memorandum of Understanding (MOU) provides support and seamless services to a diverse group of customers. Building collaborative relationships with partners allows employees to assist customers in closer environments that face transportation barriers.

- b. Identify programs that are part of the local area's one-stop system, and describe the role and resource contribution of each, including:
 - i. Core programs;
 - ii. Additional partner programs, including those that support alignment under the Carl D. Perkins Career and Technical Education Act of 2006; and
 - iii. Other workforce development programs, if applicable.

WIOA Title I (Adult, Dislocated Worker, and Youth)

The Greater Memphis LWDA Career Service Provider provides various services to individuals seeking employment in accordance with assessments, training, and interests developed on the Individual Plan for Employment. The Career Service Provider, in partnership with GMLWDB, collaborates with educational institutions, employers, adult education, and community service partners to ensure services are rendered for individuals to obtain employment. The local service matrix illustrates the collaboration between GMLWDB, Equus Workforce Solutions, and all WIOA partners in providing quality customer services to ensure the best use of WIOA resources for customers. WIOA Title I services are accessible at all AJCs and local community access points.

WIOA Title II (Adult Education and Family Literacy)

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

WIOA Title III (Employment Services under Wagner-Peyser)

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

WIOA Title III services are directly accessible at all AJCs.

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

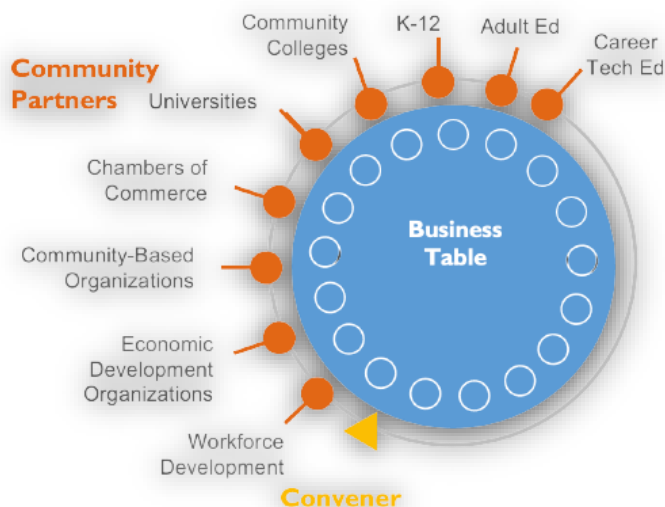
WIOA Title IV services are directly accessible at all AJCs.

Vocational Rehabilitation provides services to individuals with disabilities. Partnership with vocational rehabilitation services allows individuals with disabilities the opportunity with job search assistance, receive mentoring/coaching, tuition assistance, and supportive services. These distinct services can guide the customer with the necessary tools to become independent in their everyday lives with support for themselves and their families. The following partnerships have been established under Title IV services.

- Tennessee Department of Intellectual and Development Disabilities
- The ARC of Tennessee
- Tennessee Vocational Rehabilitation (DHS)
- Services for the Blind and Visually Impaired (DHS)
- Services for the Deaf, Deaf- Blind and Hard of Hearing (DHS)
- Tennessee Technology Access Program (DHS)
- Children's Special Services (Department of Health)
- Tennessee Department of Education Special Populations and Student Support
- Tennessee Department of Children Services
- Tennessee Commission on Aging
- Tennessee Department of Mental Health and Substance Abuse Services

- c. Describe how the LWDB will support state plan strategies and work with the entities carrying out programs in the one-stop system to coordinate and support service alignment.

The West Tennessee Region is a structural economic asset that includes a strategic location, major educational institutions, business operations, capacity for innovation, a diversified growing base of industry sectors, and entrepreneurial start-ups that continue to grow. So, creating the right strategies to implement will be critical to ensuring the GMLWDB is working to strengthen the economic workforce and workforce development, education, and training activities. The Greater Memphis Local Workforce Development Board (GMLWDB) will leverage a national best practice and sector partnerships. The term sector partnership often describes various activities involving representatives from multiple sectors and different partners. Sector partnerships are partnerships of businesses from the same industry in a shared labor market region who work with economic development, workforce development, and community partners to address the competitive needs of the targeted sector and other workforce issues.



Sector partnerships are strategic. All the players are identified in the graph above. What does building a sector partnership and implementing the principles to ensure collective impact take? Industry partnerships begin when there is a pressing labor market issue that no one organization can address itself. The GMLWDB will bring together and engage multiple stakeholders to address regional economic and workforce issues, with a workforce intermediary or a funding collaborative serving as a backbone organization, such as the Greater Memphis Chamber. In many parts of the United States, healthcare, advanced manufacturing, and technology will rise to the top as the leading job creators in the area. As a result, the voice of these industry sector partnerships has the potential to make a systemic change through a coordinated approach to education, skills training, and career advancement. Some of the steps to establish the partnership are the following:

- (1) Industry Partners – invite industry leaders.

- (2) Launch the Industry Sector Partnership – At an initial meeting, industry leaders and partners should identify and commit to addressing priorities.
- (3) Take Action – commit to goals.
- (4) Sustain Activities – establish a regular cadence and a solid infrastructure to support the partnership.
- (5) Continuous evaluation – establish a process for measuring results.

These activities have been labeled sector partnerships not because they share strategies but because of who is involved. They are representatives from industry sectors, including business, government, education, non-profits, labor, and other community organizations. Meeting challenges faced by states today requires partnerships of diverse groups, each drawing on the strengths of each other to overcome or minimize their respective weaknesses. There is seldom a one-and-done solution to most issues, and developing talent pipelines to meet today's workforce needs is no different. With a complete representation of partners and stakeholders, sector partnerships provide an opportunity to continuously meet the ever-evolving workforce demands in the labor market.

The purpose of establishing partnerships provides access to services for eligible individuals. Partners can use a seamless referral process for customers to become co-rolled in full comprehensive centers and at access sites. GMLWDB is responsible for overseeing the procurement of service providers and other core community partners. The One Stop Operator is responsible for the coordination of Greater Memphis partners remaining in alignment with the array of workforce development services and ensuring the locations where services are being provided are accessible to customers. Services provided from partners are the following:

- Title I (WIOA- Adult, Dislocated and Youth)
- Title II (Adult Education)
- Title III (Wagner- Peyser)
- Title IV (Vocational Rehabilitation Services)
- Other services offered to population groups such as SCSEP, Jobs for Veterans, Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Re-entry Programs, Career and Technical Education and Economic and Community Development

Greater Memphis Local Workforce Development Board (GMLWDB) advocates and supports an information system known as Virtual One Stop (VOS) that coordinates data and other resources at a local and state level that core partners utilize to deliver quality service. This system can be assessed through jobs4tn.gov. VOS is known as a tool for employers and job seekers to promote workforce skills and the need to fulfill employment opportunities. VOS has also been successful in labor market information, case management tasks, performance outcomes, unemployment insurance, job postings, and creating resumes. Core partners having access to the technology platform that GMLWDB utilizes helps streamline the services offered to the customers that appear to receive services from different workforce development entities. To ensure that GMLWDB will support the State of Tennessee strategies, continuous improvement of the workforce development system is essential. Incorporating a

better alignment plan with training providers and eliminating barriers for customers seeking employment will support the State of Tennessee strategies with the entities carrying out programs in the One-Stop system. Training providers must offer educational training services that allow customers to gain measurable skill gains and credentials, increasing the opportunity of gaining sustainable employment leading to self-sufficiency.

Workforce Development and Career Pathways

- a. Describe how the LWDB will work with providers to facilitate the development of career pathways, including co-enrollment in core programs and academic training programs when appropriate.

Workforce Development and Career Pathways (the GMLWDB will work with providers to facilitate the development of career pathways, including co-enrollment in core programs and academic training programs when appropriate).

The Greater Memphis Local Workforce Development Board (GMLWDB) seeks to provide economic advancement for all by designing innovative, cross-system initiatives such as ensuring short - medium-term tracks to high-growth, in-demand sectors are available to individuals. Greater Memphis has a robust system of adult education programs, community colleges, technical schools, and universities. Earning a degree, credential, or professional certification opens doors to better, steadier jobs with opportunities to advance.

Career pathways offer a structured framework that outlines a sequence of education coursework and training credentials aligned with employer-validated work readiness standards and competencies. The GMLWDB will work with providers to facilitate the development of career pathways by aligning efforts between K-12, postsecondary institutions, and employers. All the systems must work together to build sustainable models to ensure individuals receive training and credentials that lead to quality jobs, including portable and stackable credentials. GMLWDB staff serve on K-12, college, and adult education advisory committees to strengthen the link between education and business and provide influence in industries such as transportation and logistics, advanced manufacturing, healthcare, information technology, and construction.

Career Pathways initiatives based on local demand can be conducted by:

- Raising career awareness leading to the development of career profiles
- Collaborating with Economic and Community Development (ECD) to develop and support workforce strategies that respond to current economic conditions and specific local needs and customizing services for employers.
- Promoting educational attainment and credentials that meet local employers' current and future hiring needs.
- Creating additional industry councils to bring together decision-makers from business, government, education, labor, and industry professional groups to identify and address the
- delivery of industry-specific training and workforce development initiatives to support economic development goals.
- Hosting sector-based workshops to promote available services to industry leaders and share industry insight with system workforce partners.

Planned Industry Sector Partnerships during the 2024 – 2027 period include:

Healthcare Industry Sector Partnership

In response to a crucial shortage of trained healthcare workers, it is imperative to diversify and upskill the workforce. The GMLWDB aims to create collaborative work-based training solutions that effectively support workforce development. One planned approach is partnering with the U.S. Chamber Foundation through the Talent Finance initiative, which explores new

ways to invest in talent development that keep pace with innovation and advance economic opportunity, inclusion, and competitiveness. The Talent Finance Design Workshop series is intended for public and private organizations and professionals who want to (1) learn more about finance instruments and innovations that can be used in talent development and management, (2) network with peers and finance experts, and (3) design a new or improve an existing project(s) for implementation. The GMLWDB, Greater Memphis Chamber, Memphis Medical District Collaborative, and Southwest Tennessee Community College have partnered in the past to implement a nontraditional innovative approach to finance talent in the healthcare sector. Also, the network will be expanded so that more entities can participate in a local Talent Finance Academy.

Creative Economy Sector Partnership

Known as the home of the Blues, Soul, and Rock n' Roll, Greater Memphis has a rich music story to tell. The entertainment and creative community in the region have produced some of the world's most iconic musicians, sports stars, and artistic innovators. The local Music & Entertainment industry contributes significantly to the area's economy and quality of life. The **Greater Memphis Economic Research Group (GMERG)**, a thought leadership entity that manages a portfolio of strategic advisory projects to drive quality job growth and investment activity in the Greater Memphis region, recently conducted data analysis on the creative economy.

The Regional Music & Entertainment industry includes:

- Music
- Visual Art & Design
- Museums & Historic Sites
- Theater & Dance
- Sports & Recreation
- Film & Television

The GMLWDB, in partnership with the Greater Memphis Chamber, is convening a think tank of leaders to create sector strategies. This initiative will acknowledge the substantial contributions of the creative sector to our community. Employers today actively seek creative thinkers capable of envisioning beyond conventional boundaries, offering innovative solutions to address diverse problems in our community and the world. Creativity consistently ranks among the top skills sought by employers, as highlighted by the World Economic Forum in 2020. Greater Memphis is home to thousands of artist-entrepreneurs and hundreds of businesses that rely on creatives' visionary ideas and skills to achieve their business goals. Creativity serves as the seed of innovation, propelling the growth of high-wage and high-demand industries dependent on the imaginative thinking of artists. Various fields, including design, branding, media, city planning, manufacturing, and architecture, rely on artists' expertise, knowledge, and innovative perspectives to shape remarkable solutions for business and community challenges.

Projected initiatives include:

- Build a community and network of artists across creative disciplines.
- Raise the perception and value of local arts in our community.
- Improve income and opportunities for local artists.
- Develop apprenticeship models and consortiums to provide youth and young adults with training opportunities.
- Planned, developed, and launched a career academy focused on music, entertainment,

and the arts.

An overarching goal of the GMLWDB, in conjunction with the Greater Memphis Chamber and the US Chamber of Commerce Foundation, is to launch the Talent Pipeline Management (TPM) Academy. The academy aims to train business and workforce development leaders on the Talent Pipeline Management (TPM) approach to demand-driven strategy to create career pathways for students and workers with talent future projected high-demand career pathways aligned to dynamic business needs. This project is employer-led and driven to include business leaders, decision-makers, and community partners.

All services delivered through the American Job Centers of Greater Memphis will be integrated and coordinated throughout the service delivery continuum. Co-enrollment of participants will occur when it is in the participant's best interest. The leveraging and braiding of funding sources will be optimized to prevent duplication of resources, ensure maximum efficiency, and consider the requirements and goals of each funded program. In Greater Memphis, it is the practice that the alignment of partner services provides for the enrollment of participants seeking self-directed services in general employment services. At the same time, the GMLWDB requires WIOA Title 1 Adult and Dislocated Worker participant enrollment at the point which triggers the provision of individual staff-assisted services, primarily training services. Service providers of WIOA funds through the GMLWDB shall collaborate with partner staff to integrate services, ensuring alignment and coordination across programs. This collaboration may include co-enrollment of participants when applicable and in the participant's best interest.

- b. Describe how the LWDB will work with providers to improve access to activities leading to recognized postsecondary credentials.
 - i. Explain how the LWDB will ensure these credentials are transferable to other occupations or industries (“portable”).
 - ii. Explain how the LWDB will ensure these credentials are part of a sequence of credentials that can be accumulated over time (“stackable”)? If yes, please explain.

The GMLWDB works with Greater Memphis school districts such as Memphis and Shelby County Schools (MSCS), charter schools, suburban municipalities, and rural and other state and local partners to implement recognized postsecondary credentials across programs endorsed by employers and align career pathways to include work-based learning opportunities with employers such as on-the-job training programs (OJT), customized training, work experience, pre- apprenticeship, occupational skills training, Youth Apprenticeship, and Registered Apprenticeships. Including the Department of Vocational Rehabilitation in these discussions and requesting their input responds to better delivery of services under WIOA Title IV.

The GMLWDB will continue to partner with colleges and technical schools interested in creating education and training programs offering multiple entry and exit points. A goal is to develop career pathway programs that support the most marginalized communities in Greater Memphis by creating apprenticeship training programs and developing curricula for industry-recognized credentials, certificates, degrees, and non-credit training certificates. The GMLWDB will engage and convene industry partners for their active participation in developing career pathway programs.

