

**Northwest Tennessee Workforce Board and  
Consortium of Local Elected Officials for  
Northwest TN Workforce Development Area  
Elks Lodge, Trenton, TN  
Tuesday, February 26, 2019**

**Members Present (12):** Jon Dougherty, Sandra Woods, John Penn Ridgeway, Brad Hurley, Cliff Sturdivant, John Killen, John Bucy, John Castellaw, Ted Piazza, Landy Fuqua, Lindsay Frilling, Jimmy Williamson, Charlie Moore, Kristy Mercer

**Members via Conference Call:** Jennifer Starks, Stewart Stanfill, Mayor Jake Bynum

**CLEO Members Present:** Denny Johnson, Gary Reasons

**Committee Members Present:** Blake Swaggart, Sherry Fowler, Mark Chandler, Tim Climer, Justin Crice, and Ronnie Gunnels

**Others via Conference Call:**

**Staff Members Present:** Lana Burchfiel, Laura Speer, Jennifer Bane, Margaret Prater, LeAnn Lundberg, Gina Johnson

**Guests Present:** Perry McGehee (Amteck), Amber Walker, Erica Nance, and Judy Lofton

**Partner Presentation – REAP:** Jon Dougherty of Amteck gave a brief summary of the Registered Electrical Apprenticeship Preparation (REAP) program and described the recent showcases at local high schools to promote the program. A “Shock and Awe” day will be held at Amteck in April and the two-week training will be held in July. Everyone was invited to tour the Amteck showcase trailer before the meeting began.

**Welcome:** Mayor Reasons welcomed all members and guests to the Quarterly Meeting of the Northwest TN Workforce Board.

**Business Meeting:** Jimmy Williamson called the business meeting to order, acknowledged that a quorum was present, and reminded members to abstain from discussion and voting in the event of a conflict of interest.

**Correction and Approval of Minutes of August 28, 2018 Meeting:** The August 28, 2018 minutes incorrectly stated that Odle Management Group was selected as the Title I Service Provider contractor instead of Dyersburg State Community College.

- **MOTION:** A motion to approve the correction to the August 28, 2018 Board Meeting Minutes was made by Brad Hurley and seconded by Sandra Woods. All were in favor and the Motion carried.

**Approval of Minutes:** (attached) Jimmy Williamson asked everyone to review the November 27, 2018 Board Meeting Minutes.

- **MOTION:** A motion to approve the November 27, 2018 Board Meeting Minutes as presented was made by John Penn Ridgeway and seconded by Ted Piazza. All were in favor and the Motion carried.

**Meeting Reports:**

**Executive Committee:** Ted Piazza reported the committee met on December 18<sup>th</sup>, attended by 6 members via conference call, in addition to staff, in order to review the local and regional plans to be posted for public comment. During the meeting Jennifer Bane gave a brief overview of the plan modifications, focusing on what differed from the previous plans approved Spring 2017. The committee also reviewed and approved changes to the Training Provider Application and Appeal Process Policy which was required to be submitted as part of the local plan. Changes included updating information to match the State’s updated policy along with updating terminology and websites.

- **MOTION:** A motion to approve the Training Provider Application and Appeal Process Policy changes was made by Gary Reasons and seconded by John Bucy. All were in favor and the Motion carried.

Gina Johnson also provided an update on the inquires for the Line of Credit which would be made to the Board of Directors to act as an emergency bridge loan, used only when we get a grant and must spend the money before we have actually received the funds.

**American Job Center Committee:** John Killen reported the committee met on January 28, 2019, with 10 members, staff, and contractors present. The committee heard updates and reports regarding numbers served and enrolled, survey results, and business services. The committee also discussed two changes to the Supportive Services policy. The first

change the Committee recommended was allowing the one-time work-related support service payment of up to \$300, currently offered to work experience participants, to also be used for participants in on-the-job training, transitional jobs, and pre-vocational services.

- **MOTION: A motion to approve the Supportive Service Policy Changes made by John Killen and seconded by John Penn Ridgeway. All were in favor and the Motion carried.**

The second change to the policy the committee recommended was to allow participants in transitional jobs to receive a travel stipend for the first 30 days, like those in work experience, and to allow those participants in positions which require travel to receive the stipend through the duration of the work experience or transitional job.

- **MOTION: A motion to approve travel stipend changes to the Supportive Service Policy was made by Ted Piazza and seconded by Brad Hurley. All were in favor and the Motion carried.**

The committee also reviewed possible support services to consider adding to the policy. Staff will do additional research to make recommendations at a later date.

Outreach and Opportunities Committee: (John) Glad Castellaw reported the committee met January 28, 2019 with 6 members plus staff and contractors present. The Committee reviewed TCAT Paris's Outdoor Power Equipment which is due for renewal for the Eligible Training Provider List. There have been no issues with the program and the labor market information continues to show positive growth, so the Committee recommended continued approval of all of all programs.

- **MOTION: A motion to approve Eligible Training Provider List Renewals was made by Glad Castellaw and seconded by Gary Reasons. All were in favor and the Motion carried.**

The committee also reviewed changes to the Work-Based Training Policy in order to align the pay for participants in transitional jobs and Youth Work Experience (YWE). Currently YWE participants are paid \$8.00 per hour while transitional job participants are paid at the higher of 80% of the starting rate of the position being performed or minimum wage. YWE is a priority for our program but the difference in pay makes it not always the ideal choice for participants who may be eligible for either program. The committee recommended changing the policy so that participants in both programs are paid at the higher of 80% of the starting rate of the position being performed or a minimum of \$8.00 per hour.

- **MOTION: A motion to approve the Work-Based Training Policy changes was made by Glad Castellaw and seconded by Gary Reasons. All were in favor and the Motion carried.**

The committee also heard updates on special grant programs including the Bongards Creamery Community Grant, the DSCC Delta Healthcare Grant Partnership (which is still pending), and the National Emergency Grant to address the Opioid Crisis. On Special Populations, the committee reviewed the Target populations report detailing numbers served for priority populations, REAP updates, a new 2 stage approach for YWE for non-profit before being placed with potential employer, Re-Entry Advanced Manufacturing programs (RAMP) at local jails, and a new local and regional corrections partnership as part of the local and regional plans.

Executive Committee: Ted reported the committee met January 30, 2019 attended by 5 members, in addition to staff. The committee heard updates and reviewed a policy change that have already been discussed.

Local and Regional Planning Updates: Jennifer Bane stated that during the development of the local and regional plans, a conference call was held to discuss the local plan with partners and board members on December 18th. The regional planning council met January 15<sup>th</sup> to address the regional plan encompassing the Northwest, Southwest, and Greater Memphis local areas. The local and regional plan was submitted on the January 18<sup>th</sup> due date and plan presentations were made at the State Workforce Board Meeting on February 8<sup>th</sup>. The local plan was very well received with positive comments regarding REAP, RAMP, Work-Ready Communities, and Certified Production Training. None of the local or regional plans were approved by the State Workforce Board. We received corrections to be made to both the local and regional plans, due March 13<sup>th</sup>, and participated in technical assistance calls with State staff for both the local and

regional plans on February 14<sup>th</sup>. Most changes involved the state asking for more detail on certain items. We were originally allowed only 25 pages, but they have allowed us to add to this in order to address their requests for more information. The local plan revisions requested changes to several policies, but we have only received guidance regarding one specific change to the Individual Training Account (ITA) Policy. Our current policy is that in order for a student to get a scholarship they have to be considered full-time. Since other state programs like TN Reconnect allow for part-time participants, the State staff have directed us that our policy should align with other programs. To do, staff propose to revise the policy to state that a student must be considered at least part-time by the training institution to receive funding.

- **MOTION: A motion to approve the Individual Training Account Policy change was made by John Bucy and seconded by John Penn Ridgeway. All were in favor and the Motion carried.**

Jennifer Bane explained that in addition to the ITA policy change, the State staff requested we address how childcare, and other needs such as housing, are addressed by the local area. Great effort is taken by the Northwest area to leverage resources and avoid duplication of services in order to maximize funds and opportunities for customers. In addition to the supportive services offered by Title I, referrals are currently made to partner programs for childcare assistance, housing, and other supportive services. Based on feedback from the State staff, Jennifer proposed three options to consider:

- 1) Continue offering these services through referrals to partner programs while enhancing efforts to track referrals to ensure customers referred qualify for and receive the needed services;
- 2) Develop a policy to fully fund childcare expenses; or
- 3) Develop a broader “emergency” supportive services offering to allow participants to receive up to a certain amount to address emergency supportive services needs to include childcare and housing, as well as other items such as medical expenses or car repairs.

There was much discussion regarding the implications and difficulties of funding childcare, including the potential large cost. This concern has already been raised with the State staff and they have indicated that it may be necessary to fund less people in order to provide all the services needed by the customers being served. This funding would be in addition to ITA funds, but due to low unemployment rates and other funding programs, ITA and travel spending are down as we see fewer people returning to school. If funds aren’t being spent on these services, then they may need to be spent on other services in order to continue meeting the required Minimum Participant Cost Rate (MPCR), which is currently 40% of program expenditures. Other issues discussed included ensuring funds are only spent as last-dollar, allowing participants to receive funds directly but only to be spent on State-approved daycare facilities, managing the decisions as to who receives childcare or other emergency supportive services, providing enough funding for childcare during the school term as well as over breaks and holidays since individuals will still be required to pay,

After much discussion, several next steps were identified to include:

1. Gather information from other local areas regarding childcare assistance and other support services, including utilization of such services (Southwest’s policy has already been reviewed by the American Job Center sub-committee).
2. Evaluate the potential need for childcare services / number affected by reviewing current participant caseloads as well as surveying potential customers and / or those not enrolled.
3. Identify methods for ensuring any additional services approved by the board are utilized only as last-dollar funding.
4. Evaluate potential impact of additional costs (based on information gathered by staff and presented to the board, childcare averages \$100 per week) and methods for distributing funds (i.e. directly to participants, not daycare centers, to be used only on state-approved daycares, not family members).
5. Consider a potential structured supportive services “emergency fund” to include services beyond childcare, such as vehicle repair, housing, medical services, etc.

- **MOTION: John Bucy motioned to recommend staff to look into emergency fund or funding childcare, maintaining that we remain last dollar. John Penn Ridgeway seconded and the motion carried.**

**Other Business and Updates:** Jennifer Bane asked that anyone who would like to be on the Certification of American Job Centers team to let her know. Jennifer also stated that PAR was here the full week of the 11<sup>th</sup>, but are not finished yet. We are still waiting on an exit conference date. Also, as a result of the realignment, the state hired a third party to make sure each local area is capable and fully staffed to run the program. This is scheduled to occur the end of April into the beginning of May.

Lindsay Frilling mentioned the Obion County Joint Economic Development Council has received a grant that will be used to offer soft skills training for 8<sup>th</sup> graders in all of the northwest region. Lindsay reported that they have received great feedback while already offering this program in Obion County. She is also working with UT Martin to schedule an agriculture conference highlighting the area as a prime location for food processing and agribusiness. The event will be held October 10<sup>th</sup> in conjunction with UT Martin's agriculture career fair for the students, which is a service for businesses, but also focuses on getting students employed.

**Future 2019 Meeting Dates**

May 21, 2019, *NWTNDD Martin, TN*; August 27, 2019, *TBD*; November 19, 2019, *TBD*

*Respectfully submitted,*

*Lana Burchfiel, Public Information Specialist*

**Northwest Tennessee Workforce Board and  
Consortium of Local Elected Officials for  
Northwest TN Workforce Development Area**

**Tuesday, February 26, 2019 – 11:30 (lunch) 12:00 Business Meeting**

**Elks Lodge - 2025 US Highway 45 Bypass S, Trenton, TN  
Conference Call 1-877-216-1555 # 845157**

**Agenda**

**Partner Presentation – REAP**

Jon Dougherty, Amteck

**Welcome**

Mayor Reasons, Chair CEO

**Business Meeting- Call to order & Acknowledge Quorum/Conflict of Interest**

Jimmy Williamson, Chair, NWTWB

**Correction to Minutes of August 28, 2018 Meeting**

MOTION: Ben Marks made a motion to accept the recommendation to award the Title I Service Provider contract to ~~Odle Management Group~~ **Dyersburg State Community College**. Mayor Denny Johnson seconded the motion. All were in favor and the Motion carried.

**Approval of Minutes of November 27, 2018 Meeting**

**Meeting Reports:**

Executive Committee (December 18)

Ted Piazza, Chair

- Approval of Training Provider Application and Appeal Process Policy **(Vote Required)**

American Job Center Committee Meeting (January 28)

Rita Alexander, Chair

- Supportive Services Policy Changes **(Vote Required)**

Outreach and Opportunities Committee Meeting (January 28)

Ben Marks, Chair

- Eligible Training Provider List Renewals **(Vote Required)**
- Work-Based Training Policy Changes **(Vote Required)**

Executive Committee (January 30)

Ted Piazza, Chair

- Supportive Services Policy Change **(Vote Required)**

**Local and Regional Planning Update**

Jennifer Bane, Executive Director

- Local Planning Conference Call (December 18)
- Regional Planning Council Meeting (January 15)
- State Workforce Board Meeting (February 8)
- TDLWD Technical Assistance Local and Regional Calls (February 14)
  - Individual Training Account Policy Changes **(Vote Required)**
  - Priority of Service Policy Changes Discussion
  - Supportive Services Policy Changes Discussion
    - Approval to develop childcare policy **(Vote Required)**

**Other Business and Updates**

Certification of American Job Centers Reminder

Jennifer Bane, Executive Director

**Future 2019 Meeting Dates**

May 21, 2019, *NWTNDD Martin, TN*; August 27, 2019, *TBD*; November 19, 2019, *TBD*

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- ⚡ Join our 2 week pre-apprenticeship program, where graduates will be eligible for hire by Amteck starting at \$12.50 per hour and with supervisor recommendation, accepted into the Registered Apprenticeship to become a Journeyman/Licensed Electrician.
- ⚡ In the 4-year US Department of Labor Registered Apprenticeship Amteck will **PAY** you for on-the-job training and classroom, with scheduled raises twice per year.
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- ⚡ After successful completion of the 4-year program, apprentices are prepared to take the exam to become a Journeyman/Licensed Electrician earning an estimated \$70,000 annually and **NO Debt** for school.
- ⚡ Come to the ½ day "showcase" to learn more!

**\*\* Applicants must be 18 or older by July 8, 2019, have reliable transportation and be able to attend the *Amteck University Shock and Awe! Day* on Saturday, April 20, 2019.**

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Northwest Tennessee  
WORKFORCE BOARD



@NWTNjobs

**Meeting of the Northwest Tennessee Workforce Board  
and Consortium of Local Elected Officials for  
Northwest TN Workforce Development Area  
Elks Lodge, Trenton, TN  
November 27, 2018**

**Members Present:** Jon Dougherty, Sandra Woods, John Penn Ridgeway, Brad Hurley, Cliff Sturdivant, John Killen, John Bucy, Rita Alexander, David Parrish, John Castellaw, Doug Clark, Ted Piazza

**Members via Conference Call:** Neely Ashby, Kristie Bennett,

**CLEO Members Present:** Denny Johnson, Gary Reasons, Brent Greer, Joseph Butler

**Partners / Contractors Present:** Blake Swaggart, Sherry Fowler, Mark Chandler, Connie Stewart, Catherine Vandyke, Erica Nance, Time Climer

**Others via Conference Call:** Judy Lofton, Benny Roberts

**Staff Members Present:** Lana Burchfiel, Laura Speer, Jennifer Bane, Margaret Prater, LeAnn Lundberg, Gina Johnson

**Welcome:** Mayor Reasons welcomed all members and guests to the Quarterly Meeting of the Northwest TN Workforce Board.

**Business Meeting:** Ted Piazza called the business meeting to order, acknowledged that a quorum was present, and reminded members to abstain from discussion and voting in the event of a conflict of interest.

**Approval of Minutes:** (attached) Ted Piazza asked everyone to review the August 28, 2018 Board Meeting Minutes.

- **MOTION:** A motion to approve the August 28, 2018 Board Meeting Minutes as presented was made by Denny and seconded by Sandra. All were in favor and the Motion carried.

**Meeting Reports:**

**MOU & AJC Partner Infrastructure Funding Agreement (September 20):** Jennifer Bane reported the American Job Center Partners met to review the Memorandum of Understanding (MOU) and Infrastructure Funding agreement (IFA). Losing Lauderdale and Tipton Counties to the Greater Memphis Area in the realignment made it necessary to update the MOU. The majority of changes were removing all references to those counties or incorrect number of counties in our area. We had also made some staff changes, but nothing actually changed as far as the processes. A reference was added to Odle Management in the MOU as the one-stop-operator. All budget items from Tipton and Lauderdale have been removed from the IFA. We did have a slight increase in the IT and Public Information staff items. Funds were also moved between the one-stop operator/one-stop assistants, which are now referred to as "resource specialists." The six resource specialists, present in six of the nine counties, are now under the new contract as full-time and eligible for benefits. Overall the budget decreased over \$40,000.

- **MOTION:** A motion to approve the Northwest TN MOU & IFA as presented was made by John Bucy and seconded by Brad Hurley. All were in favor and the Motion carried.

**Outreach and Opportunities Committee Meeting (October 29):** Ben Marks presented the Outreach and Opportunities Committee report. The committee elected Glad Castellaw as the new Vice Chair. Jennifer provided the committee an update on the transition and alignment. The committee recommends continued approval of all programs reviewed on the Eligible Training Provider List due for renewal, including Magic Valley's CNA program which is due to end in December.

- **MOTION:** A motion to approve the Eligible Training Provider List Renewals was made by John Bucy and seconded by Rita. All were in favor and the Motion carried.

Updates were given on special grant programs including the Bongards Creamery mobile advance manufacturing unit, the



DSCC Delta Healthcare Grant to address the opioid crisis, and the Strengthening Working Families grant transitioned to the Greater Memphis Area. On special populations the committee reviewed the Registered Electrical Apprenticeship Preparation (REAP) for high school seniors from Lake County; a new mentoring component to help participants in Youth Work Experience be successful on the job; a potential waiver for In-School and Out-of-School Youth Expenditure Rates to both be 50%; transitional jobs being used for postsecondary completers as a way of getting their foot in the door with a potential employer; Re-entry Advanced Manufacturing Program (RAMP), currently teaching Certified Production Technician courses in Gibson and Dyer County jails, and expanding to Henry County; a State application for a National Emergency grant to address the opioid crisis; and training offered by the new Veterans Representative to American Job Center staff. Margaret mentioned a December 13<sup>th</sup> trip to Mississippi to look at a trailer being considered for the Bongards truck and invited any board members to attend who would like to attend.

**American Job Center Committee Meeting (October 30):** Rita presented report from the meeting. Jennifer provided the group a transition / alignment update. Erica Nance shared VOS Greeter reports. Margaret provided updates on Business Services and Manufacturing Days. Connie reviewed a Career Services report. The committee discussed changing the Individual Training Account (ITA) policy, and recommended approval of increasing ITA from \$3,000 to \$4,000 per year for up to two years of training.

- **MOTION:** A motion to approve the ITA Increase to \$4,000 per year was made by Glad and seconded by Kristy Mercer. All were in favor and the Motion carried.

The committee also recommended increasing the transportation stipend rate from \$.10 per mile to \$.15 per mile, due to the continued need for transportation stipends and increased average cost per gallon.

- **MOTION:** A motion to approve the Transportation Stipend increase to \$0.15 per mile was made by Brad and seconded by John Bucy. All were in favor and the Motion carried.

After the vote Brad asked if it is one-way or round trip. It is round trip.

In order to ensure participants receive needed transportation services at the approved rate, the Committee also recommended approval of separating the transportation stipend from the ITA amount. The question was asked if there is a maximum for travel. There is not a maximum for travel, but Margaret clarified that the ITA is limited to \$4,000 is per year for 2 years, \$8,000 total.

- **MOTION:** A motion to approve separating the ITA and Transportation Stipend was made by Ben Marks and seconded by Brad. All were in favor and the Motion carried.

Ben asked if the travel was outrunning the other expense. Margaret explained no, the problem occurred in schools such as UT Martin where TN Promise didn't kick in, and participants wouldn't have any funds leftover from the ITA for travel.

**Executive Committee (November 5):** The committee reviewed the Program Accountability Report received October 12, 2018 and the correction action response letter back to them. There were three observations and one finding, "Case Management Needs Improvement." The committee also reviewed a letter from the Department of Labor regarding waiver requests the State Workforce Board submitted to the US DOL in May. The Executive Committee voted and approved continuing with the 75% OSY expenditure rate. TCAT Paris' new Industrial Maintenance Technology/Certified Production Technician (CPT) program was also reviewed. The program will be offered at the Henry County Jail as part of the Re-Entry Advanced Manufacturing Program (RAMP) initiative. The program was scheduled to start November 12, 2018, and the Executive Committee voted to approve the program to be added to the Eligible Training Provider list. The committee also heard reports on Transition/Re-alignment, the Financial Audit, and Facilities and Technology, as well as reviewing Performance and Budget/Administration. Jennifer called attention to the local performance data numbers that were not available at the time of the Executive meeting and mentioned that we are meeting or exceeding all current performance measures.



**State Workforce Board Meeting (November 9):** Jennifer explained that the meeting mostly consisted of updates. The one action taken was to waive the 50% Regional Minimum Participant Cost Rate (MPCR) for this year. When the policy was written they didn't address what would happen if, for example, we met the 50% and another area in West Tennessee did not meet the 50%, so it will be rewritten to clarify this potential situation. We will still have to meet the 40% MPCR this year. Jennifer reviewed handouts (attached) provided at the State Workforce Board meeting. As far as the September 30 numbers are concerned, the MPCR was over the 50% requirement. Jennifer reminded the board that most of our grants ended June 30, so it's almost like starting from scratch July 1. The state waived the requirement that 80% of our money has to be obligated by June 30 for this past year. As of June 30, we were at 100% obligated for Youth and Adults and 91% for Dislocated Workers. As of September 30, we haven't spent much since that is money we just got July 1. Tennessee numbers overall compared to West TN show that our numbers continue to look good. We are continuing to work on Employer Services. September was a transition month for us, and we expect numbers to go up when recent activities have been added.

**Other Business and Updates:** Mark Chandler gave a brief update on the transitions in their area, including the fact that they are moving their office from state office downtown to Whitehall close to Jackson State to save money. Jackson did not meet performance standards last year, but they are confident in one-stop operator and providers for the upcoming year. They are still anxiously awaiting allocation of the Consolidated Business grant money. He feels like the Southwest group works well with Northwest.

**Manufacturing Days 2018 Update:** Margaret Prater presented a handout for Manufacturing Days. All counties except for Benton, which had scheduling conflicts, participated. Over 1,100 students from 20 high schools participated. Twenty manufacturers participated in tours or speaking to groups. Eight other entities like mayors, veteran's representative, ECD, etc., were also involved. We had wonderful participation considering the contract with DSCC for Business Services ended Sept 30, and all the Business Services Staff had left by mid-September, with manufacturing events starting October 1. Margaret is looking forward to each year's Manufacturing Days being bigger and better.

**Certification of American Job Centers:** In early 2017, the Board submitted to TN Department of Labor all AJC certification information. State staff came out and visited all of the AJCs and went through a checklist, including Equal Opportunity and Disability assessments, etc. Next time the One Stop Operator will take over the process of completing Certification applications, which will come before the Board for approval. The State Department of Labor will provide training for board members and staff who will be on the certification teams visiting the centers. Kristie Bennett will be part of the team to review the centers, and any board members who would like to be part of that team can join the training, which is tentatively set for January 2019. Jennifer referenced the handout that outlined the policy for how the certification process works.

**Future 2019 Meeting Dates:** Future dates were listed on the agenda as February 26, Elks Lodge Trenton, TN; May 21, 2019, NWTNDD Martin, TN; August 27, 2019, TBD; and November 19, 2019, TBD.

**With no other business, Sandra moved to close the meeting and Brad seconded it.**

Respectfully submitted,

Lana Burchfiel  
Public Information Specialist

## Individual Training Account

**Effective Date:** ~~November 27, 2018~~ February 26, 2019

**Duration:** Indefinite

**Purpose:** To establish a policy for use of Individual Training Accounts (ITAs) for in-demand occupations.

**Policy:** An Individual Training Account (ITA) voucher may be available to provide funding for WIOA eligible adults, dislocated workers and out of school youth, observing Priority of Service policies, who have completed an assessment and been determined to need in-demand occupational skills training to become gainfully employed. An ITA may be provided if the State Workforce Agency (SWA) or one-stop center staff determine, after an interview, evaluation or assessment, and career planning, that the eligible individual is:

- Unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through Career Services alone;
- In need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through Career Services alone; and
- In possession of the skills and qualifications to successfully participate in the selected program of training services.

Training services must be linked to in-demand employment opportunities in the local area or planning region or in a geographic area in which the individual is willing to commute or relocate.

The selection of training services should be conducted in a manner that maximizes customer choice, is linked to in-demand occupations, informed by the performance of relevant training providers, and coordinated to the extent possible with other sources of assistance.

The Northwest Tennessee Workforce Board limits ITAs to programs on the WIOA Eligible Training Provider List that lead to a credential in a period of 2 years or less, including Challenge/CLEP tests, when appropriate. ITA funding is for unmet need for cost of training not covered by other federal or State financial aid, such as Pell, Lottery, TN Promise, and TN Reconnect. WIOA funds are considered “last dollar.” ITA funding is authorized per training term (quarter, semester, trimester, etc.), with subsequent terms authorized after successful completion of the previous term. The ITA is limited to \$4,000 per year, for two years, with total cost limited to \$8,000 during participation in the WIOA program (approved effective 11/27/18; previously limited to \$3,000/year, \$6,000 maximum as of 11-13-12).

The One-Stop Operator may file an appeal with the NWTNWB Executive Director for additional time/funding for the participant for extenuating circumstances that prohibit successful completion.

A Needs Assessment/Financial Aid Worksheet, identifying costs and financial aid information, and staff authorizing the ITA, must be completed prior to authorizing funding. The AJC staff should provide career guidance; however, the participant’s choice for a training provider must be observed.

### Funding Criteria for ITAs

The process a participant goes through to select a program of study and the process the Career Advisor follows to establish whether or not the participant is eligible for training assistance goes well beyond the process of determining if a person meets the minimum general qualifications to be determined financially eligible for WIOA.

In order to make a career decision, the participant will go through a series of assessments and career exploration exercises in order to establish the appropriateness of training. Career decision making should rely heavily on the Local Labor Market Information, focusing on future job growth. If there is no local demand, then the participant must be able to establish a viable plan for relocation to an area where the occupation is in demand before training can be approved. This plan must be documented within the case narrative section and on the Individual Service Strategy (ISS).

In order for and ITA to be used to pay for training, a number of questions have to be addressed.

1. Is the program of study selected on the Eligible Training Provider List (ETPL)? Has the program been approved by the local board? Anyone seeking training Out-of-State must document that the Out-of-State provider and program is listed on the eligible training provider list of the state in which it is located.
2. Does the program lead to a certificate as defined in TEGl 17-05 issued on February 17, 2006? It is the policy of our Local Board to not use local WIOA training funds for refresher courses or other training which does not lead to a certificate as defined in TEGl 17-05 issued on February 17, 2006. Although some of these types of training may be listed on the ETPL, our Local Board has elected to not use WIOA Title I training funds for these types of programs. We are not to use training funds to re-train a person in a program for which they already possess the certificate.  
  
Example: A person who currently holds a Class A CDL will not be eligible to receive NWTNWB training funds to attend a commercial truck driving training program. A person who has an active LPN license will not be eligible to receive training funds to attend a LPN training program. In both instances, the training would be considered re-training for the occupation for which they already hold the certificate and therefore, not eligible for local training funds.
3. Is the program of study going to lead to a job in a documented demand occupation in the local or regional area to which the individual is willing to relocate or commute?
4. Is the program of study selected appropriate for the individual? Appropriateness of training should be based on assessment results. If it appears to be incongruent with the assessment results, the ISS must address and explain on what basis the career decision was made
5. Is the program a Pell eligible program? If so, has the applicant/participant applied for Pell and other State Grant Awards (SEOG & TSAC)? Is the applicant/ participant potentially eligible for other sources of funding such as TN Promise, TN Reconnect, etc.?

Note: A participant may enroll in WIOA-funded training while his/her application for a Pell grant is pending. This enrollment is permitted as long as the Career Service Provider (CSP) has made arrangements with the training provider and the WIOA participant regarding allocation of the Pell grant if it is subsequently awarded. In that case, the training provider must reimburse the CSP all WIOA funds used to underwrite the training for the amount that the Pell grant covers (WIOA Section 134(c)(3)(B(ii))). Reimbursement is not required from the portion of Pell grant assistance disbursed to the participant for education-related expenses.

6. After Pell, SEOG and TSAC are applied to the cost of the training, is there any unmet need remaining? If not, there is nothing the NWTNWB will pay unless the participant is eligible for supportive services which may be available, such as transportation, child care, etc.

7. If Pell, SEOG, TSAC and WIOA do not cover all the costs of training, does the participant have a plan to pay for the difference? The plan to pay for all uncovered costs must be documented in the case narrative. Supporting documentation should be obtained as appropriate.

In addition to the above items, the following criteria must also be met in order for participants to be approved for, and continue to receive, funding for occupational skills training and associated supportive services:

#### **For New Participants Only**

1. Potential participants must be residents of, or dislocated from an employer located in, a county located within the local service area.
2. Potential participants must register in Jobs4TN or update an existing account.
3. Potential participants must complete all steps of the assessment and enrollment.
4. Potential participants must be currently enrolled, or accepted into, an institution and training program that is listed on the Eligible Training Provider List. The Career Advisor will use the eligible training provider list for the state in which the institution is located.
5. The training program must be linked to an in-demand occupation as determined by the Career Advisor through the use of the EMSI system or other documentation as appropriate.
6. For training programs leading to a career in an occupation requiring licensure, participants must meet the criteria outlined in the Licensed Occupations Eligibility Policy.
7. Potential participants must be able to complete the training program within two years. For those attending four-year institutions, they must have earned approximately 60 credit hours and / or reached junior status in order to be eligible for funding.

Note: Participants with less than 60 earned credit hours who anticipate completing training within two years must demonstrate and provide detailed documentation as to how they will complete training within the two year period.

Exception: In-School Youth who transition to Out-of-School Youth may receive travel stipends for the entire four-years at a four-year institution.

#### **For New and Current Participants**

1. Participants must meet **full-time at least half-time** enrollment criteria according to the institution and program. Up to half of participants' credit hours may be for developmental / remedial classes.

Note: For institutions / programs that do not require coursework for the summer term, a participant may still choose to take courses during this time. Participants who choose to take classes during the summer term can take any number of credit hours as long as they are still following their plan of action to graduate, and as long as they still have ITA money available. **Participants are not required to take 12 hours to be considered full-time in the summer.**

2. Participants must be in good academic standing and maintain satisfactory progress according to the institution's policy. If the participant falls below good standing, they must return to school without funding until they get back in good standing. Once they return to good standing status, the career advisor may apply funding again.

3. Participants may only receive funding once. If participants fail, or drop out of a class that has been paid for by, they must retake the class on their own, without funding, including travel.
4. Participants who drop a class **and fall below full-time**, without approval from their Career Advisor, must successfully complete the next term on their own, including travel, before they can receive funding again.
5. Participants attending Pell-eligible training institutions must complete the FAFSA and CANNOT be in default on any federal financial aid (i.e. Pell grants).

#### **Funding Criteria for Licensed Occupations**

Clients being considered for licensed professional occupational training should have good prospects for finding and keeping employment in the field. Based on research of area employers, the following conditions must be met for a client to be considered for financial assistance for any unmet need for occupations that require licensure prior to employment in the field.

All Licensure Occupations:

1. No felony convictions for any crime in the past ten (10) years. The ten (10) years is calculated from the date they were convicted of the crime. To check for felony convictions AJC Staff must check the Tennessee Bureau of Investigation Felony Offender Search website - <https://apps.tn.gov/foil/search.jsp>.
2. No DUI convictions in the past ten (10) years.
3. No sex offender registration within the last ten (10) years. To check for sex offender registry status WIOA Staff must check the National Sex Offender Search website - <https://www.nsopw.gov/en-US>.

If the conviction did not occur in the most recent 10 years, an appeal must be filed with the Career Service Provider for consideration for funding.

#### **Truck Driving Specific Requirements**

1. The applicant must supply a Medical Examiner's Certificate of a DOT Physical, and proof of drug screen, both performed no more than thirty (30) days prior to date of WIOA eligibility.
2. The applicant must supply a copy of a Motor Vehicle Report (MVR) that is no more than ten (10) days prior to the date of WIOA eligibility.
3. Driver's license must not have been suspended or revoked in the last three (3) years.
4. No reckless or careless driving violation within the last three (3) years.
5. No more than three (3) moving violations in the last three (3) years.
6. No more than one (1) "at fault" accidents in the last three (3) years.

#### **Certified Nurse Assistant/ Patient Care Technician**

All applicants who want to attend Certified Nurse Assistant Training or the Patient Care Technician program will have completed 8 hours of job shadowing and orientation scheduled by the training provider to make sure he/she has a clear understanding of the responsibilities of employment and will be successful in the position.

#### **Appeal Process**

If the applicant chooses to appeal a condition of eligibility, an appeal must be completed by the applicant and submitted to Executive Director of the Career Service Provider. Appeals denied by the Career Service Provider,

may be appealed to the One-Stop Operator. In the case where an applicant can provide a pre-hire letter, this is to be included with the Appeal.

### When to File an Appeal

1. If an individual is denied funding for training because a staff person determines that an individual is not in need of training due to the individual being marketable, able to work in the field, and the expected wages per EMSI are enough for the person and his / her family to be self-sufficient, then the individual may choose to file an appeal.
2. If the customer has a felony over 10 years old and intends to attend a training program for an occupation which requires a license, such as a truck driver, nurse, or teacher, the customer must file an appeal.

### Payment of ITAs & Refund Policy

Invoices are due no later than 30 days past the Term Begin Date. Prior to the submission of invoices, the institution's Financial Aid Representative will review the information provided in Needs Assessment/Financial Aid Worksheet:

1. If changes have occurred that would reduce Unmet Need (additional aid was received, student dropped hours, etc.), corrections should be made to the form and initialed by the Financial Aid Representative prior to signing. Any over payment of Unmet Need could result in audit finding for the program and the Training Provider.
2. If changes have occurred that would increase Unmet Need (book price increase, test fee left off, tuition increase after authorized, etc.), no changes will be made for this term.

If the form is accurate, it should be signed, dated and forwarded to the Account Billing Representative for the Training Provider.

**NOTE: If the Financial Aid Representative fails to accurately report financial aid that the student receives, the payment to the Training Provider will be reduced by the amount not reported. It will be the responsibility of the Training Provider to collect any over payment made to the student.**

The Account Billing Representative will review the information provided for accuracy and verify at least one day attendance of registered classes prior to dispersing funds to the student and prior to billing for the ITA.

The Needs-Based Scholarship Amount Authorized should be applied to Tuition/Fees first. Remaining funds may be dispersed to the student for other costs after confirming that the student has attended all classes at least once for the number of registered hours listed in the Student Needs Assessment and Financial Aid Worksheet.

If the student drops below the agreed upon registered hours prior to attending first day of class for registered hours and funds have not been dispersed, the Training Provider has an obligation to place a hold on funds and notify AJC Staff member that the Unmet Need must be recalculated/reduced.

If the student drops below the agreed upon registered hours after attending the first day of class for registered hours and funds have been dispersed, the Training Provider should return any applicable refund to WIOA, but will not be held accountable for funds dispersed to the student. The student will be penalized by WIOA the upcoming semester.

### Exceptions to the Use of ITAs

In accordance with TDLWD's American Job Center Individual Training Account Use guidance, Tennessee

recognizes limited exceptions to the use of ITAs. Contracts for services may be used instead of an ITA only when one or more of these exceptions apply (WIOA Section 134(c)(3)(G)(ii)):

- 1) The services provided are OJT, customized training, incumbent worker training, or transitional jobs;
- 2) The LWBD determines that there are an insufficient number of Eligible Training Providers in the local area to accomplish the purpose of a system of ITAs;
- 3) The LWDB determines that in the area there is a training-services program of demonstrated effectiveness offered by a community-based organization or other private organization to serve individuals with barriers to employment;
- 4) The LWDA determines that the most appropriate training could be provided by an institution of higher education to train multiple individuals for jobs in sector-demanded occupations, provided this does not limit customer choice; or
- 5) The LWDA is considering entering into a pay-for-performance contract and the LWDA ensures that the contract is consistent with 20 CFR 683.510.