WIOA places a strong emphasis on career pathways. Career pathways have been developed for several industry sectors and occupations, with many more under development. Career Specialists in all core programs play a key role in educating job seekers on their options for industry- recognized credentials, which helps the client make an informed choice that best meets their individual needs. Job seekers receive labor market information with projected job openings and salary levels to assist their understanding of the various steps along a career pathway. Additionally, job seekers are provided with career pathway education and information upon enrollment in WIOA programs so that job seekers can view long-term career pathways with educational options for vertical advancement.

For participants benefitting from individual training accounts (ITAs), the GMLWDB expects the individual to receive an industry-recognized, stackable, and portable credential by completing the training program. ITAs shall only be approved for occupations in demand in the Greater Memphis region. The GMLWDB continues to utilize the Eligible Training Provider List (ETPL) of vetted providers. The region developed rigorous selection criteria that meet the requirements for skill attainment, certification or degrees, career pathways, stackable credentials, and labor market information by sector and demographics. Furthermore, the training provider assessment includes reviewing provider placement history and comparing vendor programs and outcomes.

Under WIOA, the public workforce development system's approach to training services

emphasizes work-based learning, stackable credentials, and career pathways. Short-term and portable/stackable credentials will continue to be emphasized to inform consumers and increase access to entry points in key career pathways.

Access to Employment and Services:

- a. Describe how the LWDB and its partners will expand access to employment, training, education, and supportive services for eligible individuals, particularly individuals with barriers to employment.

Access to Employment and Services GMLWDB and its partners will expand access to employment, training, education, and supportive services for eligible individuals, particularly individuals with barriers to employment.

The GMLWDB is committed to expanding access to services for eligible individuals. The GMLWDB fosters an atmosphere of coordination and cooperation between all partner agencies to provide for and facilitate the co-enrollment of individuals, particularly veterans, individuals with disabilities, justice-involved, and other target populations. The GMLWDB will establish specific goals for providing services to hard-to-reach populations, including veterans, youth, returning citizens, homeless persons, and individuals with disabilities. AJC staff will conduct an initial assessment to review the individual's needs to determine what programs may be able to provide the appropriate services and then refer that individual to the corresponding program; co-enrollment into core and non-core programs is encouraged by the GMLWDB. The GMLWDB will strive to leverage funds beyond WIOA to address the needs of other hard-to-reach populations concerning education, training, employment, career pathways, and supportive services.

For instance, funds obtained through a YouthBuild grant and the Ticket to Work program can continue to be used to assist older youth and adults. The GMLWDB will continue to enhance partnerships with community organizations like Goodwill Industries, MIFA, HopeWorks, Center of Employment Opportunities (CEO), Federal and State Department of Correction, Shelby County Office of Reentry, and the Mark Luttrell Center to obtain and use grant monies for adult reentry programs serving returning citizens and homeless persons.

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

- First Priority: Veterans and eligible spouses who are low-income, including public assistance recipients or those who are deficient in basic skills.
- Second Priority: Low-income Individuals, including public assistance recipients or

those deficient in basic skills.

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

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

The GMLWDB does comply with WIOA section 188 by ensuring accessibility of facilities, programs and services, technology, and materials for individuals with disabilities by providing staff training and support by Vocational Rehabilitation Services and the Department of Human Services, Division of Services for the Blind. The JAWS (Job Access With Speech) system is available at all AJCs to assist visually impaired customers. JAWS is a screen reader developed for computer users whose vision loss prevents them from seeing output for the most popular computer applications. Zoom Text magnification is also available at all AJCs. The GMLWDB will train staff on applicable provisions of the ADA using material jointly developed by the partners and State entities. The Greater Memphis Region will bring together core program partners to integrate services and supportive services and leverage resources to improve services to individuals with disabilities and other protected groups. The Greater Memphis Region will explore changes in service delivery and design and programs by establishing partnerships, alternate assessments, and programs that better connect education, training, workforce development, and supportive services to improve employment outcomes of individuals with disabilities. The Greater Memphis Region will encourage active engagement with the private sector to identify skills and support those workers with disabilities and communicate those needs to the partners, education, and training providers, as well as job seekers with disabilities. The Greater Memphis Region will assess the physical and programmatic accessibility of all AJCs and training facilities and work with Vocational Rehabilitation to provide participants with disabilities and other protected groups who are unemployed, underemployed, or receiving Social Security Disability benefits by utilizing services available through our local centers to connect them to existing successful career pathway programs.

The Target Populations Committee, a board-standing committee, develops methods to identify, recruit, and provide outreach to priority populations. Examples of the focus populations for this committee include strategies for youth, justice-involved individuals, and persons in rural communities. The Committee will also develop plans to serve best the challenges of low-income individuals and those transitioning from the military. The Target Population Committee also advises the GMLWDB in developing and implementing programs to provide postsecondary, work-based training and employment opportunities for customers identified within these groups, ensuring Key Performance Indicators (KPIs) are met by serving Tennesseans who are most in need. The Target Populations Committee comprises GMLWDB members specifically qualified to represent

stakeholder agencies who serve the groups most in need of strategic focus.

In addressing the challenge of ensuring equitable access to services in the region, the GMLWDB intends to develop an ambassador program. This ambassador program will be centered on learning from and honoring the existing expertise within Greater Memphis communities, mainly rural areas. Rural areas of Greater Memphis face overlapping challenges in workforce development. Lower- wage work tends to be available at rural establishments. In addition, rural households, especially those distant from urban areas, tend to have higher unemployment and less access to the types of jobs that cluster in cities, such as health care or professional services. The GMLWDB plans to work collaboratively with Community-Based Organizations (CBOs), seeking outside funding to train and develop ambassadors. By tapping into existing resources and supporting capacity building within CBOs, we aim to establish a sustainable network of ambassadors. The focus is on engaging individuals in the community who already provide support and possess knowledge about the specific needs of their communities. The development of the ambassador program will also serve as a catalytic agent for building and strengthening relationships, reaching out to unengaged rural communities and targeted population groups currently not engaged in workforce services. Ambassadors, embedded within communities, play a crucial role in identifying solutions to challenges unique to each community, both geographically and population-specific. This approach will allow the workforce ecosystem to wrap our services around targeted communities rather than expecting the community to come to the service.

- b. Provide a description of how the LWDB will provide services to priority populations as outlined in the State Plan, including:
 - i. Directions given to the One-Stop System Operator to ensure priority for adult career and training services is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.
 - ii. How the LWDB will determine priority populations and how to best serve them, along with any other state requirements.

LWDB will provide services to priority populations (as outlined in the State Plan, including directions given to the One-Stop System Operator to ensure priority for adult career and training services is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient)

The GMLWDB follows the priority of service policy, which includes priority for adult career and training services to recipients of public assistance, other low-income individuals, and individuals deficient in basic skills. "Priority of service" means the right to take precedence over a person with lower priority in obtaining employment and training services. The person with priority receives access to a service earlier than a person with lower priority or the resource is limited receives access to the service instead of the person with lower priority. Priority is not part of the eligibility determination; it emphasizes access to individualized career and training services for higher-need populations. Priority of service is assessed at the time of eligibility determination, and participants are informed if they are to receive priority. If, during participation, the career specialist learns of changes in an individual's status that allow them to receive a higher service priority, the individual is given increased priority. For example, suppose someone who is not low-income at program entry becomes low-income during participation. In that case, the individual starts receiving increased priority as soon as the career specialist becomes aware of the change. Veterans and eligible spouses receive priority for all WIOA Title I programs. For the Adult Program only, priority for individualized career services and training services are also given to participants who are designated low-income, including public assistance recipients, and, or basic skills deficient for the Adult Program, including English Language Learners (ELL).

Through the provision of technical assistance, monthly service provider meetings, and monitoring quarterly status reports, the GMLWDB will ensure that a minimum of 80% of WIOA Adults served are within the statutory priority and veteran groups. Provide information on local programs, policies, and procedures to address and mitigate barriers to employment and training. In addition to ensuring compliance with WIOA-mandated statutory priority groups, the GMLWDB also partners with the strategic initiatives targeting these populations below.

Upskill Midsouth, the initiative, is designed to create economic mobility for adults and young adults living in 21 counties in West Tennessee, 14 counties in North Mississippi, and seven counties in East Arkansas while being innovative about future industry needs in advanced manufacturing, construction, logistics transportation, and technology. Administered by the

Economic Development Administration (EDA), the grant will create a regional workforce development ecosystem that will increase re-engage opportunities for unemployed, underemployed, and incumbent workers in the Mid-South region through collaborative industry sector partnerships. In addition to their industry-specific training, Upskill Mid-South participants—regardless of the industry concentration they select—will receive training in workforce readiness, digital skills, and soft skills. Needing to meet current shortages and prepare for the dramatic increase in opportunity through Blue Oval, Upskill Midsouth will roll out and implement accelerated skills training partnerships to fast-track employer-designed curricula in advanced manufacturing, logistics technology, and construction. With the formation of Prosper Memphis Accelerated Skills Training Center in Greater Memphis, the area has formalized an agency/non-profit entity where all partners can be members and continue engagement. Prosper Memphis Accelerated Skills Training Center will continue to be a vehicle for seeking additional funding well beyond the Good Jobs submission.

Growing Relational and Occupational Wealth in West Tennessee Households

(GROWWTH) is part of a study funded by the Tennessee Department of Human Services, which is being conducted to determine how these pilot programs help people improve their economic well-being. GROWWTH aims to eliminate key barriers to self-sufficiency for low-income wage earners in the West Tennessee region. GROWWTH has developed plans to improve family access to needed resources for economic mobility, implement a holistic approach to enhancing families' personal and professional well-being, strengthen the existing system through partner resources, and inspire families to appreciate the value of growth and lifelong learning. GROWWTH's efforts are highly collaborative. Led by the Center for Regional Economic Enrichment at the University of Memphis, various units within the University will work with a network of three regional workforce boards, including GMLWDB, the Greater Memphis Chamber, and a group of community organizations and local businesses. Together, we are braiding and leveraging funding sources and expertise to ensure our customers are both dual-enrolled and maximized services through both funding mechanisms functioning more effectively. It allows us to serve an individual more holistically. It also increases the return on investment for the AJCs as a public resource by diversifying the types of services offered and the customers being served.

The Tennessee Partners for Reentry Opportunities in Workforce Development Program (TN PROWD) led by the Tennessee Office of Reentry will coordinate efforts with partners for service provision i) to improve employment outcomes among program participants, ii) to strengthen communities where grant programs operate by reducing recidivism among program participants, and iii) to increase the capacity of justice and workforce system partners. The local workforce system uses an employer-driven approach that intersects the criminal justice system by connecting justice-involved individuals to employment services during incarceration and while under community supervision. The TN PROWD Program will be working specifically with the Federal Correctional Institute (FCI) of Memphis and the Residential Reentry Center (RRC), Diersen Charities, to enroll approximately 15% - 25% of the 1,100 individuals who are incarcerated or under the care of the federal correctional system. The American Job Center, under the direction of the GMLWDB, has an MOU with the United States Probation and Pretrial Services Western District of Tennessee and has experience working with these facilities for nearly two years. In addition, reentry staff from Greater Memphis AJC meet weekly with residents at the RRC to perform

applicable job readiness activities, including resume writing, digital literacy, and job searches through workshops and use resources that replicate those of the AJC in the community.

- c. Describe how the local area will facilitate access to services through the One- Stop delivery system, including remote areas, through the use of technology.

The local area will facilitate access to services (through the One-Stop delivery systems, including remote areas, through the use of technology)

Greater Memphis continues implementing and transitioning to more integrated, technology-focused operations to improve outreach to job seekers and employers, provide intake, and enhance program case management.

AJC partners utilize jobs4tn.gov as an effective tool for shared job search and data management of both required Wagner-Peyser and WIOA staff. American Job Center staff utilize jobs4tn.gov for intake and some case management for all clients and businesses. Self-registration and referral through jobs4tn.gov are available from anywhere in the region with internet access, and extensive resources are available through the DOL website, city and county websites, technical college websites, State of Tennessee websites, etc.

WIOA paperwork can be emailed and filled out by individuals remotely. Talent Development Specialists can email or text individuals for appointments and resources. The GMLWDB has a video conferencing capacity for case management or conducting workshops for job seekers. All WIOA partners maintain a web presence, and teleconferencing is used whenever appropriate to provide services. The LWDB plans to host podcasts to provide information on innovation and programming to employers, job seekers, and stakeholders.

Social media and branding are integral to outreach for the region. AJC traffic has been generated through Facebook, Instagram, and LinkedIn posts. Also, AJC traffic has increased due to the release of TikTok's, which grabbed viewers' attention. All posts provide a link to <https://linktr.ee/ajcgreatermemphis>. A link tree is a tool that allows you to share multiple links on social media. Our current tree houses info on the AJC, workshop registration, NCRC information, social media links, connecting to business services, etc.

Greater Memphis utilizes a QR code, which participants can scan to sign for more information on services. The QR code is located on outreach flyers posted on social media left at access points, events, and other points in the community. Once an individual signs up, this links to a Google form and jot form to record information to be routed to a TDS to contact within 48 business hours. The jot form can run reports on how many individuals sought services, youth, virtual vs. in-person services. Greater Memphis continues to use Engage by Cell, a text messaging platform to alert the caseload and community of upcoming events, hot jobs, etc. It allows staff and retention to contact participants individually regarding appointments, check-ins, and information needed.

The GMLWDB will build a network of community partners with complementary services who are given technical assistance on navigating jobs4tn.gov and provide information on American Job Center resources that can be displayed in their locations.

Greater Memphis will form a strategic initiatives team that will establish access points and specialized centers across the region to provide workforce services more effectively to job

seekers and businesses through a place-based approach, especially in high-poverty, high-unemployment areas focused on target populations needing assistance, especially rural communities.

Relationship building and outreach remain a top method of communicating services beyond the American Job Center's physical and virtual locations. AJC staff canvas neighborhoods and events to connect Greater Memphis job seekers and workers to employment and training opportunities. Activities are carried out using a people-centered strategy, with team members equipped with public workforce system information (technology-based, physical locations, network partners, and skill development), mobile devices, and strategic collateral materials. Team members develop partners, onboard and refer individuals to partner services and skill development programs, and provide employer referrals. The GMLWDB continues to analyze and pursue opportunities to utilize technology to provide and enhance services.