In order to determine the effectiveness demonstrated by a community-based organization or other private organization, particularly as it applies to the special participant population to be served, the NWTNWB will evaluate the following:

- A) Financial stability of the organization;
- B) Demonstrated performance in measures appropriate to the program; and
- C) The relevance of the specific program to LWDA needs identified in the local area

**Reference:** 20 CRF 680.320(a)(3); 20 CFR 680.340(f); WIOA Section 122(d)

**Related TDLWD Policy:** AJC Individual Training Account Use Guidance (pages 1 and 2-3)

**Vetted and Approved by the Northwest Tennessee Workforce Board:** ~~November 27, 2018~~ February 26, 2019

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Jennifer Bane, Executive Director  
Northwest Tennessee Workforce Board



## Supportive Services

**Effective Date:** ~~January 30, 2019~~ February 26, 2019

**Duration:** Indefinite

**Purpose:** To provide policy for providing supportive services for eligible participants.

**Policy:** The Northwest TN Workforce Board, through the regional planning process and in compliance with TDLWD policy, recognizes that Supportive Services are limited and must be leveraged with other local and state resources. Supportive services should only be provided when the services are not available elsewhere, since WIOA is considered funding of last resort. Funds allocated to a local area (WIOA Section 133) may be used to provide supportive services to Adults and Dislocated Workers who:

- (1) Are participating in programs with activities authorized in WIOA Section 134(c)(1)(A)(ii) or WIOA Section 134(c)(1)(A)(iii);
- (2) Have exited and need post-program support services as follow-up (for up to 12 months after exit); and
- (3) Are unable to obtain such supportive services through other programs providing such services.

Supportive services for youth, as defined in WIOA Section 3(59), are services that enable an individual to participate in WIOA activities.

Participants in WIOA programs who face significant barriers to employment, such as recipients of public assistance, low-income individuals, or individuals who are basic skills deficient, should be given service according to their level of need.

Supportive Services are not entitlements and must be supported by demonstration of financial need. The participant's need for services will be documented in the case file; participants enrolled in individualized career or training services and must demonstrate need in the Individual Employment Plan or Individual Service Strategy. When multiple options are available for receiving supportive services, documentation must show a reasonable effort was made to determine and choose the lowest, competitively priced service available. Support services activities and supporting case notes will be entered into VOS by AJC staff.

## Allowable Support Services

The allowable support services as described below will be made available in the following manners:

### Referral and Coordination

The One-Stop Operator and Service Providers shall ensure procedures are in place to coordinate support services through community partner referral to avoid duplication for the following:

- linkages to community services;
- assistance with childcare and dependent care;
- assistance with housing;
- reasonable accommodations for youth with disabilities;
- legal aid services;
- referrals to healthcare;

### Payments on Behalf of Participants

The following support services will be paid on behalf of the participant, directly by the service provider, or as a reimbursement to the participant, depending on the needs of the participant. Duration, unless otherwise noted,

is limited to approved terms of participation in occupational skill training (i.e. up to two years). Amounts are limited to actual cost, subject to maximum limitations set out in this policy. Documentation of support service costs, issued by the training provider and / or vendor, must be maintained in the participant's case file.

- assistance with uniforms or other appropriate work attire and work-related tools, including such items as eye glasses and protective eye gear;
- assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes;
- assistance with educational testing;
- payments and fees for employment and training-related applications, tests and certifications.
- Work-related support service up to \$300 one time only payment for uniforms, drug screens, background checks, supplies, etc. needed to be successful in **on-the-job training, transitional jobs, pre-vocational services, or** work experience activities.

#### Direct Payments to Participants

The following support services will be paid directly to the participant. Duration is limited to approved terms of participation in occupational skill training or first 30 days of employment related activities.

#### Transportation assistance

The LWDA will provide transportation assistance for an eligible WIOA participant attending an LWDA approved training provider and program for occupational skills training or for Out-of-School youth to the worksite for the first 30 days of employment. The transportation assistance will be paid through a stipend payment paid at intervals consistent with the training provider terms or a one-time only payment for Out-of-School youth in work experience. Out of School Youth who transitioned from an In-School Youth Program and choose a University Parallel program of study may receive support services, including transportation assistance, in order to complete the goals established in the individual service strategy. Subsequent ITA funding will require the participant, program and provider to meet all local/state criteria.

The payment will be based on \$.15 per mile one-way unit per day (converted to roundtrip). Participants receiving transportation assistance from another organization (i.e. Workforce Essentials) are not eligible to receive a full transportation stipend from WIOA. As last dollar funds, all other programs must pay first before WIOA funds can be authorized.

In the event that a participant is receiving travel funding from another program, the total amount anticipated to be received in transportation assistance from the other agency must be deducted from the transportation assistance amount WIOA expects to pay.

To be eligible for this stipend, one must be in good standing and making satisfactory progress, be a fulltime student with no more than 1/2 of the credit hours being for remedial / developmental classes, must not drop or be removed from a course without notifying and providing needed information to the WIOA staff member regarding this action, etc.

Participants may receive a travel stipend for the first 30 days of a **transitional job or** work experience activity to offset their gas expenses until they have received one month of pay, at which time, they should have been able to budget money out of their paychecks to pay for their own gas expenses. **In the event a transitional job or work experience position requires the participant to travel, the travel stipend may be extended through the duration of the work experience or transitional job.**

*Needs-Related Payments (currently suspended due to funding limitations)*

Needs-related payments provide financial assistance to participants for the purpose of enabling them to participate in training and are a supportive service authorized by WIOA sec. 134(d)(3). Unlike other supportive services, in order to qualify for needs-related payments a participant must be enrolled in training. Needs-related payments may be paid while a participant is waiting to start training classes if the participant has been accepted in a training program that will begin within 30 calendar days. The Governor may authorize local areas to extend the 30-day period to address appropriate circumstances.

Eligibility Criteria in order to be eligible for needs-related payments:

Adults must:

- (a) Be unemployed;
- (b) Not qualify for, or have ceased qualifying for, unemployment compensation; and (c) Be enrolled in a program of training services under WIOA sec. 134(c)(3).

Dislocated Workers must:

- (a) Be unemployed, and:
  - (1) Have ceased to qualify for unemployment compensation or trade readjustment allowance under TAA; and
  - (2) Be enrolled in a program of training services under WIOA sec. 134(c)(3) by the end of the 13th week after the most recent layoff that resulted in a determination of the worker's eligibility as a dislocated worker, or, if later, by the end of the 8th week after the worker is informed that a short-term layoff will exceed 6 months; or
- (b) Be unemployed and did not qualify for unemployment compensation or trade readjustment assistance under TAA and be enrolled in a program of training services under WIOA sec. 134(c)(3).

Youth must:

- (a) be co-enrolled into either the Adult or Dislocated Worker programs to qualify for Needs-Related Payments.

Documentation of all eligibility criteria is required and must be maintained in the participant's case file.

### **Level of Needs-Related Payments**

Per § 680.970, the level of needs-related payments is determined as follows:

- (a) The payment level for Adults must be established by the Local WDB.
- (b) For Dislocated Workers, payments must not exceed the greater of either of the following levels:
  - (1) The applicable weekly level of the unemployment compensation benefit, for participants who were eligible for unemployment compensation as a result of the qualifying dislocation; or
  - (2) The poverty level for an equivalent period, for participants who did not qualify for unemployment compensation as a result of the qualifying layoff. The weekly payment level must be adjusted to reflect changes in total family income, as determined by Local WDB policies.

**Methodology** - The Northwest TN Workforce Board has authorized weekly needs-based payments for Adults and Dislocated Workers based on the amount needed for the participant and his / her family to reach the poverty level for the family size, to be adjusted as family income changes, and not to exceed:

- (a) The maximum weekly unemployment compensation benefit amount of \$275 for individuals who have not been determined eligible to receive unemployment benefits.
- (b) The applicable weekly level of the unemployment compensation benefit, for participants who were eligible for unemployment compensation as a result of the qualifying dislocation.

Example: An applicant is made eligible as an Adult participant as part of a family of four in accordance with the guidelines set forth in the WIOA and relate federal, state, and local guidance. The participant's total family income is \$15,575 per year. The family income is deducted from the poverty level for the family size and converted to weekly rate for needs-related payments as shown below.

\$24,300 per year (Poverty Level for a Family of 4) - \$15,575 per year (Total Annual Family Income)

\$8,725 per year (Amount Needed per Year)

$\$8,725 \text{ per year} / 52 \text{ Weeks per Year} = \$167.79 \text{ Needed per Week}$

The participant is eligible to receive the full \$167.79 per week since it is less than the maximum weekly unemployment benefit of \$275, and the individual has not drawn unemployment.

### Exceptions to Support Services Limits

The One-Stop Operator may grant exceptions to the limits established for supportive services by submitting a written request for individual need, including supporting documentation, to the Executive Director of the Northwest TN Workforce Board. A decision will be rendered within 5 working days.

### Unallowable Support Services

Support services may not be used to pay for expenses incurred prior to the participant's enrollment into the WIOA program. Program Management approval is required and should be documented. Advances against future payments are not allowed. Examples of unallowable services include, but are not limited to:

- Fines and penalties such as traffic violations, late finance charges, and interest payments
- Entertainment, including tips
- Contributions and donations
- Vehicle or mortgage payments
- Refund deposits
- Alcohol or tobacco products
- Pet food
- Items to be purchased for family or friends
- Out-of-state job search and relocation expenses that will be paid by the prospective employer

**Reference:** 20 CFR 680.900; 20 CFR 680.970; 20 CFR 681.570; WIOA Section 106(c)(1)(F)

**Related TDLWD Policy:** LWDA Supportive Services Guidance 5-8-17 (pages 2 and 4)

**Vetted and Approved by the Northwest Tennessee Workforce Board:** ~~January 30, 2019~~ February 26, 2019

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Jennifer Bane, Executive Director  
Northwest Tennessee Workforce Board

Provider Name	Program Title	Prog ID	CIP Code	CIP Title	Completion Level	App Status	App Review Status	Expiration Date
TENNESSEE COLLEGE OF APPLIED TECHNOLOGY AT PARIS	Outdoor Power Equipment	1004792	460301	Electrical and Power Transmission Installation/Installer, Ge	Certificate 1-2 years	WIOA Approved	Eligible	05/22/2019

# Outdoor Power Equipment Occupation Snapshot

Emsi Q4 2018 Data Set

January 2019

**Northwest Tennessee Workforce Board**



708 E. Court Street  
Dyersburg, Tennessee 38024

# Parameters

## Occupations

Code	Description
49-3053	Outdoor Power Equipment and Other Small Engine Mechanics

## Regions

19 items selected. See Appendix A for details.

## Timeframe

2018 - 2023

## Datarun

2018.4 – Employees

## Outdoor Power Equipment and Other Small Engine Mechanics in 19 Counties

**Outdoor Power Equipment and Other Small Engine Mechanics (SOC 49-3053):** Diagnose, adjust, repair, or overhaul small engines used to power lawn mowers, chain saws, recreational sporting equipment and related equipment.

**Sample of Reported Job Titles:** Small Engine Mechanic, Golf Cart Mechanic, Small Engine Technician, Shop Mechanic, Service Technician (Service Tech) , Outdoor Power Equipment Service Technician, Mechanic, Lawnmower Repair Mechanic, Chainsaw Technician, Production Engine Repairer.

**Related O\*NET Occupation:** Outdoor Power Equipment and Other Small Engine Mechanics (49-3053.00)

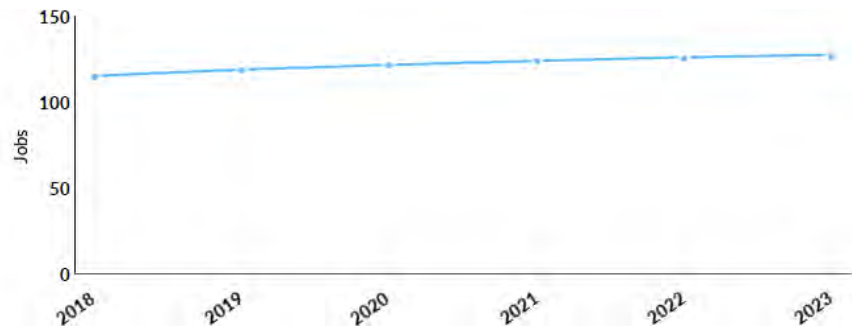
## Occupation Summary for Outdoor Power Equipment and Other Small Engine Mechanics

<b>115</b> Jobs (2018) 130% above National average	<b>10.4%</b> % Change (2018-2023) Nation: 7.8%	<b>\$13.52/hr</b> Median Hourly Earnings Nation: \$16.53/hr
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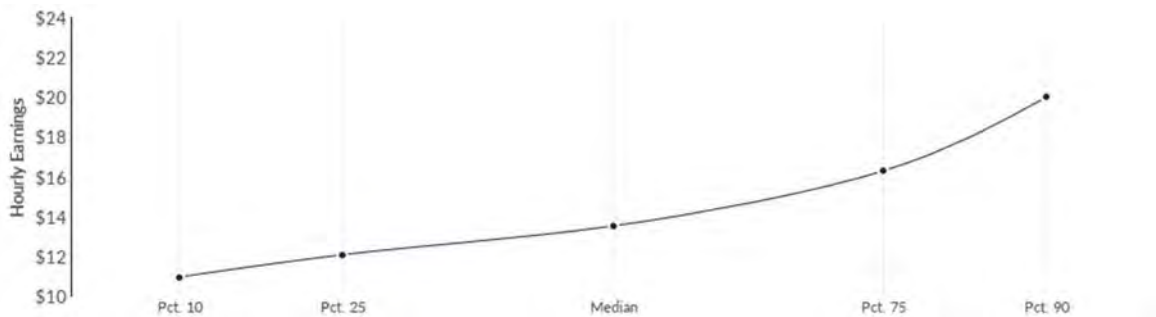
## Growth for Outdoor Power Equipment and Other Small Engine Mechanics (49-3053)

<b>115</b>	<b>127</b>	<b>12</b>	<b>10.4%</b>
2018 Jobs	2023 Jobs	Change (2018-2023)	% Change (2018-2023)

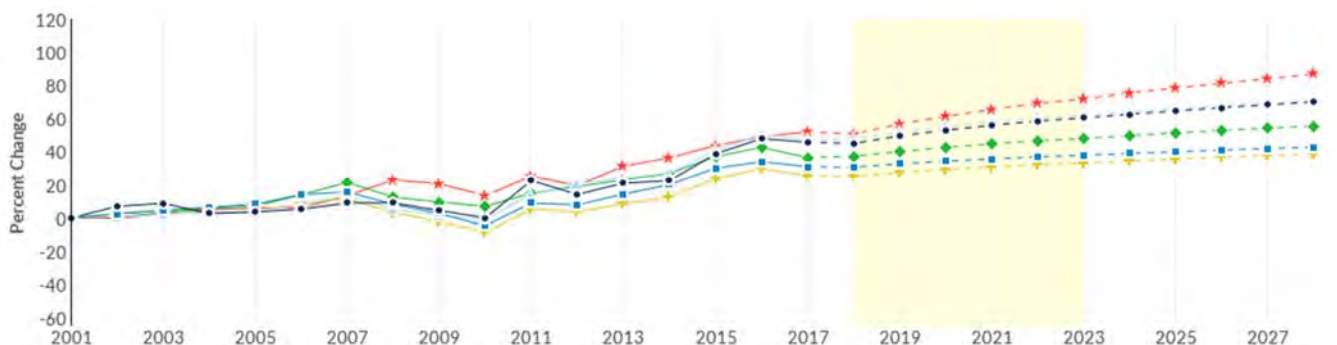


## Percentile Earnings for Outdoor Power Equipment and Other Small Engine Mechanics (49-3053)

<b>\$12.07/hr</b>	<b>\$13.52/hr</b>	<b>\$16.29/hr</b>
25th Percentile Earnings	Median Earnings	75th Percentile Earnings

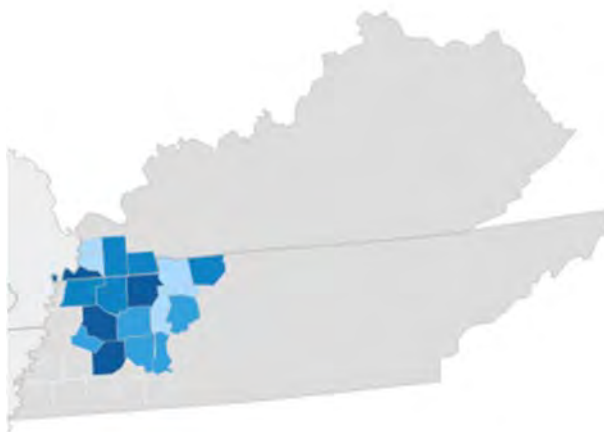


## Regional Trends



	Region	2018 Jobs	2023 Jobs	Change	% Change
●	Region	115	127	12	10.4%
●	West TN	237	250	13	5.5%
●	State	1,581	1,734	153	9.7%
●	Nation	32,051	34,563	2,512	7.8%
●	All Counties	279	297	18	6.5%
●	Northwest TN	45	51	6	13.3%

## Regional Breakdown



County	2023 Jobs
Madison County, TN	44
Gibson County, TN	12
Henry County, TN	11
Fulton County, KY	<10
Calloway County, KY	<10

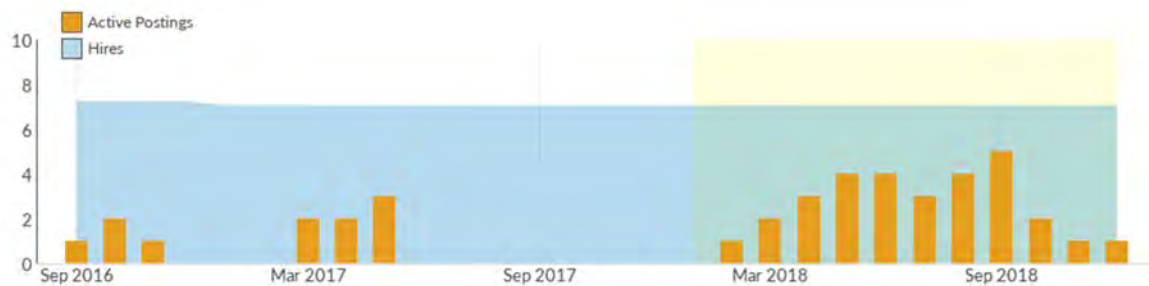
## Job Postings Summary

<b>9</b> <b>Unique Postings</b>  47 Total Postings	<b>5 : 1</b> <b>Posting Intensity</b> Regional Average: 3 : 1 	<b>40 days</b> <b>Median Posting Duration</b>  Regional Average: 23 days
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There were **47** total job postings for your selection from January 2018 to December 2018, of which **9** were unique. These numbers give us a Posting Intensity of **5-to-1**, meaning that for every 5 postings there is 1 unique job posting. This is higher than the Posting Intensity for all other occupations and companies in the region (3-to-1), indicating that they may be trying harder to hire for this position.

## Job Postings vs. Hires

<b>3</b> <b>Avg. Monthly Postings (Jan 2018 - Dec 2018)</b>	<b>7</b> <b>Avg. Monthly Hires (Jan 2018 - Dec 2018)</b>
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Occupation	Avg Monthly Postings (Jan 2018 - Dec 2018)	Avg Monthly Hires (Jan 2018 - Dec 2018)
Outdoor Power Equipment and Other Small Engine Mechanics	3	7

## Occupation Gender Breakdown



Gender	2018 Jobs	2018 Percent
Males	113	98.3%
Females	2	1.7%

## Occupation Age Breakdown



	Age	2018 Jobs	2018 Percent
●	14-18	2	1.3% <div></div>
●	19-24	14	11.9% <div></div>
●	25-34	23	20.2% <div></div>
●	35-44	24	20.7% <div></div>
●	45-54	24	21.0% <div></div>
●	55-64	20	17.3% <div></div>
●	65+	9	7.6% <div></div>

## Occupation Race/Ethnicity Breakdown



	Race/Ethnicity	2018 Jobs	2018 Percent
●	White	109	95.1% <div></div>
●	Black or African American	3	2.9% <div></div>
●	Hispanic or Latino	2	1.4% <div></div>
●	Two or More Races	0	0.4% <div></div>

	Race/Ethnicity	2018 Jobs	2018 Percent
•	Asian	0	0.1%
•	American Indian or Alaska Native	0	0.1%
•	Native Hawaiian or Other Pacific Islander	0	0.0%

## National Educational Attainment



	Education Level	2018 Percent
•	Less than high school diploma	18.1% <div></div>
•	High school diploma or equivalent	40.7% <div></div>
•	Some college, no degree	25.2% <div></div>
•	Associate's degree	10.5% <div></div>
•	Bachelor's degree	4.2% <div></div>
•	Master's degree	1.1% <div></div>
•	Doctoral or professional degree	0.2% <div></div>

## Occupational Programs

	1 Programs (2017)	0 Completions (2017)	12 Openings (2017)
CIP Code	Program		Completions (2017)
47.0606	Small Engine Mechanics and Repair Technology/Technician		0

## Industries Employing Outdoor Power Equipment and Other Small Engine Mechanics

Industry	Occupation Jobs in Industry (2018)	% of Occupation in Industry (2018)	% of Total Jobs in Industry (2018)
Nursery, Garden Center, and Farm Supply Stores	50	43.8%	9.7%
Landscaping Services	<10	7.2%	1.0%
Farm and Garden Machinery and Equipment Merchant Wholesalers	<10	6.2%	1.5%
Home Centers	<10	5.5%	0.4%
Local Government, Excluding Education and Hospitals	<10	3.5%	0.0%

## Appendix A - Regions

Code	Description
21035	Calloway County, KY
21039	Carlisle County, KY
21075	Fulton County, KY
21083	Graves County, KY
21105	Hickman County, KY
47005	Benton County, TN
47017	Carroll County, TN
47033	Crockett County, TN
47039	Decatur County, TN
47053	Gibson County, TN
47077	Henderson County, TN
47079	Henry County, TN
47083	Houston County, TN
47085	Humphreys County, TN
47113	Madison County, TN
47125	Montgomery County, TN
47131	Obion County, TN
47161	Stewart County, TN
47183	Weakley County, TN

# Appendix B - Data Sources and Calculations

## Location Quotient

Location quotient (LQ) is a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region unique in comparison to the national average.

## Occupation Data

Emsi occupation employment data are based on final Emsi industry data and final Emsi staffing patterns. Wage estimates are based on Occupational Employment Statistics (QCEW and Non-QCEW Employees classes of worker) and the American Community Survey (Self-Employed and Extended Proprietors). Occupational wage estimates also affected by county-level Emsi earnings by industry.

## Emsi Job Postings

Job postings are collected from various sources and processed/enriched to provide information such as standardized company name, occupation, skills, and geography.

## Institution Data

The institution data in this report is taken directly from the national IPEDS database published by the U.S. Department of Education's National Center for Education Statistics.

## State Data Sources

This report uses state data from the following agencies: Arkansas Department of Workforce Services; Kentucky Office of Employment and Training; Missouri Department of Economic Development; Tennessee Department of Labor and Workforce Development, Research and Statistics Division



## Work-Based Training

**Effective Date:** ~~May 22, 2018~~ February 26, 2019

**Duration:** Indefinite

**Purpose:** To establish policy and guidance for the offering of work-based learning activities with WIOA funding.

**Policy:** The Northwest TN Workforce Board offers various opportunities for Work-Based Learning, including On-the-Job Training, Work Experience, Transitional Jobs, Apprenticeships and Incumbent Worker Training.

Appropriate support services, as described in the Supportive Services policy, may be used in combination with work-based training as prescribed below and in accordance with the needs of participants. The NWTNWB strives to utilize approximately 10% of funding allocated to local area through formula program funds and / or specialized funding such as Consolidated Business Grants (CBGs) to provide work-based learning opportunities. Work-based training expenditures are tracked accordingly in the accounting system of record and reported monthly on internal documents as well required State reports. Expenditures and obligations are monitored monthly to ensure compliance with appropriate expenditure and obligation requirements, such as 80% of CBG funds being allocated within the first 180 days of the grant.

At an estimated cost of \$2,500 per individual, approximately 100 participants would be expected to be served through work-based learning opportunities, contingent upon funding availability and employer hiring needs, with a focus on serving individuals with barriers to employment. In order to maximize services to populations with barriers, agencies serving these populations are targeted for outreach efforts such as distribution of marketing materials, participation in events, and invitations to participate in AJC events and strategy meetings. 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 in order to serve workers dislocated through closures or layoffs. Outreach to unemployment claimants regarding AJC services is also conducted when contact information is available. Specialized programs such as RESEA, serving unemployment claimants, and SNAP Employment & Training, serving SNAP (i.e. food stamp recipients) are also incorporated into services at the AJC. The Outreach and Opportunities committee of the local workforce board provides guidance for reaching and serving such populations.

The Regional Planning Council, which includes members of the core partners as well as other partners, identifies regional and local in-demand and emerging sectors using available labor market data, strategy meetings, and other data gathering methods. Workforce efforts, including Work-Based Learning, are then focused on identified sectors through services available in the AJC. For instance, manufacturing and healthcare are two of the most prominent sectors in the area, therefore On-the-Job Training (OJT) and Incumbent Worker Training (IWT) grants are heavily concentrated in these areas. The NWTNWB strives to continually increase employer penetrations rates and will serve as many employers as possible based on employer hiring needs and availability of funding.

## Contracts and Agreements

Work-based opportunities will include an agreement (contract) with the employer and a training plan for the employee. The contract must include the requirements of WIOA rules and regulations, the type of occupation and skills, the competencies to be learned, and the length of training that will be provided. All contracts/agreements for work-based learning will be in an approved format in accordance with Northwest TN Workforce Board guidance and include the following:

- Basic Program description
- Cost Per Participant (varies by activity; subject to Northwest TN Workforce Board policy)
- Appropriate goals for the participant and/or employer.
- The contract awarded will be cost reimbursement. No expenses are reimbursable until a contract has been fully executed (signed by all parties) and, all participant data has been submitted and deemed eligible.

Additionally, work-based learning activities will comply with the following:

- All necessary information about a work-based participant and employer must be properly recorded in the Jobs4TN (VOS) system. Work-based training expenses must be reported by Service Providers on a timely basis to ensure the Northwest TN Workforce Board can properly report the expenditures in the Grants4TN system.
- Contracts for Work-based training must be monitored at least once by the Service Provider as the contracting authority. Monitoring will be based on the contract agreement and may be performed by the contract manager or another position. If the Work-based training is for reimbursement of wages, the employer must submit the following for review:
  - Invoice form;
  - Payroll records showing the gross wages paid to the trainee;
  - Time records showing actual hours worked;

Onsite monitoring visits should be conducted by the Service Provider shortly after the trainee begins work, and include additional visits at appropriate intervals (determined by the length of the training plan). Effective monitoring also includes desk review of correspondence from the employer, including payment invoices and required documentation to support those invoices. The Service Provider must regularly review each trainee's progress in meeting program and service strategy objectives. Such strategies should include the trainee's acquisition of basic/occupational skills and the adequacy of supportive services provided as related to work-based training. Any deviation from the work-based training contract should be dealt with and documented promptly.

Monitoring at the Northwest TN Workforce Board, State, and Federal level will include a review of the Service Provider's monitoring and oversight of participant training and corresponding employer payroll records, as well, as a review of how work-based activities align with and are facilitating the progress of career pathway strategies outlined in the local plan.

### Business Eligibility Criteria

Businesses classified as a Tennessee (TEGL 25-15) for-profit business or, not-for-profit business with a presence in accordance with Federal, State and Local law, and in business for at least 120 days. Further, the employer must meet the following requirements:

- Be registered with Internal Revenue Service (IRS), have an account with Unemployment Insurance, and carry workers' compensation insurance (Federal Register Vol. 81, No. 161, Page 56117) and be current on all local, state and federal tax obligations.
- Be financially solvent and have an adequate payroll recordkeeping system that tracks hours worked, gross pay, deductions, and net pay.
- Must not appear on any federal suspension or debarment list.
- Agreements will not displace any currently employed worker (WIOA Section 181[b][2][A]).

- Agreements will not be made with an employer who has terminated any regular employee, or otherwise reduced the workforce, in order to hire an OJT employee.
- No contract may be written with a company that has relocated (for the first 120 days after beginning operations) if the move has resulted in any employee job losses at the original location (WIOA Section 181[d][2]).
- To verify that the relocation has not resulted in a loss of employment, WIOA program staff and the OJT employer must complete a Standardized Pre-Award Review.
- The employer must not currently be involved in a labor dispute or have workers currently in a layoff status. (20 CFR 680.840)
- Employees may not work on construction, maintenance, or operation of any facility that is used for sectarian activities. (WIOA Section 188[a][3])
- The prospective employers must not meet the existing “pattern of failing to provide OJT participants with continued long-term employment as regular employees with wages and employment benefits”. (20 CFR 680.700[b])
- The Employer must not illegally discriminate in training or hiring practices because of race, color, sex, national origin, religion, disability, political beliefs or affiliation, or age
- Training for employees must be in an in-demand industry as determined by the Northwest Tennessee Workforce Board and/or its’ Service Provider
- Training will benefit employees by increasing opportunity for learning new skills, gaining experience, retention, advancement, credentials or wages.
- Training will benefit the employer by providing assistance with training employees, which may result in saving jobs or preventing layoffs, enhance process improvement, or improve the overall competitiveness of the employer.

### General Participant Eligibility

Work-based training opportunities must be identified as an appropriate activity for program participants on the Individual Employment Plan (IEP) or Individual Service Strategy (ISS). IEPs or ISSs, and/or case notes, will specify goals of the work-based training activity by identifying the purpose of the activity and expected outcomes. The Local Workforce Development Area 12 Priority of Service Policy will be adhered to in determining participants eligible to participate in work-based training. In addition, the participant must be:

- A U.S. citizen or individual legally entitled to work in the U.S.
- Age 18 or older\* (exception may be made for Eligible WIOA Youth)
- Registered for the Selective Service unless an exception is justified (Selective Service requires registration of all males who are 18 or older and born on or after January 1, 1960)

### Incumbent Worker Training

According to the WIOA, “the local board may reserve and use not more than 20 percent of the funds allocated to the local area involved under section 133(b) to pay for the Federal share of the cost of providing training through a training program for incumbent workers.” The term “incumbent worker training” (IWT) means training that is — 1. Designed to meet the specific requirements of an employer (including a group of employers); and 2. Conducted with a commitment by the employer to continue to employ an individual upon successful completion of training. IWT may be used to help avert potential layoffs, or to increase the skill levels of employees so they can be promoted within the company and create backfill opportunities for the employers. Under WIOA Section 134(d)(4)(A)(i) of WIOA, LWDBs can use up to twenty percent (20%) of their adult and dislocated worker formula funds to provide for the Federal share of the cost of providing incumbent worker training. To be eligible a participant must be employed the employer receiving the grant. The Employer is

required to match requested training costs. Percentage of match is based on the size of the company, in accordance with Tennessee Department of Labor and Workforce Development policy.

### On-the-Job Training

On-the-job Training (OJT) is a form of work-based training provided to an eligible WIOA participant upon entry into employment and while engaged in paid work. OJTs address specific gaps in the trainee's knowledge or skills that are inhibiting their ability to perform assigned duties fully and adequately and provides reimbursement to the employer of up to 50 percent of the wage rate of the participant for the extraordinary costs of providing the training and additional supervision related to the training. In order to participate in OJT, a participant must be a new hire in the employer position.

The Employer will be reimbursed up to 50% of participant wages upon completion of a designated training period not to exceed the Specific Vocational Preparation (SVP) level, taking in to account the prior education, training, work experience and the service strategy of the participant, as appropriate. Further, the Employer must not have exhibited a "pattern of failing to provide OJT participants with continued long-term employment as regular employees with wages and employment benefits."

In order to promote and strategize the availability of OJTs, understanding and meeting the needs of employers is given the utmost importance and is achieved through a collaboration of partners serving on the Business Services Team, such as Labor Exchange, Veterans Programs, Trade Act, Re-Employment Services, Unemployment Insurance, Economic Development, Temporary Assistance for Needy Families, Vocational Rehabilitation, and staff to the LWDB. The Business Services Team is responsible for connecting with companies in the targeted industry sectors and occupations, and other employers that have hiring needs, in order to understand and meet their needs through a variety of employer-driven initiatives and services, such as OJT.

In order to understand and meet the needs of employers, Business Services Team members connect with area employers by participating in regional economic development groups comprised of training providers, Chambers of Commerce, plant managers, and economic developers to determine high-growth jobs and industries that are adding substantial jobs to the local economy. Local employers also serve on the local board and a standing committee of the board. Labor market information (LMI) is also utilized to identify and meet employers' needs. LMI is available through Jobs4TN and Economic Modeling Systems, Inc. (EMSI) and can be used to help employers identify average wages for jobs in an area, which occupations are predicted to have the most future job openings, as well as unemployment rates in an area.

The Executive Director of the Northwest TN Workforce Board and/or his/her designee, also supports and promotes workbased learning with existing and prospective industry, when appropriate. Interested employers are referred to a Business Services Team member for specific details and services.

### Registered Apprenticeships

A Registered Apprenticeship (RA) 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 sets of skills that meet the specific needs of employers. Upon completion of a RA program, participants receive an industry issued, postsecondary credential that certifies occupational proficiency. This credential is also portable (see WIOA Section 122[a][2][A]). Local areas may also include support services, in coordination with career and or training services, to participants in an RA program in accordance with supportive services consistent with WIOA Section 134(d)(2), TEGL 19-16, and local policies. To be eligible a participant must be selected by the employer to participate in a Registered Apprenticeship program (included on the WIOA Eligible Training Provider List), which may include participation in a pre-apprenticeship program.

- A Pre-apprenticeship is a program or set of strategies designed to prepare individuals to enter, and succeed in, registered apprenticeship programs. These programs have a documented partnership with at least one registered apprenticeship program sponsor. Pre-apprenticeship programs expand the participant's career pathway opportunities by combining industry-based training and classroom instruction.

### Transitional Jobs

The local area may use up to 10% of their combined total of Adult and Dislocated Worker allotments for transitional jobs as described in WIOA Sec. 134(d)(5). A transitional job is one that provides a time-limited work experience, that is subsidized in the public, private, or non-profit sectors for those individuals with barriers to employment who are chronically unemployed or have an inconsistent work history. Transitional jobs must be combined with comprehensive career and support services and are designed to enable an individual to establish a work history, demonstrate work success in an employee-employer relationship, and develop the skills that lead to entry into and retention in unsubsidized employment. Unlike an On-the-Job Training (OJT) contract, there is no expectation that the individual will continue his or her hire with the employer after the work experience is complete; however, employers are encouraged to consider establishing an OJT contract and ultimately employment for individuals participating in transitional jobs as part of a *Ready, Set, Hire* approach to hiring job seekers to fulfill their human resource needs.

The *Ready, Set, Hire* approach allows a job seeker and employer to mutually benefit from the combined offerings of:

- *Ready - Transitional Job* Up to 320 hours of subsidized employment through a transitional job based on the job seeker's needs as documented on the Individual Service Strategy (ISS). The job seeker's employment is subsidized through the WIOA Adult or Dislocated Worker program at no cost to the employer. The job seeker will be paid through the program at the higher of 80% of the starting rate of the position being performed or a minimum of **\$8.00 per hour wage**. For instance, a participant working in a Production position which pays \$10 per hour would be paid \$8.00 per hour for the duration of the transitional job ( $\$10.00 \times 0.8 = \$8.00$  per hour). **(Examples: Starting wage = \$9;  $9 \times 0.8 = \$7.20$ ; pay = \$8.00; or starting wage = \$11;  $11 \times 0.8 = \$8.80$ ; pay = \$8.80).**

*Note: The Director may approve work experience through a transitional job beyond 320 hours on a case-by-case basis as needed based on the job seeker's need as documented on the ISS.*

- *Set - OJT Position* Up to 320 hours of employment through an OJT grant, based on the job seeker's needs as documented on the ISS and the training needs of the position as demonstrated by the Specific Vocational Preparation (SVP) level of the position. Employers may be reimbursed up to 50% of an eligible OJT participant's wages for the completion of the specified training period in accordance with the guidelines set forth in the Business Services Manual, OJT Assurances, and OJT Needs Assessment.
- *Hire!* Employers are encouraged to consider hiring participants who successfully complete a Transitional Job, with or without an OJT contract. Participants on an OJT contract are employees of the business and are expected to be retained upon the successful completion of the training period. Employers may qualify for a Work Opportunity Tax Credit ranging from \$1,200 to \$9,600 for hiring individuals with barriers who are considered a member of a qualified targeted group.

Eligibility Criteria - In order to be eligible for a transitional job, applicants must:

- Be determined eligible as an Adult or Dislocated Worker in accordance with the guidelines set forth in the Eligibility Manual.