- d. Describe how AJCs are implementing and transitioning to an integrated technology enabled intake care management information system.

The Virtual One-Stop System (VOS) is the primary tool Greater Memphis American Job Center (AJC) staff uses to provide and track services to job seekers and businesses. The Greater Memphis AJCs utilize the myriad of integrated, technology-enabled features available in VOS, such as the Greeter, Intake, Assessment, Labor Market Information, Referral, Comprehensive Case Management "Read-Only" access for partners, and Performance Accountability.

The GMLWDB MOU discussions amongst core, required, and additional local partners use VOS capabilities as their central registration and service delivery database for all customers receiving basic career services in the Greater Memphis AJC system.

The One-Stop Operator includes using VOS as a deliverable to determine which partners are using VOS and its purposes. The GMLWDB advocates for extending the full range of VOS capabilities of Wagner Peyser services to all One-Stop MOU partners that have agreed to enter into a written data-sharing agreement with the GMLWDB. The GMLWDB believes regional access to VOS by job seekers, businesses, and partners is necessary for a functional workforce system.

In addition, Zendesk allows Greater Memphis Business Services teams to track communication efforts with all employers. Zendesk will enable businesses to manage and streamline customer interactions across multiple channels, including email, live chat, phone, and social media. Its tools allow ticket management, knowledge base creation, and customer self-service.

- e. Provide a description and assessment of the type and availability of programs and services provided to adults and dislocated workers in the local area.

Description and assessment (of the type and availability of programs and services provided to adults and dislocated workers in the local area)

The providers of core services in the local area are all actively engaged partners in the one-stop center. Core partners meet routinely to solidify working relationships and partnerships, align services, and explore opportunities to leverage resources to support customers best. The Greater Memphis American Job Center network offers a wide range of services to help job seekers find employment. The centers have a resource room and training areas that provide internet access and other technology, various job search resources, community services information, and physical space to conduct in-person or virtual job interviews. Title III/State of Tennessee staff aid with jobs4tn.gov and filing of online UI claims. Assistive technology is available, and staff are knowledgeable of its use.

The Greater Memphis AJC also hosts a variety of workshops, such as Rock the Resume and Mock Interview sessions. Orientation sessions for introduction to services are provided in person and virtually. The GMLWDB plans to host more hiring events at the AJC, focusing on employers who offer quality, full-time, non-temporary jobs that pay family-sustaining wages and are in high-growth occupational areas or career pathways.

Each local workforce partner offers individualized career services that typically begin with an intake (eligibility determination) and gathering assessment information. Referrals are made among all partners as needed, and assistance or input is provided on shared client cases from intake through program completion. An individualized plan for the customer is developed based on their needs and the scope of services offered by the different partner agencies. Employment and training activities that fall under these scopes of service include career exploration and planning, labor market research, referrals to supportive services, training plan development, funding assistance for training as well as other financial aid, basic skills assessment, adult basic education, digital literacy, job development for individuals with disabilities, labor exchange services, internship development, work-based learning, job search skills training, job placement assistance, and follow up/retention services. Additionally, follow-up services are offered to all WIOA Title I clients and can include periodic contacts regarding employment retention, removing barriers threatening employment retention, etc. Most WIOA clients receive follow-up services, the degree of which varies depending on the client's level of need and personal preference.

Training services provided to adults and dislocated workers primarily involve individual training accounts for occupational programs in demand in high-growth sectors. Such programs result in credentials in demand among the regional employer base. An emphasis is placed on short-term training programs that will lead to credential attainment and reemployment as soon as feasible.

On-The-Job Training (OJT) wage reimbursements are available to employers who hire WIOA-eligible Adults and dislocated workers who are not fully qualified. OJT is intended to bridge the skills gap for up to the first six months of employment and can be used as part of a package of services supporting apprenticeship models.

WIOA Title I is the primary provider in Greater Memphis for Adults and Dislocated Workers in need of:

- Career planning and training/employment plan development
- Funding assistance for occupational training programs
- Work-based learning
- Comprehensive job search skills training, including resume assistance, interviewing techniques and strategies, online job search skills
- Job search assistance

- f. Describe how workforce activities will be coordinated with the provision of transportation, including public transportation, and appropriate supportive services in the local area.

While strong partnerships exist, there are areas of need in Greater Memphis. The region is divided by a vast economic growth boom and a significant proportion of poverty. Transportation is the key issue in addressing poverty while getting significant poverty populations to jobs. The four-county Greater Memphis region has many job opportunities; however, its public transportation system has a limited reach (last mile or no service), limited times available (3rd shift/weekends), inadequate funding, and little alignment with other regional systems. The GMLWDB continually seeks to overcome this challenge by collaborating with local and regional planning agencies, transportation initiatives such as Lyft/Uber (shared ride system), and other partners. In addition, the GMLWDB will form a strong alliance with the Memphis Area Transit Authority (MATA) to improve accessibility to bus routes and corridors by developing partnerships with MATA to get workers to employer worksites outside of MATA's regular routes.

Supportive services can play a critical role in a client's success to help address barriers by allowing individuals to participate in training and workforce activities to secure employment. The GMLWDB, in partnership with its service providers and many other one-stop partners, ensures clients are informed on all available supportive services. The GMLWDB also ensures WIOA Title I policies support clients' needs and budgets include adequate funding for supportive services. Partners notify clients of support services they may be eligible to receive and make referrals to other programs and services for co-enrollment to maximize benefits. Career specialists maintain up-to-date knowledge of transportation options, which can be a key component in helping clients obtain and retain employment. Career specialists assist clients in navigating the public transportation system, including researching modes, schedules, costs, and reserving rides. Transportation resources include bus passes, gas cards, and ride-sharing concierge services. Additionally, Greater Memphis will continue to maximize funding available for supportive services by coordinating services through programs such as TN Promise and TN Reconnect, as well as forms of financial aid such as Lottery scholarships and Pell grants, allowing WIOA Title I funding to be awarded to customers for supportive services instead of training services.

Supportive Services are only allowable when necessary to enable eligible individuals to participate or remain in authorized training or job search services. Supportive Services payments are only to be made in accordance with the GMLWDB Supportive Services Policy. The requirements for Supportive Services are as follows:

- The service is necessary for the participant to complete training and career services, including job search assistance.
- Supportive services are capped at, and may not exceed, \$3,000 per person. This cap is inclusive of all supportive services combined.

Greater Memphis AJCs offers various supportive services to address significant barriers. The GMLWDB recognizes these needs change constantly. For example, a shift to virtual training delivery demanded the rising need for laptops and internet service. Greater Memphis modified the supportive service's policy to include allowable funds for a one-time purchase of laptops (not to exceed \$400). The Virtual AJC (VAJC) is also available to

alleviate transportation barriers and help match the appropriate supportive services based on the customers' needs.

Examples of additional supportive services offered:

- Test fee stipends are given to customers seeking a high school equivalent credential.
- A one-time payment for work-related expenses such as appropriate work attire, uniforms, tools, medical physicals, background checks, drug screens, industry certifications, driver's license fees, or other employment-related needs is available to Work Experience participants.
- Childcare support is a weekly stipend paid to a licensed daycare facility.
- Transportation stipends.

To assist clients and core partners, the GMLWDB will create a network and mobile application that lists supportive services and providers in the local area. Users can navigate the site to locate specific services and connect directly with the provider.

- g. Provide a description of services available to veterans and eligible spouses, to include priority of service and the use of available Jobs for Veterans State Grants (JVSG) staff.

The American Job Center (AJC) provides "Priority of Service" to veterans and their eligible spouses in accordance with the Jobs for Veterans Act of 2002 and the Veterans' Benefits, Health Care, and Information Technology Act of 2006. The purpose of Priority of Service is to give first consideration for program participation to covered Veterans and eligible spouses who also meet the eligibility criteria of a Federal Department of Labor training, employment, or placement service in any workforce preparation program. Local Workforce Development areas will ensure all vendors follow Priority of Service provisions.

To receive Veterans Priority of Service for a specific program, a veteran or eligible spouse must meet the statutory definition of a "covered person" and any other statutory eligibility requirement applicable to the program. For all U.S. Department of Labor (DOL) funded programs, Priority of Service means access to services or resources earlier than others, or if resources are limited, it may mean access to services and resources instead of general service individuals. Veterans' Priority of Service will take precedence before applying WIOA Priority of Service for recipients of public assistance, other low-income individuals, and individuals with deficient basic skills. Programs with specific eligibility criteria, such as the WIOA Title I Adult program, will ensure covered persons meet all statutory eligibility requirements for the program before receiving Priority of Service.

As described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described below, priority must be provided in the following order:

- First, veterans and eligible spouses who are also included in the groups are given statutory priority for WIOA adult formula funds, meaning veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are deficient in basic skills would receive priority for services provided with WIOA adult formula funds.
- Second, non-covered persons (not veterans or eligible spouses) who are included in the groups are prioritized for WIOA adult formula funds.
- Third, to veterans and eligible spouses not included in WIOA's priority groups.
- Last, non-covered persons outside the groups given priority under WIOA

Customer Service Flow for Veterans

AJC staff provides core services and initial assessments to veterans.

The American Job (AJC) staff who work at the front desk are trained to determine whether any customers are veterans. Customers who self-attest to veteran status shall receive priority of service from this point forward.

Upon entering the Job Center, individuals who self-identify as veterans or eligible spouses to the greeter are screened for Significant Barriers to Employment Checklist to identify barriers. Those veterans identified as having Significant barriers (and determined to need additional assistance) are directly routed to the Disabled Veterans' Outreach Program (DVOP) specialist in the center. Those veterans who do not have significant barriers are seen by

other staff and will receive priority service within the American Job Center.

Verifying Veteran Status

Should a veteran self-identify as a "covered" veteran, this individual should be provided immediate priority in delivering employment and training services. It is neither necessary nor appropriate to require an individual self-identifying as a veteran or eligible spouse to verify their status at the point of entry unless the individual who self-identifies as a covered Veteran or eligible spouse:

1. Is to undergo eligibility determination immediately and must be registered or enrolled in a program; or,
2. The applicable Federal program rules require verification of covered Veteran or eligible spouse status at that time.

Similarly, a covered person should not be denied access on a priority basis to any services provided by program staff to verify the "covered" person's status. Rather, an individual self-identifying as a Veteran or eligible spouse should be enrolled and provided immediate priority and then be permitted to follow-up subsequently with any required verification of their status as a Veteran or eligible spouse.

For services that require eligibility verification, such as classroom training, verification only needs to occur at the point at which a decision is made to commit the use of outside resources. For example, veteran status must be verified to receive training services under WIOA Title I programs. In cases such as this, verification is only necessary where a decision is made to commit outside resources to a "covered" person over another individual. For all other purposes, "covered" persons should be enrolled and provided immediate priority before verifying a "covered" person.

To receive Priority of Service for career services, covered persons may self-attest their veteran or eligible spouse status.

Veterans and Spouses as Dislocated Workers

Dislocated Worker Funds can help Veterans, separating service members and eligible spouses to enter or reenter the civilian labor force. To receive services under the WIOA Title I Dislocated Worker Program, a Veteran or eligible spouse must be a dislocated worker. By definition, according to WIOA, a dislocated worker is an individual who:

- Has been terminated or laid off, or received a notice of termination or layoff from employment;
- Is eligible for, or has exhausted, unemployment insurance (UI) benefits;
- Has demonstrated an appropriate attachment to the workforce but is not eligible for UI and is unlikely to return to a previous industry or occupation;
- Has been terminated or laid off, or received notification of termination or layoff from employment as a result of a permanent closure or substantial layoff;
- Is employed at a facility where the employer has made the general announcement that the facility will close within 180 days;
- Was self-employed but is unemployed as a result of general economic conditions in the community or because of a natural disaster;
- Is a displaced homemaker as defined by WIOA 3(16), or,
- Is the spouse of a member of the Armed Forces on active duty (as defined in section 101(d)(1) of Title 10, U.S.C.) and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in the duty station of such member; or is the spouse of a member of the Armed Forces on active duty and is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

Generally, service members exiting the military, including, but not limited to, recipients of Unemployment

Compensation for Ex-Military members (UCX), qualify as dislocated workers. Active duty members who separate by retirement may also be eligible as dislocated workers. However, an active duty service member taking early retirement as an incentive must be taken on a case-by-case basis. Sometimes, this type of separation may be a service member's only choice. Thus, the service member's retirement could be considered a dislocation. However, if the service member's separation is voluntary, the member would not qualify as a dislocated worker.

If a Veteran meets the definition of a dislocated worker, they may also be eligible to receive Priority of Service. For WIOA Title I programs, Priority of Service is available to any Veteran who has served at least one day in the active military, naval, or air service and was discharged or released under conditions other than dishonorable. AJCs may consider documentation of a service member's release from active duty on an identifiable date equivalent to a layoff notice for WIOA Dislocated Worker Program eligibility. However, service members are not eligible for Priority of Service until they leave active duty.

In the case of separating service members, because they may be on terminal leave from the military, they may begin to receive career services; the service member may still be part of the Active Duty military but has an imminent separation date. It is appropriate to provide career services to separating service members who will be imminently separating from the military, provided that their discharge will be anything other than dishonorable.

JVSG Funds Are Provided to Fund Two Staff Positions

Disabled Veterans' Outreach Program (DVOP) Specialists -- Under 38 U.S.C. 4103A(a), a DVOP specialist provides intensive services and facilitates placements to meet the employment needs of veterans, prioritizing service to special disabled veterans, other disabled veterans, and other categories of veterans in accordance with priorities determined by the Secretary of Labor (Secretary); and

Local Veterans' Employment Representatives (LVER) -- Under 38 U.S.C. 4104(b), the LVER's principal duties are to (1) conduct outreach to employers in the area to assist veterans in gaining employment, including conducting seminars for employers and, in conjunction with employers, conducting job search workshops and establishing job search groups; and (2) facilitate employment, training, and placement services furnished to veterans in a State under the applicable employment service delivery systems established by the State.

Monitoring Priority of Service

To ensure service priority is implemented and operating correctly, it will be monitored by the Regional Local Veterans Employment Representative (RLVER) and the Labor Exchange Administrator or whomever they designate.

(B) A description of how TNDOL, on behalf of the LWDB, will engage Local Veteran Employment Representatives in engaging and providing services to local businesses.