- Have a barrier(s) to employment as documented by being a member of 1 or more of the following populations in accordance with the guidelines set forth in the Eligibility Manual:
  - Displaced homemakers.
  - Low-income individuals.
  - Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166.
  - Individuals with disabilities, including youth who are individuals with disabilities.
  - Older individuals.
  - Ex-offenders.
  - Homeless individuals (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6))), or homeless children and youths (as H. R. 803—10 defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))).
  - Youth who are in or have aged out of the foster care system.
  - Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers.
  - Eligible migrant and seasonal farmworkers, as defined in section 167(i).
  - Individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.).
  - Single parents (including single pregnant women).
  - Long-term unemployed individuals (i.e. individuals who have been unemployed 27 weeks or longer).
  - Such other groups as the Governor involved determines to have barriers to employment.
- Be chronically unemployed or have an inconsistent work history, as defined by the LWDB in accordance with § 680.190, and documented in the work history section of the Application and Eligibility Form. Taking into consideration an individual's labor market history, unemployment status, durations of unemployment, and long-term unemployment status, the Northwest TN Workforce Board has determined individuals to be chronically unemployed or to have an inconsistent work history if they meet one or more of the following items:
  - Currently unemployed and have been unemployed for 27 weeks or longer (long-term unemployed).
  - Currently unemployed for less than 27 weeks but have had at least one period of unemployment for 27 weeks or longer within the last 5 years.
  - Two or more significant (13 weeks or longer) gaps in employment within the last five years.
  - Five or more position changes within the last three years.
  - Three or more gaps in employment within the last three years.
  - Have been incarcerated within the last 10 years.
- Receive appropriate Basic and / or Individualized Career Services to prepare for a successful entry into and retention in a transitional job and ultimately unsubsidized employment as documented on the ISS.
- Receive support services in order to be able to participate in a transitional job and ultimately unsubsidized employment. Support services for transitional jobs include:
- A one-time only payment, up to \$300.00, for work-related items such as appropriate work attire, uniforms, tools, medical physicals, back ground checks, drug screens, industry certifications if not covered by an ITA, driver's license, etc. The items will be purchased by a program staff person on behalf of the participant in accordance with applicable purchasing policies.
- Transportation assistance to the worksite for the first 30 days of employment. The transportation assistance will be paid as a one-time only payment based on the participant's work schedule and mileage from home to the worksite, just as a Youth in Work Experience in accordance with the guidelines set forth in the Youth Services Contracting Manual.



## Work Experience

WIOA and 20 CFR § 681.590(a) require that a minimum of 20 percent of local area funds for the Title I Youth program be spent on work experience. As explained in 20 CFR § 681.590(b), local area administrative costs are not subject to the 20 percent minimum work experience expenditure requirement. Work experience is defined as paid (subsidized) or unpaid work experience that is a planned, structured learning experience in a workplace for a limited period of time. This experience provides participants with opportunities for career exploration and skill development. Work experience must include academic and occupational education (20 CFR 681.600[a-b]). **Paid Work Experiences will be paid through the program at the higher of 80% of the starting rate of the position being performed or a minimum of \$8.00 per hour wage. For instance, a participant working in a Production position which pays \$10 per hour would be paid \$8.00 per hour for the duration of the work experience (\$10.00 X 0.8 = \$8.00 per hour). (Examples: Starting wage = \$9; \$9 x 0.8 = \$7.20; pay = \$8.00; or starting wage = \$11; \$11 x 0.8 = \$8.80; pay = \$8.80).**

WIOA identifies four categories of work experience: (1) summer employment opportunities and other employment opportunities available throughout the school year; (2) pre-apprenticeship programs; (3) internships and job shadowing; and (4) on-the-job training (OJT) opportunities as defined in WIOA Section 3(44) and in 20 CFR § 680.700. Eligible WIOA youth program participants may participate in more than one work experience program (i.e. summer employment, job shadowing, pre-apprenticeship) over the duration of their program participation (20 CFR 681.600[c]).

- Job shadowing is a work experience option where youth learn about a job by “walking through the work day as a shadow” to become competent workers. The job shadowing work experience is temporary, unpaid exposure to the workplace in an occupational area of interest to the youth.

Work experience expenditures are recorded in the NWTNWB accounting system of record and tracked monthly, both on internal documents and required State reports.

**Reference:** 20 CFR 680.700(b); 20 CFR 680.840; Federal Register Vol. 81, No. 161, Page 56117; TEGL 03-15 (specifically “Training Contracts” on pages 9-10); WIOA Section 181(b)(2)(A); WIOA Section (d)(2); WIOA Section 188(a)(3)

**Related TDLWD Policy:** Incumbent Worker Training (IWT) Grants Policy; Work-Based Training Guidance (pages 3 and 10)

**Vetted and Approved by the Northwest Tennessee Workforce Board:** ~~May 22, 2018~~ February 26, 2019

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Margaret Prater, Executive Director  
Northwest Tennessee Workforce Board



## NORTHWEST LOCAL PLAN PRESENTATION

Jennifer Bane, Executive Director  
Kristie Bennett, Regional Director

**AmericanJobCenter**  
TENNESSEE

## NORTHWEST TN WORKFORCE BOARD LEADERSHIP & RESPONSIBILITIES

1. Communicate a vision
2. Build strategic partnerships
3. Keep the local workforce system accountable

```

graph TD
    A[Consortium of Local Elected Officials  
Northwest TN Workforce Board, Inc.  
Board of Directors  
Mayor Gary Westcott, CEO] --> B[Senior Executive Advisor  
Margaret Prater]
    A --> C[Executive Director  
Jennifer Bane]
    
```

**The Mission:** to develop a quality workforce system to meet the needs of area employers and job seekers.

**The Vision:** for Northwest TN to be an area where business and industry thrive based on the availability of a skilled workforce and a robust talent pipeline, and where increasing wealth fuels prosperous communities and a high quality of life.

## ENGAGING BOARD MEMBERS & LOCAL OFFICIALS

### BOARD COMMITTEES

- American Job Center Committee**  
provides information and assists with operational and other issues relating to the one-stop delivery system.
- Outreach & Opportunities Committee**  
provides information and assists with the provision of services to individuals with barriers to employment and particular service needs, career pathways development, and seeking supplemental grant funds.
- Executive Committee**  
instrumental in performing various functions of the Board such as program oversight, strategic planning, labor market analysis, and leveraging stakeholders.

*Each committee receives quarterly reports and updates pertaining to its areas of focus.*

### QUARTERLY DASHBOARDS

### REGIONAL INVOLVEMENT

- Board Chairs serve as members of the Regional Planning Council.
- Local Officials invited to quarterly Regional Planning Council meetings.
- Several board and committee members serve / work in other service areas.

## EMPLOYER ENGAGEMENT – BUILDING RELATIONSHIPS

- Employer-driven initiatives**
  - Industry-led sector partnerships & councils
- American Job Center Services** presented to prospective industries in coordination with Economic Development partners
  - Labor Market Information
  - Workforce Demographics
  - Commuting Patterns
  - Business Solutions
- Customized services** offered by Business Services Teams
  - Tracking Market Penetration, Retention, Cold Calls, & Customer Satisfaction
- Ease of access** through streamlined processes
  - Simple performance-based contracts

## EMPLOYER ENGAGEMENT – ADDING VALUE

### BUSINESS SOLUTIONS

From Your Tennessee American Job Centers

**Work Ready Communities**  
12,769 NATIONAL CAREER READINESS CERTIFICATES EARNED IN NORTHWEST TN

**Platinum**  
16

**Gold**  
2,419

**Silver**  
7,927

**Bronze**  
2,407

Over 18,000 NCRCs earned since 2008  
ACT tracks employer support, NCRCs, and completed job profiles.

## EMPLOYER ENGAGEMENT – MAKING THE CONNECTION

**AmericanJobCenter**  
TENNESSEE

**Job Seeker Services**

Career Advising  
Resume Assistance  
Job-Related Workshops  
Job Search Assistance  
Scholarships for School

**Employer Services**

Post Job Openings  
Host Job Fairs  
Recruit Applicants  
Screen Applicants  
Training Grants

## FACILITATING ACCESS

### POPULATION TO BE SERVED

- 2018 population of 249,530;
- 1% total decline by 2028
- 7% decline in the 25-59 age range
- 18% have less than a high school diploma
- Highest unemployment rate in the state at 4% in December 2018
- 20.9% of the population is living in poverty
- One distressed county
- Five at-risk counties



### PROVIDING SERVICES

- Two comprehensive American Job Centers and seven affiliate centers
- Partner Referrals and Skype
- Mobile American Job Center
- Mobile laptop station
- Specialized programs for target populations
- Jobs4TN.gov
- NWTNJobs.org
- Social media pages



## FACILITATING ACCESS – SOCIAL MEDIA

- Over 4,500 likes and over 4,600 followers
- Between 12/31/18 – 1/27/19:
- 118,621 reached and
- 1,323 page views
- 39,322 post engagements and 19,500 video views
- 344 new page likes and 354 new page followers
- 227 message connections



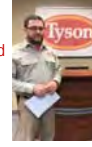
9,775 reached  
3,580 views  
130 shares



56,989 reached  
1,089 shares



1,466 reached  
723 views  
9 Shares



28,465 reached  
12,962 views  
400 shares



39,635 reached  
513 shares



Partnership with Amteck Brings Pre-Apprenticeship Training to Lake County

### ELECTRICAL CONTRACTING AND ENGINEERING PATHWAY

The Registered Electrical Apprenticeship Preparation (REAP) program is a partnership with Amteck and Lake County High School to provide a 10-week pre-apprenticeship program to learn the fundamentals of basic electricity and construction applications and the opportunity to continue training and potentially obtain employment, at the Amteck Dyersburg facility upon successful completion.

Upon completion of the Registered Apprenticeship program, apprentices are prepared to take the exam to become a Journeyman/Licensed Electrician earning an estimated \$70,000 annually.

The pilot project is being refined and expanded, and this year up to 30 graduating seniors from across Northwest TN high schools will have an opportunity to participate in the program.

## PARTNERSHIPS & COLLABORATIONS

**Manufacturing Days 2018**

Over 1,100 students  
20 high schools  
20 manufacturers  
8 partners



The **Re-Entry Advanced Manufacturing Program (RAMP)** is a partnership with area Tennessee Colleges of Applied Technology (TCAT) and Dyersburg State Community College to meet the needs of the manufacturing industry by offering the Manufacturing Skills Standards Council (MSSC) Certified Production Technician (CPT) training program to inmates on-site at multiple jails.



Funds are also available to place justice involved individuals in Transitional Work Experience (TWE) and/or On-the-Job Training (OJT). By coupling TWE with OJT, our Ready...Set...Hire! program offers employers an opportunity to "try-out" the justice involved individual, prior to hiring them.

### WORKFORCE & CORRECTIONS PARTNERSHIP

#### Size of Jail Population (as of 10/31/18)

- 1,329 Total Jail Population
- 353 TDOC Back-Up
- 90 Felons
- 92 Federal & Others
- 222 Misdemeanor
- 572 Pre-Trial

#### Size of Prison Population (FY 2018)

- The NW Correctional Complex in Lake County had the 2nd largest average daily inmate population in the state with 2,331.
- Average age is 39.3 years and 52% are minority.
- Approximately 46% are convicted for crimes against person, 27% crimes against property, and 20% societal (drugs, DUI).
- 1,373 participated in Adult Education classes, 1,156 were enrolled in full-time vocational training, and 58 were enrolled in college.
- 2,974 individuals were released in West TN.

## QUESTIONS?

Jennifer Bane, Executive Director  
731-286-3585

[jbane@nwtworks.org](mailto:jbane@nwtworks.org)

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[@NWTNJobs](https://www.facebook.com/NWTNJobs)

## NORTHWEST OVERALL RECOMMENDATIONS

### PLAN STATUS – APPROVAL WITH CONDITIONS

Northwest met all required deadlines including the public comment period, included all attachments and provided a response to all plan components.

- Local plan was well written and very organized with minor deficiencies. The State Workforce Development Board is confident the area can address those and met the requirements of the SWDB.

### COMMENTS

- ITA policy has barriers within that conflict with the strategy and partnership for the State of TN and Governor's objectives. ITA policy also creates barriers for justice involved individuals.

Please provide guidance on the specific information included in the policy that is of concern. If it is the funding criteria for licensed occupations section, the criteria were adopted through training provider / licensing agencies / employer requirements. The policy does not exclude justice involved individuals from receiving an ITA, but is designed to ensure they will be able to successfully obtain employment in the desired occupation.

Full-time status: time-limits; funding from other financial aid

Licensure: CDL – will provide additional information.

Will follow-up on justice-involved.

- Northwest referenced their MOU throughout the plan but failed to attach as a reference for clarity.

Information from the MOU was included directly in the plan, but we are happy to include the MOU as an attachment if needed.

- Priority of services conflicts with the target populations.

The local policy follows the State policy. The additional criteria for the local area includes targeting individuals with barriers to employment. Please provide guidance on what information specifically conflicts with target populations.

Will receive additional guidance.

- Plan some addresses physical accommodations, but lacks details on programmatic accessibility (universal access).

Information regarding access to services is found on page 20 of the plan. Please provide additional guidance on the type of details that are lacking.

Will receive additional guidance.

- The plan is written through a Title I (WIOA, Adult, & DW) perspective and not a holistic plan to include all partners outlined in the One-Stop Design Policy.

- The Plan states accommodations are not readily available at all certified American Job Centers; available through referral.

Accommodations are available at all AJCs. Page 21 of the plan states “Reasonable accommodations are provided for all aspects of a customer’s experience in the AJCs, such as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to the individual's need in order to ensure that he / she receives equal benefits from the program or activity, will be able to compete fairly in educational work settings, and in general, to have an equal opportunity.”

If there is something in the plan conflicting the above information, please let us know so we can correct the error.

Will provide additional guidance.

- Northwest provided specific responses to the required questions but responded with direct language from regulations and policies. The plan does not clearly articulate the local area's strategy and partnerships. The policies and regulations are intended to support the local strategy.

Provide specific examples of what we're doing to support what we have in policy.

## REQUIRED ACTION STEPS

Northwest to address the deficient plan components below for full approval recommendation. TDLWD along with partner agencies can provide technical assistance.

- Northwest review their local policies (ITA, Supportive Service, ETPL, and Priority of Service) and strategies to ensure they do not create barriers for individuals. State Workforce Agency can provide technical assistance if necessary.

Please provide guidance on the specific information included in the policies that is of concern.

## I. OPERATING SYSTEMS AND POLICIES

### STATUS – APPROVAL WITH CONDITIONS

#### COMMENTS

Northwest referenced MOU within the local plan as a strategy in various elements such as:

- methods to describe one-stop operators roles and coordinating services between partners; and
- to describe specific arrangements to assure individuals with barriers especially disabilities can access service;

- The plan provided no description or assessment of adult and dislocated worker training activities;

Section A, Description of the One-Stop Delivery System, beginning on page 3 of the plan outlines all services, including training services, and is referenced in Section C, Adult and Dislocated Worker Employment and Training Activities.

Please provide specific guidance on the additional information that is needed.

More detail and more examples.

- no process in which local area will provide all 14 program elements or successful models

Page 7-8 of the plan includes a chart of each of the 14 program elements and how the element is to be provided. Below the chart a successful Youth Work Experience model is cited. Please provide specific information on what additional information is needed.

Be specific of who does what and the referral processes and partnerships in place.

- no description of how the area will offer ITAs to at risk youth (area chose to opt out of 50/50 waiver)

Page 8 states "The NWTNWB's Career Service Provider enrolls ISY for Occupational Skills Training, providing ITAs and associated Support Services when appropriate." As requested, the local area submitted a service strategy on 11/14/18 detailing the service strategy for serving ISY, portions of which are included on page 8 of the plan. We can include the full strategy as an attachment to the plan. Please let us know if additional information is needed.

Will send strategy back with comments. Can propose a different percentage. Provide data and justification for the amount.

- the plan lacks a description of the partnerships between core partners such as AE, VR, and TANF for basic skills deficient population and individuals with disabilities to include Youth and the Pre-Employment Transitional Services (Pre-ETs) for youth with disabilities.

Page 8 states "Outreach efforts for the YWE program, and other Youth programs, are focused on agencies serving potential Youth participants. For instance, partnerships with local Vocational Rehabilitation office staff are a priority in

order to recruit Youth with disabilities.” We can expand this by clarifying that such agencies also include AE and TANF (VR is already mentioned). If additional information is needed, please let us know.

More information needed.

- the plan lacks detail on how the local board will ensure informed customer choice in training programs or strategies to support registered apprenticeships as described in TEGl 41-14.

Page 11 states “Information on local training providers and programs is included on Jobs4TN.gov. Eligible training providers are listed on the Eligible Training Provider List (ETPL). All AJC customers may access this information, regardless of how training services are to be provided. The selection of training services should be conducted in a manner that maximizes customer choice, is linked to in-demand occupations, informed by the performance of relevant training providers, and coordinated to the extent possible with other sources of assistance (see WIOA sec. 134(c)(3)). In order to select a program of study and make a career decision, individuals will go through a series of assessments and career exploration exercises in order to establish the appropriateness of training. Career decision making should rely heavily on local Labor Market Information, focusing on future job growth. If there is no local demand, then a viable plan for relocation to an area where the occupation is in demand must be established. This plan must be documented within the case narrative section and on the Individual Service Strategy (ISS).” Registered apprenticeships are also included on the ETPL.

Please provide guidance on the additional information that is needed.

More info. Quarterly reporting and provider information will be displayed on the State’s (?) website.

## REQUIRED ACTION STEPS

Northwest must address the deficient plan components above for approval recommendation to include additional requirements set by the SWDB below.

- Northwest review their local policies (ITA, Supportive Service, ETPL, and Priority of Service) and strategies to ensure they do not create barriers for individuals.

Please provide guidance on the specific information included in the policies that is of concern.

- Northwest to include an analysis that supports service strategy of serving out-of-school youth and opting out of the 50/50 waiver; strategy must include clear referral and partnerships with in-school youth community based organizations (CBOs) or faith based organizations (FBOs) that support career pathways and address barriers.

As requested, the local area submitted a service strategy on 11/14/18 detailing the service strategy for serving ISY, portions of which are included on page 8 of the plan. We can include the full strategy as an attachment to the plan.

Please let us know if additional information is needed.

- Northwest will address how they will provide childcare assistance and other supportive services to include housing for priority population either by clearly outlining how the area leverages resources with partners, CBOs, and FBOs.

The Supportive Services policy, included as an attachment to the local plan states “The One-Stop Operator and Service Providers shall ensure procedures are in place to coordinate support services through community partner referral to avoid duplication for the following:

- linkages to community services;
- assistance with childcare and dependent care;
- assistance with housing;
- reasonable accommodations for youth with disabilities;
- legal aid services;
- referrals to healthcare;”

As stated on page 6 of the plan “As parties to the Memorandum of Understanding (MOU), required partners of the AJCs establish means of making and tracking referrals. As listed in the MOU, referrals are made by all partners based on the



initial evaluation of each individual's service needs using methods such as written, electronic, or phone referrals. Methods of referrals strive towards a coordinated and integrated approach to common intake procedures, career services, business services, and data sharing among partners. Referrals to on-site partners will be made using a warm hand-off. In order to track the referrals made amongst partners, a referral form has been developed and all partners are encouraged by the One-Stop Operator to utilize the form. The form may be completed electronically and emailed or faxed to partners who are not available on-site at the AJC, and the receiving agency is asked to complete and return the form. The MOU also establishes how referrals will be tracked. Title I staff, for instance, track the referrals made by following-up with the customer and / or agency monthly if the form is not returned to ensure services are provided to the customer, if not provided while the customer is at the AJC.”

Each AJC maintains a listing of partner agencies and their contact information that we can attach to the plan. Please let us know if additional information is needed.

More detail on the partners providing services and that when they are referred they meet eligibility requirements and are actually receiving the services. Wrap-around to be successful in training.

Regional inconsistencies.

## II. VISION, GOALS, AND IMPLEMENTATION

### STATUS – APPROVAL WITH CONDITIONS

#### COMMENTS

Northwest lacked to provide sufficient detail in the following:

- **plan did not describe how the local board is working with entities to carry out core programs,**

Page 12 -13 states “the board and partners strive to develop a quality workforce system to meet the needs of area employers and job seekers by:

- 1) Increasing the skills and knowledge of Northwest Tennesseans to meet the needs of employers now and in the future;
- 2) Creating career pathways from high school, postsecondary education / training to the workforce; and
- 3) Eliminating duplication and leveraging dollars to provide more opportunities to the existing and emerging workforce.

The Regional Planning Council, which includes members of the core partners as well as other partners, identifies regional and local in-demand and emerging sectors using available labor market data, strategy meetings, and other data gathering methods. Workforce efforts are then focused on identified sectors through services available through AJC partners, such as the development of career pathways in manufacturing and healthcare.”

Page 16 of the plan states “The NWTNWB supports the service alignment strategy identified in the State Plan through increased coordination, leveraged funds, seamless customer service delivery, and functional alignment of services.....AJC partners, including training providers with program authorized under the Carl D. Perkins Career and Technical Education Act of 2006, also enter into Memorandums of Understanding (MOUs) in order to leverage resources, eliminate duplication of services, and improve effectiveness, thereby decreasing administrative and program costs. The scope of services outlined in this MOU follows Workforce Services Division Policy #7 regarding Service Integration and functional alignment wherein Tennessee’s One-Stop system shall strive to streamline workforce services functions, prevent the duplication of services and eliminate inefficient practices. To this end, parties to the MOU agree:

- 1) To endorse a single customer flow model based on customer need, not program requirements;
- 2) To refer customers between Partners by methods listed in the MOU;
- 3) To authorize the sharing of customer data and information in order to facilitate co-enrollment and case management across programs and funding streams; and
- 4) To participate in joint planning of this MOU, plan development, and modification of activities....”

Please provide guidance on the additional information that is needed.

Which partner carries out which program.

**will expand access to employment, training, education and supportive services for eligible individuals with barriers to employment;**

Page 13 – 14 of the plan states “In order to bring the services to the people, the TDLWD’s Mobile AJC is utilized to serve remote areas and individuals who are unable to commute to one of the AJCs in the region. A Title I staff member has been assigned to coordinate with the Mobile AJC staff to ensure staff from the Title I partner attend Mobile AJC events, providing customers with access to all AJC services. The implementation of “street teams” has also enhanced services in areas without an AJC. These teams are charged with coordinating with community programs and agencies to provide AJC services at alternative locations. Customers who visit with the “street team” are able to receive the same Career Services offered in a traditional AJC, including job search assistance, resume development, workshops, etc. The use of Skype for “face-to-face” interactions with various one-stop partners and / or employers also allows customers in affiliate sites and alternative locations to virtually receive one-stop services typically only offered onsite at the comprehensive centers. Jobs4TN also allows both jobseeker and employer customers to remotely access secure, web-based AJC services such as labor market information, unemployment insurance, and mediated labor exchange.

In order to maximize services to populations with barriers, agencies serving these populations are targeted for outreach efforts such as distribution of marketing materials, participation in events, such as those involving "street teams" or the Mobile AJC, and invitations to participate in AJC events and strategy meetings. Such agencies may include Adult Education, Department of Human Services, Health Department, Housing Authorities, Head Start programs, and Boys & Girls Clubs. 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 via email when contact information is available. A standing committee of the board provides guidance for reaching and serving such populations.”

**Please provide guidance on the additional information that is needed.**

More detail.

- plan lacked details on how the local board will facilitate the development of career pathways and co-enrollment, as appropriate in core programs to improve post- secondary credential, or industry recognized credential.

**Regarding Pathways:**

The plan details information on current Pathways in place through the Registered Electrical Apprenticeship Preparation (REAP) and Re-Entry Advanced Manufacturing Program (RAMP) initiatives and references healthcare pathways. Page 15 of the plan also states “The NWTNWB will partner with the Northwest TN Pathways Regional Coordinator to certify pathways in at least 10 high schools and work to have a majority of graduates earn a postsecondary credential. To yield a pipeline of skilled entry-level workers to address the current and projected skilled worker shortage, the NWTNWB will also: 1. Research labor market information and assist in the engagement of employers in the region to determine current and future hiring needs; 2. Coordinate with middle schools to understand, develop, and/or enhance career exploration activities for students, beginning in the 7th grade, to assure programs align with industry needs; 3. Facilitate interaction between employers and middle/high school teachers, counselors, and/or administration to provide “real world” workforce expectations of business and industry, including pathways, work ethic and soft skills; and 4. Coordinate with secondary schools and postsecondary institutions to develop career pathways for students that meet the needs of the students and employers.”

**Please provide guidance on the additional information that is needed.**

More detail.

### Regarding Co-Enrollment:

Page 13 of the plan states “Strategies to improve access to activities leading to a recognized postsecondary credential, academic or industry recognized, thereby prepare workers for in-demand industry sectors and occupations include:

- (1) Approving in-demand training opportunities to be included on the statewide Eligible Training Provider List (ETPL) as WIOA fundable programs;
- (2) Encouraging all job seekers to consider these programs as career options by offering assessments, opportunities, and materials noting local employment opportunities;
- (3) Partnering with employers and high schools on career pathway opportunities in employer-driven training programs;
- (4) Considering options to partner with training providers and neighboring local workforce development areas to “buy” classes offered by training providers so that dislocated workers, adults, and disadvantaged youth have an opportunity to train in the high-demand occupation without a delay due to a waiting list;
- (5) Leveraging assets such as TN Promise, Pathways, and ReConnect in order to increase capacity and provide integrated services to increase skill development and educational attainment of area residents.

Additional information can be added to #5 above to clarify that leveraging assets would also include co-enrollments. Please provide guidance on if any additional information is needed.

### REQUIRED ACTION STEPS

Northwest to address the deficient plan components above for full approval recommendation to include additional requirements set by the SWDB.

- Northwest will detail the partnership with Adult Education (AE) partners; and

As a core partner, the information detailed above all applies to AE. Please provide guidance on the additional information that is needed regarding this specific partnership.

- Strategy on how the area will begin to partner with agricultural industry in the area to implement a potential career pathway for students and adults.

The career pathway strategy outlined above will be followed to implement any potential pathways, including agricultural pathways. Currently, Dyersburg State Community College offers a transfer pathway in Agriculture, with concentrations in Agriculture Business and Plant and Soil Science, that allow students to transfer all credits to participating universities, including the University of TN at Martin. Several local high schools also offer agricultural CTE programs. We can add this specific information to the plan. Please let us know if any additional guidance is needed.

## III. PERFORMANCE

### STATUS – APPROVAL

#### COMMENTS

Northwest addressed the required elements within the performance component but lacked sufficient detail in the following:

- the plan did not provide information regarding local level performance that measures eligible providers

Page 18-19 of the plan states “Eligible Training Providers are accountable to established performance standards in accordance with Workforce Services Policy #5 – Eligible Training Provider List and renewal applications must provide required performance data in order to remain on the ETPL. According to the policy, providers on the ETPL are required to submit quarterly performance reports to the State, which must contain individual level data for all participants in programs offered by the Eligible Training Provider that have serviced at least one student with the assistance of WIOA funding. Performance reporting is required for credential attainment, employment rates during 2nd and 4th quarters after exit, and median earnings during 2nd quarter after exit for all students as well as for WIOA participants.

Similarly, employers who are awarded On-the-Job Training (OJT) contracts will have performance periodically reviewed by the Business Services Team to ensure placement and retention standards, in accordance with the federal



performance measure, are met and warrant continued approval of new OJT contracts and slots. Any employers who are found to have a pattern of failure regarding completion or retention of participants will discuss the contributing factors with a Business Services Team member to develop corrective action plans, if appropriate, in order to remain a provider of OJT.”

Please provide guidance on the additional information that is needed.

and the one-stop delivery system to include partners.

Page 19 states “In addition to closely monitoring attainment of the federal performance measures as described above, to measure the performance and effectiveness of the AJC delivery system in the local area, the NWTNWB utilizes an American Job Center survey and an Employer survey..... Furthermore, the Greeter and various reporting features of the Virtual One-Stop (VOS), or Jobs4TN, allow leaders of the local One-Stop system to monitor customer traffic and caseloads to ensure the AJC, including contractors, have sufficient staffing to provide the needed level of customer service.”

Please provide guidance on the additional information that is needed.

Add partner performance information.

#### RECOMMENDED ACTION STEPS

Northwest to address the deficient plan components above for full approval recommendation.

Please provide guidance on the additional information that is needed.

## IV. TECHNICAL REQUIREMENTS AND ASSURANCES

### STATUS – APPROVAL

### COMMENTS

Northwest addressed the required elements within the planning component but lacked sufficient detail in the following:

- the plan failed to describe how entities within the one-stop system would comply with the Americans with Disabilities Act of 1990 from a physical and programmatic perspective

Page 20-21 states “As detailed in the MOU, partners agree that they will comply fully with the non-discrimination and equal opportunity provisions of: (1) Workforce Innovation and Opportunity Act Section 188, (2) Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq), (3) Nontraditional Employment for Women Act of 1991, (4) Civil Rights of 1964 Title VI (as amended), (5) Rehabilitation Act of 1973 Section 504 (as amended), (6) Age Discrimination Act of 1967 (as amended), and (7) Education Amendments of 1972 Title IX (as amended). Parties to the MOU must also adhere to requirements imposed by, or pursuant to, regulations implementing these laws – including but not limited to 29 CFR 37-38.

All partners also agree that they will not discriminate in their employment practices or services on the basis of gender, gender identity and/or expression, age, race, religion, national origin, disability, veteran’s status, or on the basis of any other classification protected under state or federal law. Partners assure that they have policies and procedures in place to address these issues, and that such policies and procedures have been disseminated to their employees and otherwise posted as required by law. All partners also cooperate with compliance monitoring that is conducted to ensure that all AJC programs, services, technology, and materials are physically and programmatically accessible and available to all. Additionally, staff members are trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style, or comprehension or education level. For instance, the attached Title VI training is offered to the One-Stop Operator, service providers, and NWTNWB staff.

Reasonable accommodations are provided for all aspects of a customer’s experience in the AJCs, such as during application/registration for, and provision of, aid, benefits, services, and training. Accommodations are made according to the individual's need in order to ensure that he / she receives equal benefits from the program or activity, will be able to compete fairly in educational work settings, and in general, to have an equal opportunity. If needed, documentation of the individual's need for accommodations is obtained and maintained in a separate, secure location. In order to

inform customers of the accommodations available, the following tag-line, or one similar, is included on all recruitment brochures and other outreach materials including print, newspaper ads, television, and radio commercials produced by the local workforce development board: "EOE. Auxiliary aids and services available upon request. TDD# 711." Accommodations available include a large keyboard and calculator, a trackball mouse, ZOOM software for individuals with visual impairments, Language Line for interpretation or translation services, extended time and readers for assessments, large-print and Spanish Registrant Handbooks, and IntelliKeys keyboards. JAWS software, which reads aloud what's on the computer screen and gives the user a unique set of intelligent tools for navigating and accessing web pages and all screen content for individuals with visual impairments, is also available at the comprehensive center in Dyersburg. The system utilizes a TDD/TTY number for all centers, 711, and a TDD/TTY phone is available at the comprehensive center in Dyersburg, as well as in six of the affiliate centers. Interpretive machines are made available if needed and referrals are made for additional services not offered in the AJC. Furthermore, in partnership with DRS, a braille is available for the blind, interpreters for the deaf will be provided through the Jackson Council for Independent Living, and accessibility evaluations will be done at the STAR Center."

Please provide guidance on the additional information that is needed.

- plan lacked to describe the local planned or existing methods of funds transfer between the adult and dislocated worker funding streams.

Page 22 states "According to WIOA Section 133, a local board, with approval of the Governor, may transfer up to 100% of a program year and fiscal year allocations between Adult employment and training activities and Dislocated Worker employment and training activities. The NWTNWB may elect to request up to the maximum allowable amount, 100%, between the Adult and Dislocated Worker programs, based on a variety of factors which may include:

1. Current labor market information (e.g. unemployment rates, demographic data, etc.);
2. Performance data;
3. Results of aggressive recruitment of the most in-need for the Adult population or recruitment of the long-term Dislocated Worker population;
4. The adjusted average cost per participant (if applicable);
5. Results of efforts to recruit and market the availability of services to participants; and
6. Jobs4TN data and reports detailing the populations being reached and served.

Fortunately, Northwest TN has seen unemployment rates drop from highs of 18-19% at the height of the recession to 4.7% in September 2018. Plant closures and mass layoffs have also dropped dramatically. For the program years between 2011-2014, Northwest TN had 4,482 dislocated workers. For the past three program years, Northwest TN only had 689 dislocated workers, or only 15% of the previous three years. When companies are hiring, dislocated workers who are normally hired before adults with barriers to employment. With the emphasis on serving individuals with barriers to employment, the NWTNWB continues to seek out the most-in-need population through a "street team" model and social media. A transitional jobs program to provide targeted work experience for individuals with serious barriers such as long-term unemployed, offenders, etc. has also been implemented. If approved, transfers of funding may be used to fund any new or existing strategies or services under the appropriate program (Adult or Dislocated Worker). Such strategies and services may include Individual Training Accounts, transportation stipends, work-related support payments, transitional jobs, On-the-Job Training, Incumbent Worker Training, and other services.

Please provide guidance on the additional information that is needed.

## RECOMMENDED ACTION STEPS

Northwest to address the deficient plan components above for full approval recommendation.

Please provide guidance on the additional information that is needed.

## WORKFORCE CORRECTION PARTNERSHIP

### STATUS – APPROVAL

Northwest addressed the required elements within the new planning component but lacked sufficient detail in the following:

- plan lacked detail on how the local board will partner with TN Department of Correction specially, and State Parole and County Probation Departments to integrate effective services to formerly incarcerated and other justice involved individuals

Page 22 of the plan states “The NWTNWB supports the goal of improving labor market outcomes of formerly-incarcerated population often known as justice involved. To do so, the NWTNWB will establish or enhance partnerships with re-entry service providers, parole and probation field offices, employers, community-based organizations, faith-based organizations, labor organizations, vocational training providers, and social enterprises that serve the formerly incarcerated and justice-involved individuals. The NWTNWB recognizes the value of all partners, especially community and faith-based organizations who have firsthand expertise in understanding and providing impactful services to the re-entry population. The One-Stop Operator (OSO), on behalf of all partners of the AJC, will reach out to the various organizations that can assist in this effort.”

Page 26 states “The NWTNWB has also reached out to Probation and Parole Manager for the Northwest Area, Tamika Holman. While there is already some coordination with her office (receiving flyers for job fairs, inquiries from AJC on participants, etc.), we plan to meet to determine how each of our agencies can work together better to support the efforts of serving justice involved individuals.”

The parole and probation was mentioned in excerpts from plan above, as well as a meeting already scheduled through the OSO. Also mentions AJC staff are already coordinate for job fairs, participant information, etc. A justice involved individual referral from Parole and Probation is eligible for all AJC services outlined in the plan, including assistance with resume, job search, transitional work experience, OJT, etc.

Please provide guidance on the additional information that is needed.

- plan failed to address how the area will facilitate information sharing to evaluate need;

Page 25-26 of the plan states “The One-Stop Operator provides a mechanism for communication between all program partners. To date, the Sheriff’s Offices has provided documentation for eligibility for current inmates who often do not have a current driver’s license, etc. The AJC has also contacted Probation and Parole for necessary information...” Page 26 also states “Informal agreements between the AJC and the Sheriff’s Offices provide for advance notification of release of RAMP participants to assure they have contact at the AJC and to review their employment plan.”

Please provide guidance on the additional information that is needed.

- plan lacked to identify existing and potential opportunities to collaborate with parole and probation representatives and link those being released to workforce services.

Page 26 of the plan states “The NWTNWB has also reached out to Probation and Parole Manager for the Northwest Area, Tamika Holman. While there is already some coordination with her office (receiving flyers for job fairs, inquiries from AJC on participants, etc.), we plan to meet to determine how each of our agencies can work together better to support the efforts of serving justice involved individuals.”

The meeting has since taken place and included Mark Hollis.

Please provide guidance on the additional information that is needed.

## COMMENTS

This board’s outreach to sheriffs in the area of service is commendable. There is little mention of the Northwest Correctional Complex in Obion County or the Lake County Annex.

Page 24 states “The NW Correctional Complex in Lake County, has the second largest average daily inmate population in the state with 2,331 for FY 2018. The average age is 39.3 years and 52% are minority. Approximately 46% are convicted for crimes against person, 27% crimes against property, and 20% societal (drugs, DUI). During the past year, 1,373 participated in Adult Education classes, 1,156 were enrolled in full-time vocational training, and 58 were enrolled in college.

Page 26 states “The NWTNWB will also explore any opportunities with the State Correctional facility in Lake County. It appears with the level of Adult Education, vocational training and college participation, basic career services may be the appropriate service, including use of the Mobile AJC.”

To our knowledge there is no Northwest Correctional Complex (NWCC) in Obion County. The NWCC is located in Tiptonville, TN in Lake County as indicated in the below excerpts of the plan. While we have said that we will “explore” any opportunities with the NWCC, the level of services already provided at the NWCC are significant as indicated below – 1373 in AE, 1156 full-time vocational training and 58 in college. Without WIOA, there is basically no training in local jails, which also house State inmates due to overcrowding. The NWTNWB has determined that our limited resources should focus on local jails. Note: we do indicate that basic career services, including use of the Mobile AJC, would be an appropriate service for the NWCC.

Please provide guidance on the additional information that is needed.

Only one Community Supervision office is mentioned when there are offices in Dyersburg, Union City, and Lexington.