All job orders developed by the Business Services Unit are shared with the Veterans Services LVER, which reviews and screens candidates 24 hours before the job order is released to the general population. The LVER attends the monthly Business Services meeting and connects with the business community to create recruitment events and opportunities for veterans to network with employers. In addition, they share business contacts and correctly document the Virtual One Stop System (VOS) to avoid duplication of efforts.

h. What initiatives will the LWDB implement to best serve individuals who have been justice involved?

The justice-involved population is a group that has faced substantial barriers to employment nationally and historically. The GMLWDB supports individuals seeking to re-establish their citizenship after incarceration and connects them to viable careers that provide economic success and the ability to support themselves and their families. Research consistently informs us about the relationship between equity, opportunity, and crime, demonstrating that far too often, criminal behavior is directly linked to poverty and the lack of opportunity and access to quality education and jobs.

According to the TN Office of Reentry, in 2021, the recidivism rate in Tennessee was roughly 46%. This means that almost half of all those released from jail or prison were estimated to return within three years. A primary reason is due to the process of reentry (returning to society after incarceration) being difficult and, for many, even unfair. Although the unemployment rate for the state is 3.5%, the unemployment rate for Justice-Involved Individuals is 27%, over seven times higher. There is a need to expand and strengthen the opportunities available to the returning citizens of Greater Memphis to prevent them from re-engaging with the justice system, thereby increasing public safety and strengthening communities. Over the term of this plan, this population will be a priority with the expectation that customer-centered design enhancements, improved access to career planning, and quality jobs will continue to be highly impactful.

Several regional initiatives are taking place that the LWDB is in partnership with or leading. A few examples are below.

ACCE Equitable Credential Attainment Cohort, the Greater Memphis Chamber, and its partners—the Shelby County Office of Re-Entry, TCAT-Memphis, and Southwest Tennessee Community College —will work to help Memphians convicted, incarcerated, detained, or otherwise affected by the justice system to earn industry-approved credentials that will qualify them for high-quality skilled careers. A sub-grant will help the cohort make Memphis a nationally recognized model for justice-impacted credentialing. ACCE created the program to strengthen partnerships between chambers, community colleges, and community organizations to award more industry credentials or degrees to adults of color.

Justice Impacted Strategic Work Group- The GMLWDB supports and helps facilitate a justice- impacted strategic focus to generate system-wide recommendations for increasing the rate of successful community reentry. In March 2023, the Greater Memphis Chamber formed a justice- impacted strategic work group that meets monthly to discuss how to support the justice-impacted population. This collaboration aims to identify strategies to ensure returning citizens' success through advocacy, wrap-around support, employer partnerships, and career development. The group has two focus areas: raising business awareness and knowledge of the importance of tapping into the justice-impacted population and career pathway/talent development for justice- impacted youth and adults. This collaboration includes Tennessee DOL, the Chamber, Shelby County Juvenile Court,

non-profits such as Agape and MyCityRides, the local workforce development board, and employers facilitated by the Greater Memphis Chamber. The strategic think tank is aligning WIOA and other program resources to directly connect people to employment and training opportunities pre- and post-release from incarceration. There are plans to create a digital reentry toolkit to support employers in hiring, supporting, and retaining employees.

The Tennessee Partners for Reentry Opportunities in Workforce Development Program (TN PROWD) led by the Tennessee Office of Reentry will coordinate efforts with partners for service provision i) to improve employment outcomes among program participants, ii) to strengthen communities where grant programs operate by reducing recidivism among program participants, and iii) to increase the capacity of justice and workforce system partners. One of the planned strategies that the Greater Memphis American Job Centers will implement is a model that builds on the work of the Linking Employment Activities Pre-Release (LEAP) implementation study. The LEAP pilots provided pre-release services through jail-based American Job Centers. They link participants to post-release services, showing potential for breaking the cycle of recidivism by connecting participants to the workforce system early – while still incarcerated – and then immediately upon reentry into the community. The American Job Centers (AJCs) have specialized staff who assist with identifying barriers, job readiness, career goals, and social services referrals for justice-involved and justice-impacted individuals. The GMLWDB has a working process with the Mark Luttrell Transition Center, where AJC team members provide services on-site behind the wall.

Employer Relationship Development Program- in partnership with the Tennessee Office of Reentry, training will be facilitated by the National Reentry Workforce Collaborative (NRWC), and it will empower businesses to better implement leading practices in Second Chance or Fair Chance hiring for justice-involved individuals. NRWC works with funders, state agencies, intermediaries, and other groups to train and build the capacity of organizations that want to strengthen their relationships with employers or develop fair chance hiring employer networks. In addition, the GMLWDB plans to reinstate the Greater MPACT program, where most participants were involved with justice. The Greater MPACT program provided job readiness and placement services for Youth and Adults in transition facilities for those who are homeless or recovering from substance use, as well as detention centers. Additional Services included Transformation 101, Financial Literacy, and other workshops; direct job placement; work-based learning options; and supportive services.

- i. Describe any MOU agreements in place to enhance the quality and availability of services to people with disabilities, such as cross training to staff, technical assistance, or methods of sharing information.

Partners and staff at the AJCs receive significant cross-training about service integration, information and updates on one another's programs, policies, procedures and priorities, assessment tools, training programs, data and IT systems, and other topics related to the activities and services at the AJCs and within the system. These occur at regular site team meetings and broader training from the GMLWDB and other Partner agencies. Offsite partners are also an essential resource for cross-training.

The cross-training format can include informal discussions, formal workshops, presentations, and ongoing communications to keep all partners apprised of current services and programs.

- j. Describe how One-Stop System Operators and One-Stop partners will comply with the nondiscrimination requirements of the Workforce Innovation and Opportunity Act (WIOA) (section 188), and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding:
- i. The physical and programmatic accessibility of facilities, programs, and services;
 - ii. Technology and materials for individuals with disabilities; and
 - iii. Providing staff training and support for addressing the needs of individuals with disabilities.
 - iv. Describe the roles and resource contributions of the One-Stop partners related to the nondiscrimination requirements of WIOA (section 188), and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

The GMLWDB conducts an annual Section 188 of WIOA to review the comprehensive one-stops. The yearly review examines physical and programmatic accessibility of facilities, programs and services, materials, and technology. Technology is often where the most changes occur and require the most attention. When needed, the American Job Center system partners consult with the Department of Vocational Rehabilitation to meet the needs of individuals with disabilities. The Department of Vocational Rehabilitation staff supports staff in the provision of services. Training sessions are provided as needed on topics related to meeting the needs of individuals with disabilities. Staff are trained in adaptive technology and access to language lines. Staff and WIOA partners will receive annual trauma-informed care training, an established standard for evidence-based and promising trauma-informed practice models.

Additionally, training is provided as needed to ensure staff are aware of all resources available to clients and to ensure compliance. Ongoing training is also provided during all staff meetings quarterly. At a minimum, the one-stop partner staff are expected to:

- Recognize the importance of making people with disabilities feel welcome and have a basic awareness of how to meet the needs of clients with disabilities.
- Know how to assist people with disabilities during emergency evacuations, including evacuating persons with mobility impairments.
- Know how to procure and use various equipment and materials for assisting people with disabilities, including the one-stop telecommunications devices for people who are deaf or hard of hearing (TT/TTY/TDD), accessible workstations, accessible materials, etc.
- Recognize the list of the American Job Center's auxiliary aids and services for communication, assistive technology devices, and material in accessible formats provided in writing for those who request it.
- During orientation sessions or one-on-ones, include presenting clients' rights to nondiscrimination and equal opportunity, including the right to file a complaint.
- Ensure that communication with clients and potential clients with disabilities is as effective as communication with other clients.

American Job Center partners do not discriminate based on race, color, religion, sex, national

origin, age, disability, political affiliation or belief, or for beneficiaries, applicants, and clients only, citizenship status, or because an individual's participates in a program or activity that receives financial assistance under WIOA. All protected classes are protected.

Business Engagement:

- a. Describe how the LWDB will utilize the Business Engagement Plan to provide consistent messaging and services to local area business and industry.

The seven pillars outlined in the TDLWD-WFS Business Engagement Plan will be the foundation for consistent and structured messaging and service delivery to employers within the Greater Memphis region. The seven pillars include Adopting a Sector-Based Service Delivery Approach, Utilizing a Business Cycle Framework, Positioning LWDBs as Asset managers, Case Managing Employers, Enterprise Alignment, AJC Network Improvements, and Training & Development. The GMLWDB will develop strategies that support each pillar, lead to the successful attainment of local goals, and align with the West TN regional plan.

The following methods will be used to ensure consistency in messaging and services. These strategies are not exhaustive of all efforts that will be taken by the Greater Memphis region to better serve and communicate with employers:

- Review and align policies in the local area to ensure employers receive a clear and consistent delivery of services and utilize TEGC No. 03-23 as a guide to creating an innovative outreach campaign for the business community.
- Create a digital toolkit for employers for the business life cycle framework and a separate toolkit for the various programs to guide employers through OJT, IWT, apprenticeship processes, etc. The GMLWDB currently has an IWT toolkit in place to support employers.
- Utilize a sector-strategy approach. The GMLWDB will convene workforce-focused organizations, employers, and barrier-addressing social organizations to ensure awareness of services, including services available through the GMLWDB, and build comprehensive career pathways and whole-sector strategies. Sector strategies for critical industries, including advanced manufacturing and healthcare, are opportunities for collaboration. These also ensure that all stakeholders clearly understand key issues, opportunities, career paths, and LMI related to in-demand sectors. **Example:** LWDB collaborates with the Greater Memphis Chamber, facilitating a think tank of creative economy businesses to address workforce needs.
- Utilize online platforms and other means to deliver workshops and courses to support the needs of businesses at any phase of the business cycle. Some of these platforms include Coursera and Workforce180. Also, employers and staff complete the Talent Pipeline Management Academy (TPM) (U.S. Chamber of Commerce Foundation).
- TPM provides employers and their education and workforce development partners with strategies and tools to co-design talent supply chains that connect learners and workers to jobs and career advancement opportunities.
- Utilize Zendesk Customer Relationship Management (CRM) to serve employer customers better and streamline communication flow through multiple partners.
- Form a Business Services consultant apprenticeship program for staff to complete to increase knowledge and skill set.
- Simplify messaging on ways to increase funding opportunities for workforce training, apprenticeships, and customized training.
- Establish virtual office hours for employers to have informational sessions and ask questions with Businesses Services staff.
- Create better communication strategies (radio stations, community events)
- Incorporate the seven pillars into K-12 education resources as it is integral for businesses to begin engagement early with the future workforce. **Example:** K-12 uses an electronic database to send employers with different career pathways to provide consistent messaging to employers. Employers can choose the career pathway that displays their

company's strengths, set up meetings with students, and create breakout sessions to provide coaching and training. This includes accessibility and different communication options for employers and youth.

- b. What local area initiatives (such as registered apprenticeships, incumbent worker training programs, on-the-job training programs, and customized training solutions) will be used to facilitate engagement of businesses, including small businesses and businesses in in-demand sectors and occupations?

The GMLWDB facilitates the engagement of employers within our workforce programs through various methods: close coordination with the local chambers of commerce, economic development organizations, community groups, city and county governments, and local large, medium-sized, and small employers. The GMLWDB identifies industry needs through these close partnerships to focus on in-demand occupations and target them. A list of target occupations is developed and modified based on input from the community to remain responsive to local needs. This is especially important to respond to the shortage of skilled labor within technology, healthcare, manufacturing, and other industry needs.

The GMLWDB plans to strengthen its partnership with the Greater Memphis Chamber, which will serve as the backbone for business services. The Greater Memphis Chamber will be crucial in supporting the GMLWDB Industry Sector Partnerships by convening sector leads, developing layoff aversion strategies, coordinating services, and aiding the team in delivering direct business services.

The GMLWDB One-Stop Operator oversees the convening and coordination of services the Greater Memphis Business Services Team provides. This team includes business services staff from all Greater Memphis AJC network partners.

In response to industry drive needs, the AJC Business Services team engages with employers to assist with recruitment, including pre-screening candidates based on employer specifications, posting positions to jobs4tn.gov, and scheduling hiring events. The Veteran Employment Representatives (LVERs) conduct employer outreach to promote the benefits of hiring Veterans. LVERs also assist employers with applying for Work Opportunity Tax Credits and Federal Bonding.

Employer engagement with the AJC begins with a needs assessment and orientation where employers are given an overview of services based on the specific need, as governed under WIOA section 108(b)(4)(8), such as:

- **Introduction to the American Job Centers (AJC):** AJCs can assist employers with Applicant Recruitment and Pre-Screening, Customized Hiring Events, Job Fairs, Mobile AJC, etc. Jobs4tn.gov: A virtual recruitment tool that allows employers to post job openings, review resumes, and search candidates for available positions.
- **Training Grants/Contracts:** Employers are instructed to complete the Pre-Application located at <https://www.tn.gov/workforce/employers/training.html>; notification will be received by the Workforce Board, which provides an overview of the Grants.
- **Apprenticeship Training Grant (ATG):** Issued to any Tennessee employer interested in starting an apprenticeship program or to employers authorized as a Registered Apprenticeship Program by the US Department of Labor and approved Pre-Apprenticeship programs approved by Apprenticeship TN. Registered

Apprenticeships (RA): Registered Apprenticeship is an "earn and learn" training model that combines structured learning with on-the-job training from an assigned mentor. The goal is to provide workers with advanced skills that meet employers' specific needs. (Interested employers are referred to Apprenticeship TN for assistance with program registration; upon registration, employers are referred to the Workforce Board for the following steps: inclusion on the Eligible Training Providers List (ETPL), Individual Training Account (ITA) to assist with the cost of Related Training Instruction, reimbursement for On the Job Learning, and Supportive Services to cover the cost associated with the purchase of books, tools, supplies, and equipment.)

- **Incumbent Worker Training (IWT):** A competitive grant intended to upgrade and enhance the skills of current full-time employees. Incumbent Worker: The term "incumbent worker training" means training designed to meet an employer's specific requirements (including a group of employers) and conducted with a commitment by the employer to continue to employ an individual upon successful completion of training. Incumbent Worker Training can also be used as a lay off aversion strategy.
- **On-the-job training (OJT):** Encourages employers to hire individuals without prior experience by reimbursing 50% to 75% of wages during a specific training period. On-the-job training is offered to participants with little or no experience in an occupation. Employers may qualify to earn 75% of the entry-level wage for individuals who are long-term unemployed, persons with a disability, veterans and spouses, and Justice-Involved Individuals (JII).
- **Customized Training:** Designated to meet the special requirements of an employer or group of employers.
- **Transitional Jobs:** Time-limited, subsidized work opportunities used to establish a work history and develop skills leading to entry into unsubsidized employment. These jobs, combined with comprehensive career and supportive services, are intended for individuals with barriers to employment, those who are chronically unemployed, or individuals with an inconsistent work history.
- **Work Experience:** Paid (subsidized) or unpaid work experience that is a planned, structured learning experience in a workplace for a limited period. This experience provides participants with opportunities for career exploration and skill development.
- **Work Opportunity Tax Credits (WOTC):** A federal program to incentivize employers to hire specific target groups.
- **Federal Bonding:** Insurance offered to employers hesitant to hire individuals with criminal justice involvement and at-risk job applicants.
- **Labor Market Information (LMI):** Reports generated at the request of employers to identify specific industry and occupational data and trends.
- **Rapid Response and WARN:** Provides transition services for employees affected by layoffs.

- c. Describe how the LWDB drives the partnerships necessary for effective business engagement, including the use of business intermediaries and economic development groups.

As part of its business recruitment & retention strategy, Greater Memphis regularly engages in “One Stop Shop” team meetings consisting of workforce and economic development partners such as Tennessee Department of Economic and Community Development (TNECD), Local Chambers of Commerce from throughout the region, Economic Development Growth Engine (EDGE), Tennessee Valley Authority (TVA), Memphis Light, Gas, and Water (MLGW), other governmental agencies and workforce providers, to attract new employers and or retaining/assisting with expansion of present employers. The team can help local companies with permitting, real estate, and other issues they may encounter while doing business. Working with local companies, the team assures the company will continue to grow in Greater Memphis. Identification of available federal, state, and local incentives are also provided to employers and or their representation. In addition, Greater Memphis delivers a suite of existing business services, connecting area employers to key programs and initiatives driven by industry councils.

The Greater Memphis Business Services Team (BST) has strong partnerships with businesses in high-growth, high-demand sectors through the support of industry councils. Greater Memphis Industry Council spread the word to other business community members regarding programs, grants, resources, and additional opportunities available through the GMLWDB and its partners. Employer engagement by the business services team attracts more partners and ultimately helps expand overall services to regional businesses. In addition, the GMLWDB will continue to invest in Chamber memberships, including the Greater Memphis Chamber, rural and suburban chambers, the development districts, and the Latino Chambers. Industry council and Chamber meetings and events allow staff to reach employers and offer the full menu of business service offerings. These include, but are not limited to, candidate recruitment, onsite hiring events, job fairs, On-The-Job and Incumbent Worker Training, Pre-Apprenticeship and Apprenticeship programs, Labor Market Information, customized training, layoff strategies and support, etc. This also allows staff to connect businesses to other workforce system partners, economic development entities, education partners (K12, technical, and other higher education), and training partners.

Outreach to businesses is conducted through:

- Focused targeting and outreach to businesses to improve promotion of programs, particularly On-The-Job Training and Incumbent Worker Training.
- Continuously strengthen and refine the collaborative process of multiple partners working with the American Job Center.
- Convening a business services partner meeting monthly where staff meet and share information about job openings, hiring opportunities, training, and business intelligence and informed of respective organizations’ employer engagement efforts and ensure that workforce needs from businesses are being shared with organizations’ program clients, so they are fully informed of employment and training opportunities.
- Leveraging and expanding employer relationships through either existing or new industry- specific associations.

These activities aim to ensure that the business community has access to talented and qualified job seekers, business solutions, and resources to help them thrive and expand. Increased

connections, provided by GMLWDB, between businesses, post-secondary institutions, adult basic education providers, economic development entities, and other workforce system partners can measure progress to meet the overall short- and long-term goals. The GMLWDB will use employer champions as a critical engagement strategy. The Business Services team will continue to share the needs of employers and types of training/certifications that are preferred/required for their respective industries with training providers to ensure participants have the best chance possible for open positions. The GMLWDB members will support outreach activities through their existing networks and continue to connect the business services team with other businesses and associations.

- d. Describe how the local area’s workforce development programs and strategies will be coordinated with economic development activities.
 - i. Describe how these programs will promote entrepreneurial skills training and microenterprise services.

The GMLWDB has a strong relationship with local economic development entities to advance the common goal of sustainable economic prosperity for businesses and job seekers in the Greater Memphis region. These entities include the Greater Memphis Chamber, Economic Development Growth Engine (EDGE), Tennessee Valley Authority (TVA), Memphis Light, Gas, and Water (MLGW), Memphis Medical District Collaborative, other governmental agencies, workforce providers, and economic development staff in suburban municipalities. Business services staff serve on boards and committees, provide updates on public workforce system resources, and seek opportunities to collaborate on rapid response activities, growing local businesses, retaining small businesses, and recruiting new, expanding, or relocating firms into the region.

Greater Memphis business services engage in the following activities to ensure a strong linkage between workforce and economic development:

- Engaging in sector strategies
- Conducting local planning
- Gathering and communicating local and regional labor market trends
- Learning about business practices and employer expectations
- Finding out about industry events and conditions
- Tapping data on building permits, expansions, unused facilities, and utilities
- Staying up to date on new business recruitment efforts and relocating companies
- Understanding the business establishment tax and incentive environment
- Communicating how the American Job Center can assist with vacancy postings, job fairs, referrals, applicant screening, and developing job descriptions.
- Engaging in city and suburban community development planning

Small businesses are the backbone of the Greater Memphis region economy. The GMLWDB supports youth and adults in gaining entrepreneurial skills through skills and education training, career awareness and counseling, and services providing labor market and employment information about in-demand industry sectors. Career specialists are encouraged to refer clients to a wide variety of resources, including but not limited to the Minority Business Development Agency, U.S. Small Business Administration, the Greater Memphis Chamber, Latino Chamber of Commerce, Mid-South Minority Business Council Continuum, City of Memphis Office of Business Diversity, Epicenter, and other organizations. The GMLWDB partners and collaborates with city- wide initiatives and community development corporations (CDCs) that provide entrepreneurial resources to individuals and support microenterprise services.

- e. Describe how the LWDB will coordinate its workforce investment activities with statewide rapid response activities.

The GMLWDB acts as a conduit for businesses that find themselves in need of rapid response services. Rapid Response activities respond to permanent closures, mass layoffs, or natural or other disasters that result in mass job loss. Rapid Response aims to promote economic recovery and vitality by developing an ongoing, comprehensive approach to identifying, planning for, and responding to layoffs and dislocations. Rapid Response also includes preventing or minimizing the impacts of layoffs and dislocations on workers, businesses, and communities. Rapid Response activities and strategies deliver services to enable dislocated workers to transition to new employment as quickly as possible.

In partnership with state staff, the Greater Memphis Rapid Response team delivers services when one or more of the following occur:

- Announcement or notification of a permanent closure, regardless of the number of workers affected;
- Announcement or notification of a mass layoff (commonly called a WARN Notice) as defined by state policies;
- A mass job dislocation resulting from a natural or other disaster or
- The filing of a Trade Adjustment Assistance (TAA) petition.

To better serve workers and businesses within their communities, the Greater Memphis Rapid Response team delivers Rapid Response services to as many workers and companies as possible, even if the dislocation does not meet at least one of the above-mentioned circumstances.

Rapid Response activities include, but are not limited to:

- Reaching out to businesses that have been identified as meeting one of the above criteria
- Initial on-site meeting with a company representative and worker representative: The goal is to complete the investigation and be onsite with the company within 48 hours, where practical.
- If time allows and staff are notified before the layoff or closure, a transition team is established to assist in delivering re-employment/transitional services.
- A survey of the workers is conducted to obtain their direct input concerning the types of services they would like to see made available
- Hosting informational sessions at businesses and other locations for dislocated workers to learn about Unemployment Insurance, American Job Center services, etc.

The rapid response team also conducts outreach to dislocated workers via social media, especially when a business declines to host a Rapid Response event or releases contact information for affected workers.

The GMLWDB requires staff to document all rapid response services into the Virtual One Stop (VOS) for tracking purposes.

The GMLWDB board plans to strengthen layoff aversion strategies. For example, suppose it is determined that a layoff can be averted through a business's workforce's training or skills upgrade. In that case, the GMLWDB will work with the companies to determine the best training method. The GMLWDB will offer work-based training, such as OJT or customized training, to avert layoffs if funding is available. The region will measure these programs' success through the number of employees trained and retained by the businesses.

Training Services

- a. Describe how the local area will provide adult and dislocated worker employment and training activities. This may include incumbent worker, on-the-job, and customized training programs.

Greater Memphis has a strong capacity to provide a wide range of adult and dislocated worker services due to the proximity of many partners and service providers in the region. The GMLWDB continues to refine its American Job Center system service and investments through strategic planning that includes an assessment of the economy, a review of unemployment rates and labor market participation, a review of mass layoff information, an analysis of demographic data, employer input, and American Job Center system service providers and partners. The GMLWDB continuously identifies opportunities to coordinate and leverage resources to support target populations, which include adult and dislocated workers.

For example, Greater Memphis strategy to maximize services to dislocated workers includes early intervention and comprehensive pre-layoff assistance, when allowed through a partnership with a willing employer, to quickly identify and service individuals needing job placement, training, and support service assistance. The GMLWDB will form collaborative partnerships with economic development agencies to identify and design appropriate interventions, including but not limited to workshops, onsite registrations, orientations, and intakes for WIOA and TAA, and hiring events at which dislocated workers are connected with companies hiring for similar positions.

Activities and services available in the local area for adults and dislocated workers include:

- Apprenticeships
- Assessments
- Basic skill instruction
- Career exploration and readiness
- Case management services
- Customized training programs
- Disability-related services and programs
- Economic support programs
- English as a second language instruction
- Financial literacy services
- Follow-up and retention services
- GED and HiSet
- Incumbent worker training
- Job search assistance
- Job skills training
- Labor market information
- Occupational skills training
- On-the-job training
- Rapid response and re-employment services
- Referrals

- Support services
- Training (classroom, work-based learning)
- Transitional Jobs
- Workshops

Additional services to adult and dislocated workers include providing candidate resumes directly to employer partners, on-site hiring events for both populations, and opportunities for short-term, credentialed training in high-demand, high-growth sectors.

One of Greater Memphis's strengths is the ability to co-enroll adult and dislocated worker participants in discretionary grants that it pursues and receives funding for, which include but are not limited to philanthropic funding that supports paid training and retention services, mid- and high-skill occupational skill training, Registered Apprenticeship, and reentry services for youth and adults. Collaboration exists between GROWWTH (TANF), Upskill Mid-South (Good Jobs Challenge), Veterans Services, Vocational Rehabilitation, and other community-based organizations to maximize opportunities for job seekers. Co-enrollment strategies maximize and leverage resource sharing across WIOA programs, strengthening customer service and supporting the public workforce system overall by scaling delivery across target populations and throughout the region.

b. Describe how contracts will be coordinated with the use of Individual Training Accounts (ITAs).

An Individual Training Account (ITA) is a voucher that may be available to provide funding for WIOA- eligible adults, dislocated workers, and out-of-school youth who have completed an assessment and have been determined to need in-demand occupational skills training to become gainfully employed. An ITA may be provided if the participant is unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or livable wages; in need of training services to receive or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and in possession of the skills and qualifications to participate in the selected program of training services successfully. Training services must be linked to in-demand employment opportunities in the local area.

The GMLWDB supports a local workforce development system that leverages the resources of many available programs. Thus, co-enrollment is a priority and actively measured by the region. GMLWDB also prioritizes activities leading to a recognized post-secondary credential. Targeted case management and assessment of skills and career objectives will help customers select the most appropriate post-secondary and industry-recognized credential options. Using labor market analysis and monitoring of industry trends, Greater Memphis will refine opportunities for credentials by choosing the highest quality providers and producing the highest quality credentials needed for sector-based employment. Training providers are assessed yearly to ensure quality and effectiveness are maintained for all post-secondary credential programs. If providers are not successfully training customers to pass objective outcome measures like the passage of licensing exams, those providers will not continue to receive ITA funding. The cost, completion, credential attainment, and placement rates are made public and available to any customer when selecting to pursue a credential program. Participants will be supported along their path to credential attainment by utilizing Individual Training Accounts and supportive services.

Additionally, Greater Memphis has realigned its ITA policy to create a tiered approach. Credentials leading to a higher wage outcome and meeting "Quality Job" standards are categorized as Tier 1 occupations, and those leading to lower economic outcomes are classified as Tier 2 or 3 depending on published criteria. Greater Memphis has raised its lifetime ITA cap to allow participants to begin at Tier 1 and return to funding to move up the ladder for stackable credentials more efficiently. Targeting key sectors will enable the GMLWDB to align stackable, portable credentials with the skill needs of local businesses.

- c. Describe how the LWDB will ensure informed customer choice in the selection of training programs regardless of how training services are provided.

Access to training services through Greater Memphis is facilitated through various methods, with priority given to a consumer choice model. Customers who are certain about their desire for training services are directed to the program that aligns with their needs, typically WIOA Title 1 provided via an Individual Training Account (ITA), on-the-job training with the local business community, or customized training solutions with the local business community, but potentially other available funded programs. For customers uncertain about their desire for training, guidance is provided to start their journey with job search and career exploration. All customers seeking training services must engage one-on-one with a Career Specialist or participate in the Career Exploration Workshops. To ensure maximum customer choice, staff work with each customer to create an individual employment plan. In addition, Staff guides the customer in accessing the State of Tennessee-managed Eligible Training Provider List (ETPL) to ensure customers are aware of all available training options located physically in Greater Memphis, easily accessible from a neighboring county, or available through virtual online training. This ensures customers have the most current information about their chosen career, including the intended credentials and labor market demand in Greater Memphis. All funded training programs must end with an industry- recognized credential and degree leading to a quality job. The GMLWDB encourages customers entering training to consider stackable credentials.

- d. Describe how the LWDB will ensure continuous improvement of eligible training providers of services and that the providers will meet the needs of local employers and jobseekers.

The Greater Memphis region operates as a co-located, integrated workforce services delivery system. The GMLWDB continually receives feedback and works to refine services offered through all partners. Led by GMLWDB and the One-Stop Operator, board staff reviews the outcomes of services delivered by training providers for which funds have been invested as part of the Individual Training Account (ITA).