At this time Tamika Holman is the only Probation and Parole Manager in the Northwest Area according to the list sent by TDLWD. The Dyersburg office covers all 9 counties in the northwest region. Lexington is not in our area. See below:

<b>Tamika Holman</b> (Acting) <a href="mailto:Tamika.Holman@tn.gov">Tamika.Holman@tn.gov</a> Dyersburg Field Office 1979 St. John Avenue Dyersburg, TN 38024 731-288-7924	Tamika Holman <a href="mailto:Tamika.Holman@tn.gov">Tamika.Holman@tn.gov</a> 731- 288-7924	Nancy Richardson <a href="mailto:Nancy.G.Richardson@tn.gov">Nancy.G.Richardson@tn.gov</a> 731- 364-3147	Benton, Carroll, Crockett, Decatur, Dyer, Gibson, Henderson, Henry, Lake, Lauderdale, Obion & Weakley
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As indicated below in excerpts from the plan, we had scheduled a meeting with Ms. Holman. She invited her supervisor, Mark Hollis to the meeting. They have an Employment Specialist position vacant. We suggested they hire 2-3 considering the size, population and work we are doing in the area.

“The NWTNWB has also reached out to Probation and Parole Manager for the Northwest Area, Tamika Holman. While there is already some coordination with her office (receiving flyers for job fairs, inquiries from AJC on participants, etc.), we plan to meet to determine how each of our agencies can work together better to support the efforts of serving justice involved individuals.....Case Managers will assist the justice involved individual by reaching out to Probation and Parole or directly to the facility or training provider to gather the information, such as transcripts of credentials.”

Please provide guidance on the additional information that is needed.

RECOMMENDED ACTION STEPS

Northwest to address the deficient plan components above for full approval recommendation.  
Northwest contact Mark Hollis from TN Dept. of Correction to assist in establishing a partnership with the District Director to facilitate a relationship with the justice involved individuals under state supervision in the Northwest area.

NWTNWB, One-Stop Operator and other partners have met with Mr. Hollis and Ms. Holman and established a partnership as described above. Please provide guidance on the additional information that is needed.

Add detail about other services, like Mobile AJC, AE services, etc.

# WEST TN REGIONAL PLAN

**SOUTHWEST**

Jimmy Bell, Executive Director  
Kristie Bennett, Regional Director

**NORTHWEST**

Jennifer Bell, Executive Director  
Kristie Bennett, Regional Director

**GREATER MEMPHIS**

Henry Lewis, Executive Director  
Darryl Gentry, Regional Director

## PLANNING EFFORTS & REGIONAL ALIGNMENT



### REGIONAL PLANNING COUNCIL

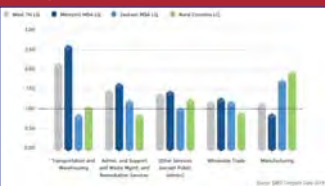
- Comprised of 26 representatives of partner programs of the Workforce Innovation and Opportunity Act (WIOA), as well as Board Chairs and other representatives from the Local Workforce Development Boards (LWDBs), career and technical education, TN Pathways, and economic development.
- Meets quarterly to provide continuous input to the regional plan and service strategies.
- Chief Elected Officials invited to participate in meetings.
- LWDB representatives provide updates to each local board at quarterly board meetings.

### VISION, GOALS, & STRATEGIES

- Vision:** to foster a region where skilled workers contribute to thriving businesses, economic growth, and a high quality of life.
  - Increase skills & knowledge of West Tennesseans to meet employer needs;
  - Create career pathways from high school / postsecondary to the workforce; and
  - Eliminate duplication and leverage dollars to provide more opportunities.
- Emphasis on serving those who are most in need, such as Youth and individuals with barriers to employment.

## SECTOR STRATEGIES

The *Economic Analysis of West TN* indicates the three largest industry sectors in West TN, with a combined 315,069 jobs, are Government, Health Care & Social Assistance, and Retail Trade. Together these sectors constituted 34% of the total regional employment.



**Location quotients (LQs)** comparing the concentration of employment in a given industry in a region against the concentration across the nation are high in West TN in:

- Transportation & Warehousing (2.16),
- Administrative & Support & Waste Management & Remediation Services (1.44)
- Other Services, Except Public Administration (1.36)
- Wholesale Trade (1.17)
- Manufacturing LQ is relatively low in the Memphis MSA (0.86), but it is high in both the Jackson MSA and All Other Rural Counties at 1.72 and 1.93, respectively.
- 11% of the regional economy is still comprised of manufacturing related jobs.

Most of the region's strengths in terms of LQs, outside of Transportation & Warehousing, are in fields that are relatively low skill and low wage.

Between 2019 and 2028, there will be **883,409 replacement jobs** from workers retiring or otherwise permanently leaving an occupation. The top occupations with the highest number of replacement jobs account for 246,135, or nearly 28%, of the total replacement jobs.

Occupation	2019	2028
Laborers and Freight, Stock, and Material Movers, Hand Carriers	31,080	31,080
Food Preparation and Serving Workers, Including Fast Food	28,891	28,891
Registered Nurses	27,884	27,884
Stock Clerks and Order Fillers	19,736	19,736
Warehouse and Storage	18,447	18,447
Truck and Tractor-Trailer Truck Drivers	18,447	18,447
Office Clerks, General	18,447	18,447
Customer Service Representatives	18,447	18,447
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	18,447	18,447

## SECTOR STRATEGIES

EMS's Economic Overview for West TN indicates Transportation and Material Moving, Protective Service, and Production are the three occupations with the largest LQs throughout West TN as of 2018.

Top Occupation LQ



While the majority of the occupations with the highest number of replacement jobs are lower skilled jobs requiring little or no postsecondary or vocational training, Heavy and Tractor-Trailer Truck Drivers are expected to have 18,749 replacement jobs.

## SECTOR STRATEGIES – SKILLS GAP ANALYSIS

In total, 26 occupations were found to have significant gaps of 40 or more, as noted in the *Economic Analysis of West TN*.



TOP SKILLS AMONG 95 CRITICAL OCCUPATIONS

SKILL	% OF POSTINGS	WITH SKILL	CATEGORY
Business	20%	19	Business
Sales	18%	18	Business
Writing	15%	15	Technical
Communication	15%	15	Other
Commercial Driver's License	15%	15	Technical
Customer Service	15%	15	Business
Finance	15%	15	Business
Health	15%	15	Technical
Reading	15%	15	Other
Projects	9%	9	Other
Transportation	9%	9	Technical
Thinking	8%	8	Technical
Planning	8%	8	Business
Technology	8%	8	Technical
Marketing	8%	8	Technical
Truck Driving	7%	7	Technical
Accounting	6%	6	Technical
Construction	6%	6	Other

Top Three In-Demand, Middle-Skill Level\* Occupations in West TN by Industry Sector

Sector	Occupation	2019	2025	Change	Typical Entry Level Education	Median Hourly Wage
Healthcare	Registered Nurses	21,583	18,490	-3,093	Bachelor's Degree	\$28.21
	Nursing Assistants	9,701	7,116	-2,585	Postsecondary Non-Degree Award	\$13.03
Transportation & Warehousing	Licensed Practical and Vocational Nurses	4,318	4,847	+529	Postsecondary Non-Degree Award	\$18.06
	Heavy and Tractor-Trailer Truck Drivers	13,884	14,187	+303	Postsecondary Non-Degree Award	\$18.18
Manufacturing	Business Operations Specialists, All Other	108	113	+5	Bachelor's Degree	\$28.80
	Logistics	99	108	+9	Bachelor's Degree	\$28.80
Business Services - Professional, Scientific, and Technical Services	Biomedical Equipment Technicians	43	43	0	Bachelor's Degree	\$17.89
	Market Research Analysts and Marketing Specialists	188	185	-3	Bachelor's Degree	\$25.18
Manufacturing	Sales Representatives (Wholesale and Manufacturing, Technical & Scientific Products)	833	827	-6	Bachelor's Degree	\$12.13
	Card Loggers	1,618	1,580	-38	Bachelor's Degree	\$19.80
Business Services - Professional, Scientific, and Technical Services	Accountants and Auditors	2,402	2,347	-55	Bachelor's Degree	\$20.81
	Software Developers, Applications	482	551	+69	Bachelor's Degree	\$36.55

\*Occupations include those requiring no work experience and a minimum of a postsecondary non-degree award and a maximum of a Bachelor's degree. Source: BLS.

## SECTOR STRATEGIES – TOP SECTORS & OCCUPATIONS



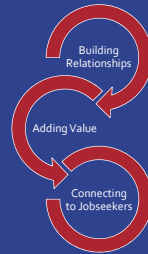
## COORDINATION WITH ECONOMIC DEVELOPMENT

Private business representatives constitute 53% of the LWDBs, which are charged with coordinating with economic development organizations. Representatives from businesses within the below industries currently serve on a LWDB in West TN:

- Manufacturing
- Education
- Social Assistance
- Finance, Insurance, and Banking
- Healthcare
- Staffing Services
- Electric Power
- Distribution
- Electrical Contracting
- Recycling
- Food Service
- Security Services
- Legal Services
- Non-Profits
- Distribution, Transportation & Logistics
- Small Businesses including Pest Control, Marketing / Advertising / Public Relations, Agricultural Technology, Plumbing, Construction
- Landscaping, Real Estate, Facilities
- Maintenance, and Retail

- West TN strives to coordinate efforts with regional economic development services and providers by:
  - aligning services;
  - participating in economic development programs; and
  - ensuring residents have the skills and knowledge needed to meet the current and future needs of employers.
- Economic development representatives, including individuals from the State of TN's Department of Economic Development, and various Chambers of Commerce in the region have been invited to, and have participated in, both local and regional planning sessions.
- Representatives from economic development also serve on the local boards, standing committees, and the Regional Planning Council, and are actively engaged in the planning process.

## EMPLOYER ENGAGEMENT



- Employer-driven initiatives
- American Job Center services customized by Business Services Teams
- Tracking Labor Market Information, Market Penetration, Retention, & Customer Satisfaction
- Ease of access through streamlined processes

## CONNECTING CUSTOMERS TO WORK-BASED LEARNING

### Career Skills Development

- Evaluation of service needs & orientation to American Job Center services
- Workshops to enhance employability skills
  - Resume Preparation
  - Interviewing Skills & Networking
  - Basic Computer Skills
  - Managing Money and Budgeting
- Jobs4TN: Assessments, labor market information, and job openings
- Assessments
- Scholarships and support services for postsecondary education and training
- Specialized services for priority populations, such as RESEA, SNAP E & T, Veterans Services, TANF, and Vocational Rehabilitation

### Business Services

- Jobs4TN: Job Postings & Virtual Recruiter
- Job Fairs & Mobile American Job Center Events
- Youth Work Experience
- Transitional Jobs
- On-the-Job Training
- Incumbent Worker Training

## PRIORITY POPULATIONS

- 2018 population of 3,572,438
- Overall 3% increase by 2028
- Growth in the number of individuals nearing retirement (60+)
- Decline in the those between the ages of 15 and 59
- 16% have less than a high school diploma
- 32% have a high school diploma or equivalent
- Five of the counties with the highest unemployment rate in the state in December 2018, including the 2<sup>nd</sup> and 3<sup>rd</sup> highest at 5.6% and 5.5%
- 21.34% of the population is living in poverty
- Four distressed counties – Lake, Lauderdale, Hardeman, and McNairy
- Nine at-risk counties – Obion, Weakley, Gibson, Carroll, Benton, Haywood, Henderson Decatur, and Hardin
- Total jail population of 8,467

Area	2018 Population	2028 Population	Population Change	% Change
Southwest	250,212	251,493	1,281	1%
Northwest	249,530	247,595	-1,935	-1%
Greater Memphis	1,072,696	1,119,342	46,646	4%
West TN	1,572,438	1,618,430	45,992	3%
TN	6,769,368	7,295,507	526,139	8%



## REACHING PRIORITY POPULATIONS



## STRENGTHS & WEAKNESSES

Strengths	Weakness
<ol style="list-style-type: none"> <li>Abundance of training institutions within the region</li> <li>Strong work ethic of the region</li> <li>Willingness of partners to work together</li> <li>Diversified pool of labor</li> <li>Multiple industrial sites available including the centrally located Memphis Regional Megastore</li> </ol>	<ol style="list-style-type: none"> <li>Lack of soft skills among job seekers</li> <li>Lack of skills among a portion of the workforce</li> <li>Perceived reputation of workforce development services</li> <li>Education challenges such as inconsistent quality of secondary education across the area</li> <li>Internal/external awareness and knowledge of workforce services</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>Postsecondary educational expansions / investments</li> <li>Employer investments in workforce training</li> <li>State education initiatives such as TN Promise, TN ReConnect, and LEAP</li> <li>Projection of future in-demand industries (new opportunities from technology-driven skills)</li> <li>TN Dept. of Economic &amp; Community Development's Rural Programs</li> </ol>	<ol style="list-style-type: none"> <li>Lack of jobs</li> <li>Relevance – Can the AJC supply what employers need / want?</li> <li>Lack of funding for workforce services</li> <li>Lack of alignment of training to employer needs due to continuous changes in technology and processes</li> <li>Loss of jobs to automation and globalization</li> </ol>

# WEST TN REGIONAL PLAN

**SOUTHWEST**

Jimmy Bell, Executive Director  
Kristie Bennett, Regional Director

**NORTHWEST**

Jennifer Bell, Executive Director  
Kristie Bennett, Regional Director

**GREATER MEMPHIS**

Henry Lewis, Executive Director  
Darryl Gentry, Regional Director

## PLANNING EFFORTS & REGIONAL ALIGNMENT



### REGIONAL PLANNING COUNCIL

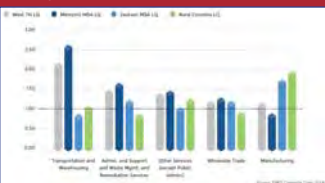
- Comprised of 26 representatives of partner programs of the Workforce Innovation and Opportunity Act (WIOA), as well as Board Chairs and other representatives from the Local Workforce Development Boards (LWDBs), career and technical education, TN Pathways, and economic development.
- Meets quarterly to provide continuous input to the regional plan and service strategies.
- Chief Elected Officials invited to participate in meetings.
- LWDB representatives provide updates to each local board at quarterly board meetings.

### VISION, GOALS, & STRATEGIES

- Vision:** to foster a region where skilled workers contribute to thriving businesses, economic growth, and a high quality of life.
  - Increase skills & knowledge of West Tennesseans to meet employer needs;
  - Create career pathways from high school / postsecondary to the workforce; and
  - Eliminate duplication and leverage dollars to provide more opportunities.
- Emphasis on serving those who are most in need, such as Youth and individuals with barriers to employment.

## SECTOR STRATEGIES

The *Economic Analysis of West TN* indicates the three largest industry sectors in West TN, with a combined 315,069 jobs, are Government, Health Care & Social Assistance, and Retail Trade. Together these sectors constituted 34% of the total regional employment.



**Location quotients (LQs)** comparing the concentration of employment in a given industry in a region against the concentration across the nation are high in West TN in:

- Transportation & Warehousing (2.16),
- Administrative & Support & Waste Management & Remediation Services (1.44)
- Other Services, Except Public Administration (1.36)
- Wholesale Trade (1.17)
- Manufacturing LQ is relatively low in the Memphis MSA (0.86), but it is high in both the Jackson MSA and All Other Rural Counties at 1.72 and 1.93, respectively.
- 11% of the regional economy is still comprised of manufacturing related jobs.

Most of the region's strengths in terms of LQs, outside of Transportation & Warehousing, are in fields that are relatively low skill and low wage.

Between 2019 and 2028, there will be **883,409 replacement jobs** from workers retiring or otherwise permanently leaving an occupation. The top occupations with the highest number of replacement jobs account for 246,135, or nearly 28%, of the total replacement jobs.

Occupation	2019	2028
Laborers and Freight, Stock, and Material Movers, Hand Carriers	31,080	31,080
Food Preparation and Serving Workers, Including Fast Food	28,891	28,891
Registered Nurses	27,884	27,884
Stock Clerks and Order Fillers	19,736	19,736
Warehouse and Storage	18,447	18,447
Tractor-Trailer Truck Drivers	18,447	18,447
Customer Service Representatives	14,447	14,447
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	14,447	14,447

## SECTOR STRATEGIES

EMS's Economic Overview for West TN indicates Transportation and Material Moving, Protective Service, and Production are the three occupations with the largest LQs throughout West TN as of 2018.

Top Occupation LQ



While the majority of the occupations with the highest number of replacement jobs are lower skilled jobs requiring little or no postsecondary or vocational training, Heavy and Tractor-Trailer Truck Drivers are expected to have 18,749 replacement jobs.

## SECTOR STRATEGIES – SKILLS GAP ANALYSIS

In total, 26 occupations were found to have significant gaps of 10 or more, as noted in the Economic Analysis of West TN.



### TOP SKILLS AMONG 95 CRITICAL OCCUPATIONS

SKILL	% OF POSTSECONDARY SKILLS	CATEGORY
Business	20%	Business
Sales	18%	Business
Writing	15%	Technical
Communication	15%	Other
Commercial Driver's License	15%	Technical
Customer Service	15%	Business
Finance	15%	Business
Reading	15%	Other
Health	15%	Technical
Projects	9%	Other
Transportation	9%	Technical
Thinking	8%	Technical
Planning	8%	Business
Technology	8%	Technical
Marketing	8%	Business
Truck Driving	8%	Technical
Accounting	8%	Technical
Construction	8%	Other

### Top Three In-Demand, Middle-Skill Level\* Occupations in West TN by Industry Sector

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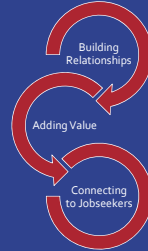
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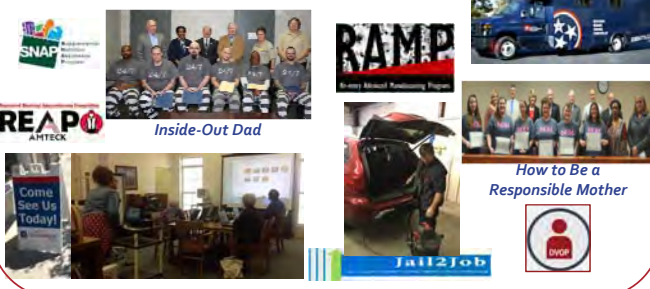
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## REACHING PRIORITY POPULATIONS



## STRENGTHS & WEAKNESSES

Strengths	Weakness
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# REGIONAL PLAN REVIEW WEST

## BACKGROUND

To provide an in-depth review of Tennessee's local workforce development boards and regional planning councils using criteria established by the State Workforce Development Board (SWDB) for evaluating and approving PY 2018- 2020 plans under the Workforce Innovation and Opportunity Act (WIOA).