In cases where providers on the State of Tennessee-managed Eligible Training Provider List (ETPL) show negative results regarding training completion and entered employment, the GMLWDB will work with the provider on corrective actions. If poor performance persists, the GMLWDB will discontinue referrals of potential trainees to the provider and may submit a request to the state to delist the provider's program.

For the OJT programs, the decision to enter into an OJT should also consider the track record of the businesses that have previously undertaken OJTs. Greater Memphis American Job Center staff must not enter into an OJT Training Plan with a company that has previously exhibited a "pattern of failing" to provide OJT participants with continued long-term employment with wages, benefits, and working conditions that are equal to those offered to regular employees who have worked a similar length of time and are doing the same type of work. Only businesses with a history of successful training and retention of OJT employees shall be used as repeat OJT training sights.

Program Coordination:

- a. Describe how education and workforce investment activities will be coordinated in the local area. This must include:
 - ii. Coordination of relevant secondary and postsecondary education programs;
 - iii. Activities with education and workforce investment activities to coordinate strategies and enhance services; and
 - iv. A description of how the LWDB will avoid duplication of services.

The GMLWDB promotes increased coordination of activities and services, as outlined in WIOA Title II, with its secondary and post-secondary education partners. Locally, the GMLWDB participates in education and workforce-centered workgroups and initiatives. These workgroups aim to connect stakeholders across the K-12, post-secondary, and workforce verticals to coordinate strategies, enhance services, identify and address barriers, and reduce duplication of services. The GMLWDB is identifying additional strategic partnerships to strengthen the relationships in this space, specifically focusing on ensuring guidance counselors are informed about post-secondary options and local workforce priorities and opportunities.

The GMLWDB works closely with its service providers to ensure youth programming meets the customers' needs. Through coordinated monthly meetings in the one-stop system, services are coordinated to reduce duplication and ensure beneficial cross-referrals and co-enrollment.

The GMLWDB is extending its sector strategies in key, in-demand industries. A portion of sector strategies uses career pathway information to ensure that customers understand the variety of available on-ramps. When possible, the GMLWDB also facilitates conversations and feedback from businesses to secondary and post-secondary institutions regarding skills, knowledge, and abilities for in-demand careers so there is a continual and trusted feedback loop between industries and educational partners. For example, the GMLWDB, in partnership with the Greater Memphis Chamber, is laser-focused on making sure the region has the pipeline and pathways to support manufacturing and logistics industries for continued growth, expansion, and resilience as Ford and other manufacturing, warehousing, and logistics companies begin to call Memphis home at an accelerated rate. Skills mapping is an important first step. The Greater Memphis Chamber performs a DACUM (an acronym for Developing a Curriculum) exercise with Ohio State University and employer partners to build skills maps. Ultimately, the following is achieved through the DACUM.

- Creation of a skills taxonomy (Goal to have one for key positions in industry clusters and keep them updated to ensure workforce training evolves with the workplace)
- Inform and calibrate new and existing training and education programs.

- b. Describe plans, strategies, and assurances concerning the coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), to improve service delivery and avoid duplication of services.

The GMLWDB works collaboratively on the alignment of workforce services in Greater Memphis. The GMLWDB is consistently working toward continuous process improvement. This includes a review of customer flow, direct participant service delivery, gaps in services, partner responsibilities, and trending needs of the local area.

Greater Memphis coordinates and maximizes the delivery of Wagner-Peyser services through labor exchange services, including job search and placement assistance and, when needed by an individual, career counseling, including the provision of information on nontraditional employment and in-demand industry sectors and occupations and appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the workforce system. Workforce and labor market employment statistics information relates to local, regional, and national labor market areas, including job vacancies, information on job skills necessary to obtain vacant jobs listed, and information related to the target occupation list and earnings, skills requirements, and opportunities for advancement with jobs.

When an agency determines if a new service is needed, the rest of the agencies are consulted to determine if that service is already being provided. One-stops currently include sign-in reception areas that offer a first level of screening for all services offered through the system. First-time visitors are always shown the resource room and provided with information on Wagner-Peyser- funded services.

The GMLWDB and partners work to streamline service delivery to avoid duplication of services. This collaborative spirit enhances the ability of job seekers to obtain their next job and employers to obtain a quality workforce.

- c. How will the LWDB coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II?
 - i. Include information on expanding access to employment, training, education, and supportive services provided through the local one-stop system for Title II participants with barriers to employment.
 - ii. Include how the LWDB will carry out the review of local applications submitted under Title II consistent with WIOA Sec. 107(d)(11)(A) and (B)(i) and WIOA Sec. 232.

The GMLWDB continues to actively engage and collaborate with adult education, including adult education providers, to coordinate WIOA Title I and Title II activities to strengthen the provision of education and employment services that help individuals develop the basic skills and literacy proficiency required to thrive in sustainable employment.

The primary Adult Education and Family Literacy Act under WIOA Title II provider is Hopeworks, a local workforce development board member who participated in the workforce strategic planning session, which facilitates information sharing and more effective coordination of services in the local area. HopeWorks currently operates four sites in Shelby County where participants are able to apply by registering and completing necessary pretesting requirements. Hours of operation are Monday - Friday from 9:00 - 4:30 and are open to both appointments and walk-ins to register for our program. HopeWorks also registers and pretests students in several jail facilities, including Shelby County Division of Corrections, Shelby County Jail (201 Poplar for men and Jail East for Women), and Day Reporting Center. There are 6 levels of student classification and HopeWorks is positioned to work with all levels of students, helping students achieve their equivalency diploma.

Greater Memphis adult education partners provide robust programming for people with disabilities, English language learners, individuals with basic skill deficiencies, and youth. In youth services, the GMLWDB intends to strengthen referrals between the Out-of-School youth program (which serves ages 16-24) and Adult Education for young people who need to complete secondary education equivalency. The GMLWDB will also train staff who provide direct services related to existing articulation agreements between high schools, adult education, and community colleges. The GMLWDB will continue strengthening relationships with adult education and literacy programs such as Literacy Mid-South, including ELL programs and providers, by creating a catalog of organizations providing services and what languages are supported. The diverse population of the region makes these programs particularly important.

- d. Describe any executed cooperative agreements that define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop system.

The One-Stop Partners are committed to integrating and coordinating services provided through the one-stop delivery system. The annually updated WIOA memorandum of understanding for one-stops describes the service delivery system. Partners will strive to provide services seamlessly and prevent duplication whenever possible. Basic Career Services will be made available to all clients without eligibility determination. Assessments may necessitate more one-on-one development, planning, and training. Each partner is responsible for providing the services associated with the one-stop system and determining eligibility for their program services. Additionally, routine meetings and convenings with the one-stop partners assist with sharing information, cooperative efforts with employers, and standard staff training, among other collaborative benefits.

The GMLWDB-designated one-stop operator facilitates integration efforts and convenes all required partners in the one-stop system.

Primary activities include the following:

- Front-line supervisors or managers from each core and partner program meet monthly to discuss individual program updates, areas of common need, and strategies to align and integrate service delivery.
- Business services representatives from all core and partner programs convene at least monthly to discuss business needs, employer services, and opportunities to align and integrate service delivery.
- All-Staff Meetings: Meetings for all staff members and WIOA partner programs are convened quarterly to provide and receive workforce system updates, participate in shared training, and more.
- Other: Lunch-n-learn events and topical educational and training events are held on an as-needed basis for front-line and supervisory staff of core and partner programs to enhance service delivery.

WIOA Title I (Adult, Dislocated Worker, and Youth)

The Greater Memphis LWDA Career Service Provider, Equus Workforce Solutions, provides various services to individuals seeking employment in accordance with assessments, training, and interests developed on the Individual Plan for Employment. The Career Service Provider, in partnership with GMLWDB, collaborates with educational institutions, employers, adult education, and community service partners to ensure services are rendered for individuals to obtain employment. The local service matrix illustrates the collaboration between GMLWDB, Equus Workforce Solutions, and all WIOA partners in providing quality customer services to ensure the best use of WIOA resources for customers. WIOA Title I services are accessible at all AJCs and local community access points.

WIOA Title II (Adult Education and Family Literacy)

HopeWorks provides services to individuals in need of a high school equivalency diploma. HopeWorks collaborates with the local AJC partners, educational institutions, second chance programs, and employers to ensure persons receive the services necessary to obtain

employment in their communities. The local matrix illustrates the collaboration between HopeWorks and WIOA partners to provide the best use of resources in customer service. HopeWorks services are directly accessible at the Angelus AJC and from local HopeWorks offices.

WIOA Title III (Employment Services under Wagner-Peyser)

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

Unemployment Insurance (UI)

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

Job Counseling, Training, and Placement Services for Veterans

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

Trade Adjustment Assistance (TAA)

TAA petitions are available online at www.dolta.gov. TAA services are available on-site at the Angelus AJC in Memphis. Other partner staff on-site in the affiliate centers are cross-trained to identify job seekers who may qualify for TAA to determine if a referral to TAA services is appropriate. TAA services are accessible through direct linkage via phone or email, and TAA staff can meet with customers on-site at these offices if needed. TAA claimants will contact the TAA representative at the AJC for an appointment to discuss the following services: re-employment services, job search allowance, relocation allowance, and training. Claimants interested in training are referred to Title I for assessment and testing. In addition, applicants are referred to the Tennessee College of Applied Technology (TCAT) and or State School representative for assistance.

Trade Readjustment Assistance (TRA)

Companies contact the TRA unit to file a TRA claim. Trade claims are tracked via the

Jobs4TN.gov website. TRA services are available on-site at the Angelus AJC in Memphis. Other partner staff on-site in the affiliate centers are cross trained to identify job seekers who may qualify for TRA to determine if a referral to TRA services is appropriate. TRA services are accessible through direct linkage via phone or email, and TRA staff can meet with customers on-site at these offices if needed. TAA claimants will contact the TRA/TAA representative at the AJC for an appointment to discuss TRA services.

Migrant & Seasonal Farmworkers

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

National Farmworker Jobs Program (NFJP)

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

Senior Community Services Employment Program (SCSEP)

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

Title IV (Rehabilitation Services)

The Vocational Rehabilitation (VR) Program provides assessment, training, employment, and specialty services. It supports eligible individuals with disabilities based on their rehabilitation needs in accordance with their aptitudes, abilities, capabilities, interests, and informed choice, and as identified in an Individualized Plan for Employment to secure, retain, advance in, or regain competitive integrated employment. VR collaborates with AJC and community partners to meet an individual's rehabilitation needs. VR services may be accessible through the co-location of VR professionals at AJCs and local VR offices.

DHS/TANF

Families First, the state's Temporary Assistance for Need Families (TANF) program is a workforce development and employment program. The Families First/TANF Program emphasizes work, training, and personal responsibility. It is temporary and has a primary focus on gaining self-sufficiency through employment. The Families First/TANF program helps participants reach this goal by providing temporary cash assistance, transportation, childcare assistance, educational support, job training, employment activities, and other supportive services. The TANF Case Managers are not on-site at the AJCs. However, individuals may initiate an application for Families First/TANF services through the following link: "[https:// onedhs.tn.gov/csp](https://onedhs.tn.gov/csp)" Consumer Service Portal -Customer Service (tn.gov)

Second Chance (Reentry)

Shelby County Office of Reentry (SCOR) and the State of TN Office of Reentry (TOOR) effectively respond to returning citizens' needs for finding and maintaining employment. Data organizes, measures results, and identifies which community resources are leveraged and aligned for maximum impact. SCOR collaborates with the AJCs, Department of Corrections, community resources, educational institutions, and employers to ensure individuals receive the best use of resources. The local service matrix illustrates the collaboration between SCOR and partners to ensure the best use of resources to provide customer services.

Job Corps

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

Perkins/Post-Secondary Career & Technical Education

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

TCAT/Tennessee Reconnect

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

- e. How do the LWDA's programs and strategies strengthen the linkages between the One-Stop delivery system and unemployment insurance programs?

Through a partnership with local Tennessee Department of Labor staff, Unemployment Compensation (UC) claimants are selected to participate in a mandatory orientation as part of the Reemployment Services and Eligibility Assessment Program (RESEA). During the orientation, claimants learn the requirements to comply with Unemployment Insurance (UI). In addition to UI compliance, the focus is on services offered at the American Job Centers to support their career development and career transitions. Each UI claimant is invited to meet one-on-one with a Title I Specialist to discuss career guidance, career counseling, career assessments, onsite workshops, and additional training/certification programs that may support the individual's employment goals.

Greater Memphis American Job Centers will:

- Maintain informational pamphlets and outreach materials outlining eligibility requirements and information on how to apply for benefits.
- Facilitate access to all Unemployment Insurance programs, including filing a claim and work search waivers for claimants involved in training programs.
- Provide notification of services available to employers and claimants
- Participate in Rapid Response layoff events

UI claimants coming to Greater Memphis American Job Centers can access one-on-one career services, basic and individualized from all staff, and explore the opportunities for rapid re-employment. The GMLWDB will advocate for the Tennessee Department of Labor to provide a weekly list of new unemployment claims of Greater Memphis region workers, which includes contact information. American Job Center staff will utilize the UI activities report to identify and notify all local area UI claimants of services available through the local AJCs. Outreach materials will include information on workshops available, assessments, hiring events, career planning instructions, and other workforce programs. Outreach efforts encourage and support claimants' participation in services to expedite their return to work, thus minimizing their reliance on unemployment benefits.

Youth Activities

- a. Provide an assessment of the type and availability of youth workforce investment activities in the local area.

In Greater Memphis, a wide range of workforce development activities and services are available for youth. Activities are designed to be accessible to all customers, including those with disabilities and other barriers to employment. Youth services focus primarily on career planning/exploration and the associated occupational training or work-based learning needed to facilitate those goals. WIOA programming focuses on demand occupations that meet select criteria (including earning potential and economic mobility over time) and that build the workforce needed to support and enhance the local economy. The youth program and the 14 program elements are designed to provide a robust menu of services that will lead youth in Greater Memphis to successful outcomes. Activities and services available for youth include:

- Adult mentoring
- Alternative secondary school services or high school dropout recovery services;
- Career awareness, counseling, and exploration (e.g., labor market information, assessments, job shadowing)
- Comprehensive guidance and counseling
- Education is offered concurrently with and in the same context as workforce preparation, skills training, and Entrepreneurial skills training.
- Financial literacy services
- Follow-up services
- Leadership development opportunities
- Occupational skills training
- Postsecondary preparation and transition activities
- Support services
- Tutoring, study skills training, instruction, and dropout prevention and recovery services
- Work experience, both paid and unpaid (e.g., pre-apprenticeship programs, internships, on-the-job training)

Over the term of this plan, the competitive request for proposal process will continue to look for programs that successfully serve vulnerable youth populations and offer robust career pathway orientations.