## RECOMMENDATIONS DEFINITION

TYPE	DESCRIPTION
<b>Fully Approved</b>	The local area has satisfied the minimal criteria standards as established by the SWDB.
<b>Approved with Conditions</b>	The plan has satisfied the minimal criteria standards, however, lacks sufficient detail as established by the SWDB. To ensure compliance with the criteria standards, the local board or regional planning council will submit a corrective action plan addressing the deficiencies within the plan.
<b>Denial</b>	The plan has <u>not</u> taken the necessary steps for compliance to WIOA regulations, federal/state policy, and standards set by the State Workforce Development Board. . The local area or region must submit a revised plan detailing corrective action steps taken for approval consideration within 30 days.
<b>Inconclusive</b>	Recommendations cannot be made to the SWDB based on the information provided within the plan.

All revised plans must be resubmitted to [workforce.board@tn.gov](mailto:workforce.board@tn.gov) no later than March 13, 2019 for consideration.

## Attachment A

SWDB Results 02/08/2019



# REGIONAL PLAN REVIEW WEST

## Results:

Following is a table detailing the conclusion from the 2018-2020 regional plan review along with recommendations to address these issues.

West Region Overview	
Plan Recommendation	Inconclusive
<p>The State Workforce Agency (SWA) <b>could not</b> provide a recommendation by the required deadline due to:</p> <ul style="list-style-type: none"><li>Greater Memphis Local Workforce Development Area has not submitted an approved local plan to the SWA.</li><li>Greater Memphis LWDB approved the local plan January 30, 2019 and was instructed by SWA to make approved plan available for public comment for a minimum of 15 days.</li></ul>	
Required Action Steps	
<p>West Regional plan does not address the minimum standards as established by the State Workforce Development Board within the Local and Regional Plan policy. It is the recommendation of the state that this plan is rewritten and clarifies some of the statements made throughout the plan. The partners should also be contributors to the plan and consideration should be noted to local policies and state regulations.</p> <ul style="list-style-type: none"><li>Please provide guidance as to which portions of the plan should be rewritten to clarify some of the statements made throughout the plan.</li><li>Partners were contributors to the plan. If there is a particular area in need of additional partner contribution, please provide guidance on the additional information needed.</li><li>Please provide guidance to the local policies and state regulations that need to be noted in the plan.</li></ul>	

I. Economic and Workforce Analysis	
Status	Inconclusive
<p>West Regional Plan addressed required questions, but lacked sufficient strategy details in the following elements:</p> <p>West TN understood the Economic and Workforce Analysis section to be an examination of the economic conditions and workforce of the region while the Strategies for Service Integration and Vision, Goals, and Implementation Strategies sections provided the strategy detail. Adding the strategy details to this section and to the Vision, Goals, and Implementation Strategies section seems like it would be repetitive. Please provide guidance on the additional strategy details needed for this section as opposed to the Vision Goals, and Implementation Strategies section.</p> <ul style="list-style-type: none"><li>The plan did not thoroughly analyze the economic conditions; data from 2015 The data from the Economic Analysis for West TN that was published in 2015 includes projections through 2024. Additional economic data was obtained through EMSI through up to</li></ul>	



# REGIONAL PLAN REVIEW WEST

2028.

Please provide guidance as to specifically what data is not addressed / needs to be updated.

- The plan did not thoroughly analyze the employment needs of employers;  
Item #2 on page 5 addresses the ways Business Services Team members identify the needs of employers. Item #3 beginning on page 5 addresses several needs of employers including:  
1) Postsecondary credentials (including where gaps exist)  
2) Soft Skills including active listening, speaking, reading comprehension, critical thinking, and social perceptiveness.  
3) Required knowledge categories including customer and personal service, English language, clerical, administration and management, and education and training.  
4) Top skills among 95 critical occupations including business, sales, and driving.

The top occupations chart on page 5 also details the Entry Level Education requirements for top occupations.

Please provide guidance on the additional information needed.

- The plan did not address existing or emerging in-demand occupations;  
The below charts indicate in-demand occupations current and emerging through 2021:

Top Three In-Demand, Middle-Skill Level\* Occupations in West TN by Industry Sector

Sector	Occupation	2016 Jobs	2021 Jobs	Change	Typical Entry Level Education	Median Hourly Wage
Healthcare	Registered Nurses	12,281	13,480	1,199	Bachelor's Degree	\$28.21
	Nursing Assistants	6,501	7,118	617	Postsecondary (PS) Non-Degree Award	\$11.03
	Licensed Practical and Vocational Nurses	4,319	4,647	328	PS Non-Degree Award	\$18.06
Transportation & Warehousing	Heavy and Tractor-Trailer Truck Drivers	13,881	14,107	226	PS Non-Degree Award	\$18.73
	Business Operations Specialists, All Other	106	113	7	Bachelor's Degree	\$28.60
	Logistics	99	103	4	Bachelor's Degree	\$28.53
Manufacturing	Biomedical Engineers	63	91	28	Bachelor's Degree	\$37.89
	Market Research Analysts and Marketing Specialists	169	185	16	Bachelor's Degree	\$25.19
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Business Services – Professional, Scientific, and Technical Services	Civil Engineers	1,013	1,290	277	Bachelor's Degree	\$39.90
	Accountants and Auditors	2,405	2,567	162	Bachelor's Degree	\$26.61
	Software Developers, Applications	482	552	70	Bachelor's Degree	\$36.55

\*Occupations include those requiring no work experience and a minimum of a postsecondary non-degree award and a maximum of a Bachelor's degree. Source: EMSI.

Top Occupation LQ



Please provide guidance on the additional information needed.

- The plan did not properly analyze the regional workforce, specifically regarding individuals not in



# REGIONAL PLAN REVIEW WEST

the labor force who have a disability;

The analysis of the regional workforce beginning on page 7 includes population size and anticipated changes, gender, race/ethnicity, age range, job creation, unemployment rates, distressed and at-risk status, educational attainment, percentage of the population living in poverty, and the barriers often faced by individuals living in poverty. Regarding individuals with disabilities not in the labor force the plan states on page 7 "While 12% of the unemployed individuals in the labor force in West TN have a disability, individuals with a disability constitute 33.5% of the individuals no longer in the labor force in West TN per the TN WIOA Combined State Plan for 2016-2020."

Section 4 beginning on page 11 also describes the skills of the existing workforce.

Please provide guidance on the additional information needed.

- The plan fails to detail the service implications of meeting the needs of special populations. Page 8 of the plan states "Eliminating the barriers to employment, particularly those created by poverty, historically high unemployment, and low educational attainment, requires addressing numerous factors such as transportation, childcare, healthcare, education, and work ethic through policy and service strategies. Given the large percentage of the population of West TN living in poverty, it is critical for the workforce system to address these barriers in order to not only assist individuals in becoming self-sufficient, but also to ensure the employment needs of employers in the region are met. As part of this effort, the RPC supports the TN Department of ECD's goal of improving the economy in all rural communities thereby eliminating distressed counties and reducing the number of at-risk counties in TN. Each local area in West TN will also continue to provide priority of service to priority populations, including individuals with barriers to employment."

Please provide guidance on the additional information needed.

- **The plan lacks occupational job growth data.** Page 4 of the plan states "Despite the fact that many manufacturing jobs have been lost in the region, the Economic Analysis of West TN revealed that 11% of the regional economy is still comprised of manufacturing related jobs and should be promoted as a legitimate career pathway..... In looking at key occupation groups in West TN for 2014 to 2024, the analysis indicated the largest occupation group in the region to be office and administrative support occupations with 120,319 jobs. Sales and related occupations ranked second with 109,938 jobs, while transportation and material moving ranked third with 92,941 jobs. Unfortunately, none of the top three occupation groups are the highest paying. Healthcare practitioners and technical workers, management, and business and financial operations are the highest paying industries that offer 500 or more annual openings in the region."

Page 5 states "EMSI's Economic Overview for West TN indicates Transportation and Material Moving, Protective Service, and Production are the three occupations with the largest LQs throughout West TN as of 2018. Additionally, between 2018 and 2028, there will be 883,409 replacement jobs, openings resulting from workers retiring or otherwise permanently leaving an



# REGIONAL PLAN REVIEW WEST

occupation, throughout West TN. The top occupations with the highest number of replacement jobs, as listed below, account for 246,135, or nearly 28%, of the total replacement jobs over the next decade. While the majority of the occupations with the highest number of replacement jobs are lower skilled jobs requiring little or no postsecondary or vocational training, Heavy and Tractor-Trailer Truck Drivers are expected to have 18,749 replacement jobs.”

Also, the below chart indicates in-demand occupations:

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	Accountants and Auditors	2,405	2,567	162	Bachelor's Degree	\$26.61
	Software Developers, Applications	482	552	70	Bachelor's Degree	\$36.55

\*Occupations include those requiring no work experience and a minimum of a postsecondary non-degree award and a maximum of a Bachelor's degree. Source: EMSI.

Please provide guidance on the additional information needed.

- The plan does not detail a timetable for the referenced planned public or private partnerships; and The Public-Private Partnerships section on page 10 references continuous, on-going efforts of the local workforce boards to engage employers. Specific partnerships, such as those with TN Pathways, local Sheriffs and jails, and ECD, are referenced in other areas of the plan.

Please provide guidance on whether the partnerships referenced in other areas of the plan should be included here also, or if other information is needed.

- describe future strategy development for future sectors.

Page 5 states “Thorough analysis of the labor market data and discussions with key stakeholders have resulted in the identification of in-demand sectors in the region on which to focus workforce development efforts in order to address the middle-skills gap and meet the needs of employers: (1) Healthcare; (2) Transportation and Logistics; (3) Advanced Manufacturing; and (4) Business Services, with a particular emphasis on Information Technology. Emerging industries within these sectors to receive special attention include internet-based small businesses, call centers, food manufacturing, medical device manufacturing, and manufacturing technology such as lasers and robotics. Additionally, in much of the region agriculture is considered a mature yet relevant and in-demand field. The LWDAs in West TN strive to engage businesses within these industry sectors in workforce development efforts to fill the in-demand occupations as listed below....”

Page 11 states “Existing sector strategies and the need for new strategies for future sectors will be reviewed by the RPC at its quarterly meetings. Local boards, One-Stop Operators,



## REGIONAL PLAN REVIEW WEST

and / or Service Providers in West TN will also continue to monitor local labor market trends when:

- (1) approving new providers and / or programs to the Eligible Training Provider List (ETPL);
  - (2) issuing Individual Training Accounts (ITAs) to fund programs on the ETPL; and
  - (3) developing On-the-Job Training (OJT) and Incumbent Worker Training (IWT) contracts.
- Additionally, as needed, Memorandums of Understanding (MOUs) will be established with other service providers, to meet the requirements of the appropriate local board, and in accordance with associated local ordinance and policies, to address any identified sector strategy needs.”

### Recommended Action Steps

- West Regional Planning Council (RPC) to address the deficient plan components above for full approval recommendation.
- State Workforce Agency can provide technical assistance if necessary.

State Response: add more details and include additional occupations, which don't require a Bachelor's Degree, as well as employer requirements for those occupations and industries.

## II. Strategies for Service Integration

### Status

Inconclusive

- West Regional Plan met all requirements of this component with the exception of incorporating an approved local plan from all local workforce development areas.

### Recommended Action Steps

- West Regional Planning Council (RPC) to address the deficient plan components above for full approval recommendation.
- State Workforce Agency can provide technical assistance if necessary

West TN acknowledges that all approved local plans must be submitted for the Regional Plan to be compliant.



## REGIONAL PLAN REVIEW WEST

### III. Vision, Goals, and Implementation Strategies

#### Status

**Inconclusive**

West Regional Plan addressed required questions, but lacked sufficient strategy details in the following elements:

- Describe the goals for preparing and educating and skilled workforce to include youth and individuals with disabilities;
- Description of regional strategies that will achieve the vision and goals in the regional planning areas;
- Description of how the region will facilitate employer engagement in workforce development programs to include small employers;
- Strategies to strengthen linkages between one-stop delivery system and unemployment insurance programs; and
- Description of how the region will promote entrepreneurial skills training.

Please provide guidance on the additional information needed.

#### Recommended Action Steps

- West Regional Planning Council (RPC) to address the deficient plan components above for full approval recommendation.

State Workforce Agency can provide technical assistance if necessary

### IV. New Planning Element (Workforce –Correction Partnership)

#### Status

**Inconclusive**

West Regional Plan met all requirements for this component.

The region is heavily invested in partnering with local sheriffs and has a consistent record of connecting with jails in the region. While many jails across the state are unable to offer any programs, West TN is reaching out to fill gaps in programming for this population.

#### Recommended Action Steps

West Regional Planning Council (RPC) to contact Mark Hollis from TN Dept. of Correction to assist in establishing a partnership with to facilitate a relationship with the justice involved individuals under state supervision in the region and assist in establishing evidence-based programs for the population.

The West TN RPC will complete the recommended action step and contact Mark Hollis to establish a regional partnership. Mr. Hollis has already been contacted on a local level.

## WIOA Federal Reporting Score Card

PY18 Q2 WIOA Core Performance Measures	Tennessee						
Adult Measures	Pass/Fail		Pass	Dislocated Worker	Pass/Fail		Pass
	Negotiated	Actual	% of Goal		Negotiated	Actual	% of Goal
Exiters	0	3430		Exiters	0	1565	
Participants Served	0	7340		Participants Served	0	2992	
EER 2nd Qtr after exit	83.00%	87.20%	105%	EER 2nd Qtr after exit	81.00%	86.80%	107%
EER 4th Qtr after exit	83.00%	85.60%	103%	EER 4th Qtr after exit	81.00%	87.70%	108%
Med. Earnings	\$ 6,633.00	\$ 6,897	104%	Med. Earnings	\$ 6,900.00	\$ 8,051.00	117%
Cred. Attainment	58.00%	69.80%	120%	Cred. Attainment	68.50%	78.00%	114%
MSG	Baseline	54.70%		MSG	Baseline	48.90%	
Youth	Pass/Fail		Pass	Wagner-Peyser	Pass/Fail		Pass
	Negotiated	Actual	% of Goal		Negotiated		
Exiters	0	2249		Exiters	0	41014	
Participants Served	0	4725		Participants Served	0	35534	
EER 2nd Qtr after exit	79.00%	81.50%	103%	EER 2nd Qtr after exit	65%	72.10%	111%
EER 4th Qtr after exit	75.00%	81.90%	109%	EER 4th Qtr after exit	65%	71.20%	110%
Cred. Attainment	70.00%	73.30%	105%	Med. Earnings	\$ 4,587	\$ 5,202.00	113%
MSG	Baseline	49.40%					



## WIOA Federal Reporting Score Card

PY18 Q2 WIOA Core Performance Measures	West Tennessee Region								
	47130 Greater Memphis			47145 Northwest Tennessee			47160 Southwest Tennessee		
Adult Measures	Pass/Fail		Pass	Pass/Fail		Pass	Pass/Fail		Pass
	Negotiated	Actual	% of Goal	Negotiated	Actual		Negotiated	Actual	% of Goal
Exiters	0	697		0	198		0	206	
Participants Served	0	1118		0	655		0	397	
EER 2nd Qtr after exit	83.00%	81.90%	99%	85.00%	92.90%	109%	83.00%	97.10%	117%
EER 4th Qtr after exit	83.00%	79.60%	96%	84.00%	92.20%	110%	83.00%	92.30%	111%
Med. Earnings	\$ 6,633.00	\$ 6,032.00	91%	\$ 6,483.00	\$ 6,676.00	103%	\$ 6,633.00	\$ 7,852.00	118%
Cred. Attainment	58.00%	61.90%	107%	58.00%	83.60%	144%	58.00%	63.90%	110%
MSG	Baseline	46.80%		Baseline	69.90%		Baseline	47.60%	
Dislocated Worker	Pass/Fail		Pass	Pass/Fail		Pass	Pass/Fail		Pass
	Negotiated	Actual	% of Goal	Negotiated	Actual		Negotiated	Actual	% of Goal
Exiters	0	123		0	44		0	23	
Participants Served	0	173		0	95		0	37	
EER 2nd Qtr after exit	81.00%	81.00%	100%	83.00%	91.30%	110%	81.00%	100.00%	123%
EER 4th Qtr after exit	81.00%	85.20%	105%	83.00%	90.00%	108%	81.00%	100.00%	123%
Med. Earnings	\$ 6,900.00	\$ 7,344.00	106%	\$ 6,800.00	\$ 6,945.00	102%	\$ 6,900.00	\$ 9,122.00	132%
Cred. Attainment	68.50%	75.80%	111%	68.50%	86.50%	126%	68.50%	83.30%	122%
MSG	Baseline	40.70%		Baseline	75.60%		Baseline	44.80%	
Youth	Pass/Fail		Fail	Pass/Fail		Pass	Pass/Fail		Pass
	Negotiated	Actual	% of Goal	Negotiated	Actual	% of Goal	Negotiated	Actual	% of Goal
Exiters	0	551		0	49		0	163	
Participants Served	0	1086		0	158		0	346	
EER 2nd Qtr after exit	79.00%	74.30%	94%	79.00%	92.70%	117%	79.00%	72.70%	92%
EER 4th Qtr after exit	75.00%	78.90%	105%	75.00%	88.30%	118%	75.00%	84.80%	113%
Cred. Attainment	70.00%	47.30%	68%	70.00%	76.70%	110%	70.00%	72.90%	104%
MSG	Baseline	59.70%		Baseline	86.40%		Baseline	16.70%	



## Do you need child care assistance to maintain employment or pursue post-secondary education?

You may be eligible for Smart Steps Child Care Payment Assistance if you meet the following eligibility requirements:

- Must be employed no less than 30 hours per week, or be enrolled and attending a post-secondary education program full time or a combination of employment and post-secondary education
- Must have a child between ages six (6) weeks through five (5) years old
- Household gross income must be below the 85th percentile of the State Median Income (SMI) for Tennessee. Please refer to the chart for Household Income Limits below.

*Eligibility for assistance is based on program requirements and availability of funding.*

**Household Income Limits for Smart Steps**

Household Size	Maximum Gross Monthly Income
2	\$3,355
3	\$4,145
4	\$4,934
5	\$5,724
6	\$6,513
7	\$6,661
8	\$6,809

**The Smart Steps Application can be found online at:**

<http://tn.gov/humanservices/topic/child-care-services>

Once complete, turn the application in to the nearest Tennessee Department of Human Services Child Care Office, found online at:

<http://tn.gov/humanservices/article/child-care-certificate-program-office-locator>

**Find a child care center near you at:**

<http://www.tn.gov/humanservices/topic/child-care-services>