- b. Explain how providers and LWDB staff ensure the WIOA elements:
 - i. Connect back to the WIOA Youth Program Design Framework, particularly the Objective Assessments and ISS; and
 - ii. Are made available to youth with disabilities by describing specific program practices, tools, and services that are tailored to serve youth with disabilities.

GMLWDB offers WIOA services to youth and young adults aged 14 to 24, specifically targeting those most in need: in-school youth (ISY) and out-of-school youth (OSY), including activities for youth with disabilities. Contractors offer tailored services that are delivered through youth and young adult programs. Programs provide a service delivery approach that guides youth through meaningful experiences that prepare them for educational achievement and employment based on their career pathways, leading to self-sufficiency in industries and occupations in demand in Greater Memphis. In the model, we equip youth with the tools necessary to become gainfully employed and connected with the education and workforce system.

The youth service providers offer job readiness programs such as “Design Your Future” and soft skills training. Also, they utilize Pathful Explore, a 6-12 college and career readiness platform that empowers students with the content and tools they need to adapt to the rapidly evolving world of work. Pathful Explore readiness platform provides interactive tools, assessments, and real-world exploration videos to empower students to explore diverse career pathways. In addition, Greater Memphis providers work closely with other youth programs to target special populations, such as Opportunity R3, which serves disconnected youth 16-24 through the City of Memphis.

All eligible youth complete the objective assessment form to assess strengths and barriers. The objective assessment identifies and sets employment, education, career pathway, and personal development goals; identifies service objectives and service plan of action needed to achieve goals; and documents services provided and results. An assessment is conducted, which is not static; a living document is updated as appropriate. Upon completion of the objective assessment, youth are provided with a pathway to success through the availability of the 14 program elements. The available programs offer WIOA youth pathways to education and employment necessary to ensure that youth achieve program goals (post-secondary education, employment, credentials, self-sufficient employment, GED, etc.). For those elements not offered directly by Title I, young adults are connected to outside partner organizations that provide the service.

Tennessee Vocational Rehabilitation provides services to youth with disabilities. Services available to assist students include:

- Career Exploration Assessments
- Counseling and Guidance Services
- Pre-Employment Transition Services (Pre-ETS)
 - Job Exploration Counseling provides students with opportunities to learn about various career options and work skills necessary to be successful.
 - Work-Based Learning Experiences provide students with opportunities in the community to assist them with connecting school experiences to real-life work

- activities and future career options.
- Counseling on Opportunities provides students with information and guidance on various postsecondary education and training opportunities.
 - Workplace Readiness Training is training to develop employability, social, and independent living skills.
 - Instruction in Self-Advocacy to develop self-advocacy skills needed in education, the workplace, and the community.
- Assistance with Post-Secondary Training
 - Job Placement
 - Assistive Technology

Greater Memphis has Project Search programs transition-to-work programs for a seamless combination of classroom instruction, career exploration, and hands-on training through worksite rotations. Project SEARCH is a national model whose primary objective is to secure competitive employment for people with disabilities.

- c. Describe successful models for youth services from your local area, including but not limited to virtual work experiences, OSY recruitment, and engagement strategies.

Several successful models are being used in Greater Memphis for youth workforce activities. The GMLWDB has had a strong history of providing work experience opportunities for youth. To expand and enhance services for out-of-school youth program participants, mainly through work experience, internships, and on-the-job training, the GMLWDB reassessed and adjusted hourly wage rates to promote increased participation. Rising wages due to low unemployment resulted in more youth taking unrelated jobs that did not have an associated program component, such as mentoring or education and skill building. Increasing wages to better align with current economic conditions has helped drive interest in out-of-school youth work experiences.

Greater Memphis facilitates interaction between school administration and employers to provide "real world" workforce expectations of business and industry, including career pathways, work ethic, and soft skills. 90% of new companies entering the Memphis market are in the advanced manufacturing industry. The manufacturing cluster is poised for continued growth, with 1,108 business establishments and 43,356 jobs in Greater Memphis. The GMLWDB, in partnership with the Greater Memphis Chamber, conducts monthly tours of advanced manufacturing facilities with educators and youth organization leaders. These companies offer opportunities that do not require a college degree, entry-level wages of \$15.00 - \$22 per hour or more, and students may be eligible for employment as soon as 17 years of age. The hope is for youth organizations to become informed of the skills and credentials needed and the operations of the facilities to share with youth and their families. Through the connections from these tours, schools have set up work-based learning programs onsite for youth to participate in during the school day. In 2024, Greater Memphis is expanding the program to include student tours.

Greater Memphis will focus on dual enrollment opportunities, work-based learning and career exploration events for students, teacher externships, and increased communication and partnerships among schools and employers. Career pathway development begins in the K-12 arena. Partnerships with Tennessee Pathways and College Career and Technical Education (CCTE) programs across the region are examples of the collaboration needed to create pipelines of skilled workers. Students and parents can see a clear path to educational attainment, employment, and earning potential. Career pathways can begin as early as middle school, allowing students to align their coursework with a career of their choice. Greater Memphis's participation in the annual Pathways2Possibilities (P2P) event in Lauderdale County exhibits the commitment to introducing careers to our youth. P2P is an interactive, hands-on, career exploration experience for 8th graders in public and private schools.

The GMLWDB plans to incorporate the following:

- Host career pathway events to fuel engagement and create an environment to share best practices among K-12 districts, postsecondary institutions, and employer partners. For example, the GMLWDB is partnering with the Chamber to host quarterly career pathway events with the Music and Entertainment Council. The first session is focused on education + youth development and exploring how youth are exposed to career

- pathways that are not connected to a CCTE Program.
- Engaging College Career and Technical Education (CCTE) to inform in-school youth of career pathway opportunities such as manufacturing day, creative economy opportunities, and summer youth employment experiences.
 - Identifying viable career pathways for out-of-school youth, including career exploration through paid work experiences.
 - Increasing participation in pre/apprenticeships for young adults
 - Incorporating immersive technology such as TransfVR headsets to introduce youth and young adults to careers.

LWDB plans to partner with community-based organizations, such as Shelby County Family and Youth Resource Center, Youth Villages, JIFF, MIFA, etc., since they are critical providers of basic skills training, technical skills training, supportive services, and workforce development services in communities across Greater Memphis. Other youth activities are available from partners throughout the Greater Memphis Workforce Network, such as college and career fairs, 2GEN approaches through Agape, GROWWTH (TANF), integrated student supports, and care coordination programs with Communities in Schools (CIS).

- d. Explain how the LWDB has defined the criterion of “requires additional assistance to complete an educational program, or to secure and hold employment” for OSY and ISY, including:
- i. Evidence supporting the established criteria, to include current labor market information, statistical evidence and other data deemed supportive;
 - ii. A description of how the LWDB ensures regional alignment in this criteria; and
 - iii. List any documentation required from the participant to support established criteria and any additional case management parameters the LWDB has deemed necessary.

The GMLWDB define the criterion of “requires additional assistance to complete an educational program or to secure and hold employment” for Out-of-School Youth (OSY) and In-School Youth (ISY), along with the supporting evidence and case management parameters:

"Requires additional assistance to complete an education program" shall be defined as an individual who:

o Is currently at risk of dropping out of school, as determined by referral from a school staff person probation officer or other responsible person with documentation

evidencing chronic poor attendance or discipline problems during the last 12 months, or has educational underachievement (i.e., less than a cumulative 2.0 grade point average); or

o Is currently enrolled in special education classes that require appropriate education for children with disabilities and has an Individual Education Plan (IBP); or

o Is currently attending an alternative education program that leads to a high school diploma or High School Equivalency; or

o Is currently credit deficient (i.e., one or more grade levels behind peer group); or

o Has failed to achieve the required score on the local school "End of Course Assessment"; or

o Is currently on academic probation with documentation evidencing such; or

o Is currently failing two or more academic subjects in the current academic period (e.g., semester, trimester, etc.).

"Requires additional assistance to secure employment and hold employment" shall be defined as an individual who:

o Has failed to secure a job within the past three months after employment search (i.e., Job Search log complete in detail with all necessary signatures, dates, etc.) and has received a low score on a pre-employment skills assessment. Sufficient documentation shall consist of a job search log complete in detail with all necessary signatures, dates, etc. and a copy of applicable test results indicating the participant has a low score; or

o Is not registered for work with the Tennessee Department of Labor & Workforce Development. Verified via the State's Management Information System (i.e., VOS) under Wagner Peyser; or

o Is employed part-time (less than 30 hours per week) and has been unable to

- obtain full-time employment within the past three months after employment search. Documentation shall consist of at least two or more recent pay stubs within the last thirty days and a detailed job search log; or
- o Has been employed full-time in short-term employment by a temporary agency (i.e., four months or less) within 12 months prior to application. Sufficient documentation shall consist of at least two (2) recent pay stubs within the last thirty days or a detailed employer statement on letterhead signed and dated; or
 - o Is an emancipated youth (i.e., adolescents who leave the parents' household by agreement or demand). Legal documentation is required; or
 - o Is a former foster care youth as evidenced by a letter from the Department of Human Services; or
 - o Receives public assistance, or is a member of a family receiving public assistance as evidenced by letter(s) from the Department of Human Services including applicant's name; or
 - o Is a public housing resident or member of a family receiving a Section 8 voucher. Sufficient documentation shall consist of a voucher with the parent or guardian's name and documentation that the approved youth is eligible to live at the resident; or
 - o Is a member of a group that has been determined to be disproportionately underrepresented in the local workforce, i.e. as determined by statistics by the Federal Department of Labor, State Department of Labor, or Federal Bureau of Labor Statistics; or
- o Is an individual who did not achieve the National Career Readiness Certificate (NCRC). Documentation that the individual did not obtain at least the Bronze NCRC will be required.

The GMLWDB considers current labor market information, statistical evidence, and other relevant data to establish these criteria. This ensures alignment with regional needs and opportunities. Labor market trends, employment projections, and skills demand are crucial factors in determining eligibility. The GMLWDB collaborates with local partners, educational institutions, employers, and community organizations. They ensure that the criteria align with the unique needs and opportunities within their region. Regular communication and coordination foster regional alignment.

Documentation evidencing the deficiencies identified must be provided with the eligibility documentation and maintained in the participants' file. In addition, the eligibility and barrier identification must be addressed in the case notes and entered into the statewide management information system (i.e. VOS).

As required by WIOA sec. 129(a)(3)(B), not more than five percent of the ISY newly enrolled in a given program year may be deemed eligible based on the “requires additional assistance to complete an educational program or to secure or hold employment” criteria. Ultimately, these criteria aim to empower youth by providing targeted assistance, fostering educational attainment, and enhancing employability.

Administration

- a. Identify the entity responsible for the disbursement of grant funds as determined by the Chief Local Elected Official (CLEO) or the Governor under WIOA sec. 107(d)(12)(B)(i).

The Greater Memphis Chamber is designated as the local fiscal agent.

- b. Describe the competitive process to be used to award subgrants and contracts for WIOA Title I activities in the local area.

The LWDB follows the TN State policy that outlines federal requirements to be followed during the procurement process, including the bidders' list, documentation, evaluation response, evaluation criteria, conflict of interest, and competitive procurement of service providers. The request for proposal (RFP) bidders list is shared regionally. Furthermore, dissemination of the RFP has been increased to a minimum of five (5) legal publications and the sub-recipient's website.

- c. Provide the local levels of performance negotiated with the Governor and CLEO to be used to measure the performance of the local area and to be used by the LWDB for measuring the performance of the fiscal agent, eligible providers, and the One-Stop delivery system, in the local area.

The expected levels of WIOA Title I performance negotiated in 2024 will be used by the GMLWDB to measure the performance of the One-Stop delivery service, fiscal agent, and eligible training providers in the local area.

3. Performance Goals

Table 16: TN Core Program: Title I – Adult Program

TN Core Program: Title I – Adult Program	Program Year 2024		Program Year 2025	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	83.45%		83.95%	
Employment (Fourth Quarter after Exit)	82.00%		82.50%	
Median Earnings (Second Quarter after Exit)	\$7,800		\$7,850	
Credential Attainment Rate	72.40%		72.90%	
Measurable Skill Gains	72.35%		72.85%	

Table 17: TN Core Program: Title I – Dislocated Worker Program

TN Core Program: Title I – Dislocated Worker Program	Program Year 2024		Program Year 2025	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	84.30%		84.80%	
Employment (Fourth Quarter after Exit)	83.35%		83.85%	
Median Earnings (Second Quarter after Exit)	\$8,699		\$8,749	
Credential Attainment Rate	69.90%		70.40%	
Measurable Skill Gains	73.95%		74.45%	

Table 18: TN Core Program: Title I – Youth Program

TN Core Program: Title I – Youth Program	Program Year 2024		Program Year 2025	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	82.55%		83.05%	
Employment (Fourth Quarter after Exit)	80.15%		80.65%	
Median Earnings (Second Quarter after Exit)	\$5,234		\$5,284	
Credential Attainment Rate	64.50%		65.00%	
Measurable Skill Gains	60.30%		60.80%	

- d. Describe the actions taken toward becoming or remaining a high-performing LWDB, consistent with factors developed by the State Workforce Board (SWB).



Based on the principles in WIOA and the factors developed by the SWB, the vision for the impact of a LWDB is to transform and improve the workforce system and build a sustainable system for Board excellence. The four strategic roles high-performing boards will play are detailed in the graph.

Board members will ensure that the board can perform the functions associated with each of these roles; this is a guide that can be expanded on as members are recruited and have specific expertise or interests related to the roles.

Public Comment:

- a. Describe the process used by the LWDB to provide a period of no more than 30 days for public comment.

The Greater Memphis Local Workforce Board, in accordance with the Workforce Innovation and Opportunity Act (WIOA), has developed a Draft Local WIOA Plan PY 2024 — 2027, which includes: Shelby, Fayette, Tipton, and Lauderdale County.

The public is invited to comment on the Local Plan during a 15–30-day public comment period beginning March 8, 2024, and ending on April 7, 2024. Both the Local and Regional Plans can be found at <https://greatermemworkforce.com/>

If you would like to provide input on the plan, please submit a public comment form via email to workforce@memphischamber.com

3/12/2024 - Greater Memphis virtual public listening session for local plan held at 5:00 pm on zoom. There were 13 attendees. No disagreements with the local plan were received. There was feedback from the stakeholders. See below.

- Stakeholder referenced pg. 7 regarding educational attainment. It was stated the local area should have tracking mechanisms to capture credentials to show outcomes.
- Another stakeholder appreciated the focus on rural engagement in the local plan.

3/18/2024 -Greater Memphis public listening session for local plan held from 5:00-6:30pm at Southwest Tennessee Community College-Whitehaven campus. There were 10 attendees. No disagreements with the local plan were received, however, there were comments listed below.

- Requesting more information on how AI will be used in workforce development over the next four years.
- Labor union stakeholder stated he would like to see partnerships with Memphis Light Gas & Water through the apprenticeship programs.
- Stakeholders expressed their appreciation for being invited and engaged in the process.

January - April 2024 - Information regarding the local plan was shared during the respective LWDB meetings in Greater Memphis.

(See Attachments for agenda, sign in sheets, and meeting descriptions)

- b. Include any comments submitted during the public comment period that represent disagreement with the plan.

N/A-No disagreements with plan.

Stakeholder Involvement:

- a) Describe how stakeholder involvement requirements were met for the local plan, pursuant to the TDLWD Regional and Local Plan policy.

Local planning guidance and additional resources such as the business engagement plan was shared with stakeholders prior to the local planning meetings held on February 5, 2024, at the Greater Memphis Chamber and February 15, 2024, at the American Job Center (Angelus location). Feedback was requested during and after the meeting from the various partners.

Local Elected Officials, LWDB members, economic development agencies, K-12 systems partner programs, private businesses, postsecondary institutions, etc., were invited to participate in the development of the local plan. The coordination and collaboration with partners and industry stakeholders ensured that the local plan would align with the specific needs and priorities of the regional plan. By engaging with these stakeholders, notes were taken by leadership and shared so that the board staff could tailor the local plan to address the skills gaps, training needs, and employment opportunities within the identified sectors, ultimately leading to a strategy to increase the region's LFPR.

A public comment opportunity and listening session are also made available for the local plan before the finalized plan is submitted. This ensures the public and any interested stakeholders can provide comments and input. Any comments received during this period are addressed prior to submission.

To receive and consider input into the development of the regional plan, in compliance with WIOA Sec.108(d), the PY 2024-2027 Local Plan is being published for a 15-30-day comment period between March 8, 2024, and April 7, 2024, prior to submission of the plan on April 8, 2024. A public notice is being published on the GMLWDB greatermemworkforce.com website. Additionally, an electronic communication regarding the posting of the plan is sent to all American Job Center partners, board members (representing business, labor organizations, education, and others), standing committee members, Local Elected Officials, and other workforce system stakeholders for review and comments. The plan is being made available to be viewed on the website, and hard copies are being made available at all AJCs in the local area during this time.

A public listening session hosted outside of regular work hours (Monday — Friday, 8:00 am – 5:00 pm) is scheduled and is being publicized along with the notification of the plan posting. All comments are to be submitted in writing to the GMLWDB Executive Director, who will compile all comments received during the period of public comment and share them with the GMLWDB for consideration and integration into the plan as appropriate. Any comments received, including those that represent disagreement with the proposed plan, will be included within the plan's attachments.

Attachments

Attachment A- Required Policies

In the space below, please provide a link to the LWDB policy page, which must include the following required local policies:

- Property Management Policy
- Supportive Services Policy
- Youth Program Design Policy
- Priority of Service Policy
- Local Governance Policy
- Co-Enrollment Policy
- Electronic Case Files Policy
- Grievance and Complaint Resolution Policy
- Minimum Participant Cost Rate Policy
- Monitoring Policy
- Youth Eligibility Policy

<https://greatermemworkforce.com/policies-and-agreements/>

Attachment B- CLEO Signature page

Attachment B can be submitted one of two ways. If the LWDA has capacity for electronic signatures, it can be linked in the space below. In the alternative, the LWDA can provide via email. Please designate which option is selected.

Attachment B is linked in the space below:

Attachment B has been sent via email to Workforce.Board@tn.gov

Attachment C- Partners MOU & IFA

Please affirm the LWDA has previously submitted a Partner's MOU and Infrastructure Funding Agreement pursuant to TDLWD-WFS Guidance-WIOA Memorandum of Understanding (MOU)/One-Stop Service Delivery and Infrastructure Funding Agreement (IFA). In the space below, provide the date on which these documents were most recently submitted:

July 6, 2023

Attachment D- Additional Cooperative Agreements

Please provide any executed cooperative agreements, other than the Partner’s MOU, to which the LWDA is a party. Any additional cooperative agreements can be provided as “Attachment D to Local Plan” via email to Workforce.Board@tn.gov. In the space below, please list the name of any additional cooperative agreement that will be included. If none exist, please state “none.”

None

Attachment E- Budget Information and Supporting Materials

Please provide the following fiscal materials via email to Workforce.Board@tn.gov using the subject line “Local Plan Attachment E.”

- Detailed budget listing the sources and uses of TDLWD pass-through funds and all non-Federal matching funds.
- Supporting budget narrative explaining expenditures by line items listed on Standard Form 424A.
(Include purpose of travel and supply/equipment lists and describe expenses in the ‘other’ line item, if applicable. If the budget includes personnel or contractual expenses, cash or in-kind, estimate the number of hours/days and hourly rate, or portion of FTE and salary, for the time that is expected to be spent on the proposed project by key personnel, contractors, or consultants. If the budget includes land or buildings, provide an MAI appraisal or comparable appraisal. Include a description of all leveraged funds, including any fee based and/or revenue generated. Include description of any in-kind resources, including the methods used to determine their value).
- Letters of Commitment from each non-TDLWD funding source (federal state, local, or private) that specifies the amount and type of funds committed (grant, loan, cash, or in-kind)
- Any additional pertinent supporting materials, as applicable.

In the text box below, provide the date Attachment E was submitted and name of individual submitting:

Amber Covington and Tina Richmond 4.5.24

Local Plan Signatures

This Local Plan represents our area's collective efforts to maximize and coordinate efforts and resources available under Workforce Innovation Opportunity Act. (WIOA)

Instructions:

The Chief Local Elected Official must sign and date this form.

By signing below, the Chief Local Elected Official request approval of Local Workforce Development Board's 2024-2027 Local Plan.

Chief Local Elected Official Name Mayor Lee Harris

Chief Local Elected Official Signature *Lee Harris T.F.*

Date 04/02/24

GREATER MEMPHIS LOCAL PLANNING COMMITTEE

MEETING AGENDA

Monday, February 5, 2024

11:00 am – 1:00 pm

Greater Memphis Chamber
100 Peabody Place, Suite 1000, Memphis, TN 38103

1. **Welcome & Introductions** Local Workforce Area Staff
2. **Overview of Regional Planning Council** TDLWD Training, Oversight, and Strategic Support (TOSS) Unit Staff
3. **2024 – 2027 Strategic Plan Overview** TOSS Staff
 - a. Planning Timeline
 - b. State Plan Overview & Top Priorities
 - c. Targeted In-Demand Sectors
 - d. Targeted Populations
4. **Strategic Breakout Sessions** All
 - a. Jobseeker Services
 - b. Business Services
 - c. Group Report Out
5. **Next Steps**
 - a. Local Plan Draft
 - b. Release for Public Comment
6. **Adjourn**

Greater Memphis Regional and Local Plan Listening Sessions

The Greater Memphis Workforce Development Board invites you to provide input on Greater Memphis 2024-2027 workforce development strategies for the Workforce Innovation and Opportunity Act (WIOA) regional and local plan. This new plan offers an opportunity to continue a systemwide and inclusive process of implementing lessons learned from various efforts over the past several years. Participants will be invited to openly discuss concepts for addressing challenges and opportunities for improving the system over the next four years. This session is an opportunity to participate in a robust conversation about Greater Memphis workforce system's future.

This plan will establish broad goals for a comprehensive workforce development system that focuses on:

- Industry Partnerships, Employer Engagement and Career Pathways
- Youth
- Continuous Improvement of the One-Stop System
- Barrier Remediation for target populations
- Clear integration with economic development
- Outcome visibility

The listening session presents an opportunity for the public to:

- Discuss broad goals of the local plan,
- Identify areas of concern, and
- Discuss ideas for innovation and improvements.

The Virtual Session will be held on March 12, 2024, via Zoom from 5PM to 6:30PM.

Topic: Greater Memphis Regional & Local Plan Listening Session

Time: March 12, 2024, 05:00 PM Central Time (US and Canada)

Join Zoom Meeting

<https://us06web.zoom.us/j/84919442047?pwd=Fm1LbxGIY2vpLKb7FF5SXwIub5Pm9f.1>

Meeting ID: 849 1944 2047

Passcode: 392973

Greater Memphis

Workforce Development Board

SHELBY · LAUDERDALE · TIPTON · FAYETTE

The In-Person will be held on March 18, 2024 from 5PM to 6:30PM.

Location: Southwest Tennessee Community College-Whitehaven Campus

Address: 1234 Finley Rd. Memphis, TN 38116

GREATER MEMPHIS LOCAL PLAN COMMITTEE MEETING

PURPOSE	TIME	EVENT DATE	LOCATION
Local Plan	10AM-1PM	February 5, 2024	Greater Memphis Chamber

NO	NAME	ORGANIZATION	EMAIL	PHONE #
1	Savita Alston	AJC - OSO	Savita.Alston@AJCmemphis.com	901-606-8646
2	Lee GRAHAM	CHAMBER- ED	Lgraham@memphisChamber.com	901-702-2026
3	Blake Swaggart	TN- ECD	Blake.Swaggart@TN.gov	731-837-9443
4	Keva D. Wilson	Equus - Amer. Job Centers	keva.wilson@equusworks.com	901-618-8000
5	Phil Dotson	MSCS CCTE	Dotsonp@scsk12.org	901-289-5730
6	Gwm Sutton	TRAT Memphis	gwm.sutton@tratmemphis.edu	901-543-6130
7	Dedric McGehee	MSCS	McGehee@scsk12.org	901-218-5294
8	Roderick Woody	Equus - AJC	Roderick.Woody@equusworks.com	901-618-7605
9	Heather Sacks	VR	heather.sacks@tn.gov	731-423-2352
10	Robin Sealy	Tipton County Govt	rsealy@tiptonco.com	901-598-8724
11	Calvin Walk	SCOR	Calvin.Walk@shelbycountytexas.gov	222-4555
12	DeAndre Brown	SCOR	DeAndre.Brown@shelbycountytexas.gov	222-4552
13	Jackara Jones	TN Dept of Labor	jackara.jones@tn.gov	901-633-3048

Name & Title	Organization	Mobile phone	Email Address
1 Lee GRAHAM	CHAMBER	(901) 201-7026	lgraham@memphischamber.com
2 Kendrick Harris			
3 James Williams	CIS Memphis	731-492-404	jwilliams@cismemphis.org
4 Shawn Boyd	Dr. Boyd Educational	901-652-3368	info@drshawnboyd.com
5 Curtis Freeman	America Works	901-290-1613	cfreeman@america-works.com
6 Josh Gettys	Slingshot	901-292-9431	josh.gettys@slingshot
7 Duane DeLoach	Beckley Ziegler	901-877-6672	ddeLoach@beckleyziegler.com
8 SINARIA HASSAN	Hope Works	901-930-8419	shassan@hopeworks.org
9 Mefa Ekwueme	GMWDB	901-484-4203	meta@code-crew.org
10 Antario Dotson	Youth + Family Resource Center	901-239-6069	antario.dotson@skelby.com
11 Calvin Walk	SCOR	222-4553	Calvin.Walk@hcl.com
12 Roderick Woody	AJC	901-618-7665	Roderick.Woody@equusnet.com
13 James Patten	TDWD	901-543-6598	James.Patten@tdwd.com
14 Marcus Stansbery	SMRCDC	901-358-4465	mstansbery@smrcdc.com
15 Stephanie Godwin-Chu	BZOWATH	901-678-5203	stephanie.gc@memphis.edu
16			
17			
18			

	Name & Title	Organization	Mobile phone	Email Address
1	Jackara Jones Regional Director	TN Labor	901-633-3048	jackara.jones@tn.gov
2	Stoney Ramsey	Hope Works	901-930-8115	sramsey@whohopeworks.org
3	Amber Goungton, BMWDB, Executive Director		901-833-2715	agoungton@memphischarity.com
4	Ralph W. Thomas	IDOLE, WO	901-707-8426	RALPH.W.THOMAS@IDOLEWO.COM
5	Phil Datson	MSCS	901-289-5730	Datsonp@scsk12.org
6	Brian J. Wilkes	Agape	901-455-6110	Brian.Wilkes@agapemeanslove.org
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GREATER MEMPHIS LOCAL PLAN LISTENING SESSION

PURPOSE	TIME	EVENT DATE	LOCATION
Local Plan Listening Session	5PM-6:30PM	March 18, 2024	Southwest TN Community College-Whitehaven

NO	NAME	ORGANIZATION	EMAIL	PHONE #
1	Julie W. Smith	Agape	Julie.smith@agapemeanslove.org	901-848-6022
2	Nadiyah McMurray	Agape	nadiyah.mcmurray@agapemeanslove.org	901-26223
3	Brian J. Wilks	Agape	Brian.Wilks@agapemeanslove.org	
4	Celia Walk	SCOR	Celia.Walk@shelbycountyttn.gov	222-4553
5	Dawn B. Brown	SCOR	DawnB.Brown@shelbycountyttn.gov	222-4550
6	Patrick Healy	State of TN	Patrick.healy@tn.gov	901-426-5807
7	Gregory P. Poy	IBEW Local 1288	Gregory.Poy@ibewlocal1288.org	901-870-3340
8	Phil Dotson	MSCS	Dotsonp@scsk12.org	901-287-5730
9	Dedric McGehee	MSCS	Dedric.McGehee@scsk12.org	901-218-5294
10	Sandra Howell	GMC/Workforce Dev. LLC	showell@memphischamber.org	901-543-3500
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