

Program Year 2022 - 2024 Local Plan for the Northwest Workforce Development Area

*Serving the Counties of Benton, Carroll, Crockett, Dyer,
Gibson, Henry, Lake, Obion, and Weakley*



The Northwest (NW) Local Workforce Development Area serving Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion, and Weakley Counties has prepared a Local Strategic Plan for the 2022-2024 program years.

THE NORTHWEST LOCAL PLAN IS OPEN FOR PUBLIC COMMENT APRIL 5-19, 2022

and will be available at any American Job Center or online at www.NWTNjobs.org during this time. Submit comments or questions in writing to Jennifer Bane at 208 N. Mill Ave. Dyersburg, TN 38024.

A Public Listening Session has been scheduled for

APRIL 12, 2022 AT 5:30 PM

Zoom Meeting ID: 854 9821 3588

Passcode: 676653

All meetings are open to the public. For additional information on joining the meeting, contact Jennifer Bane at jbane@nwtntworks.org or 731-286-3585.

This project is funded under an agreement with the TN Dept. of Labor & Workforce Development. EOE. Auxiliary aids/services available upon request. TDD# 711.

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Operating Systems and Strategies

1a). Provide information regarding service strategies implemented both in the physical American Job Centers (AJCs,) as well as virtually, to include a description of:

Employees physically located in an AJC are organized by functional unit and functionally supervised by the One Stop Operator (OSO) to ensure seamless service delivery to workforce system customers. As listed in the MOU, methods for coordinated service delivery between the operator and partners include a single customer flow model based on customer need, to refer customers using agreed upon referral methods, to share customer data and information to facilitate co-enrollment, and to participate in joint planning of the MOU and plan.

To promote coordination of services among partners, the OSO participates in virtual monthly meetings of partner management staff, hosts virtual monthly functional team meetings, and hosts virtual monthly Core Partners Team meetings. These meetings allow staff across the area to remotely communicate regarding service needs, upcoming events such as workshops and job fairs, and outreach efforts. Additionally, the OSO hosts short morning meetings on-site at each of the affiliate / specialized AJCs when visiting each center, providing an opportunity to discuss any specific topics related to that AJC. Another example is the electronic sharing of job orders with internal and external partners as soon as they are available for public viewing. By immediately sharing job orders, the OSO not only ensures that all AJC staff and partners are knowledgeable of employment opportunities in the area, but also that Business Services Team (BST) members are aware of employer's hiring needs. This enables BST staff to reach out to employers to discuss any other needs they may have and the AJC services that are available to meet those needs. For example, BST staff can assist in showing employers how to search for resumes of qualified applicants, provide information about On-the-Job Training (OJT) and Incumbent Worker Training grants, and explain how hiring an individual with certain barriers through OJT can also qualify for a tax credit through the Work Opportunity Tax Credit program, saving even small employers thousands of dollars.

1b). How the one-stop system is implementing and transitioning to more integrated, technology-focused operations to improve outreach to job seekers and employers, provide intake, and enhance case management for programs carried out under all partners included in the workforce.

The management information system used to case manage participants for the programs listed below is Jobs4TN.gov:

- Title I: Adult, Dislocated Worker, Youth
- Title II: Adult Education and Family Literacy
- Title III: Employment Programs under Wagner-Peyser
- Unemployment Insurance (UI)
- Trade Readjustment Assistance (TRA)
- Trade Adjustment Assistance (TAA)
- Migrant and Seasonal Farmworkers
- Job Counseling, Training, Placement Services for Veterans
- SNAP Employment & Training (E&T) Services
- Community Services Block Grant (CSBG)
- Senior Community Services Employment Program (SCSEP)
- Office of Re-Entry

Each employee is required to sign a user agreement stating personally identifiable information is to be kept confidential and only used for the purpose of job duties. Each AJC also utilizes the Greeter feature to track the number of customers using the AJC. Using this system for the majority of WIOA programs allows partners to share information and reduce duplication of data entry. Information needed to calculate all common indicators of performance also resides in this system. Reports are generated and shared with program staff to ensure that performance targets and Key Performance Indicator (KPI) goals will be met. The State office has held core partner meetings and has established performance groups that will routinely meet and report out all core partner performance. This approach will allow all partners to share concerns and keep a close eye on performance as a system. TANF and Vocational Rehabilitation use other case management systems, but all WIOA partners will work to share information across these systems in order to better serve participants.

In addition, the above partners, as parties to the MOU, agree to work cooperatively to share data, to the extent necessary and as permitted or required by applicable statutes or regulations. Methods of referrals also strive towards a coordinated and integrated approach to common intake procedures, career services, business services, and data sharing among partners. 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. The OSO periodically selects a sample of common intake forms to ensure customers are referred to the appropriate partner or program based on their individual need.

Communication and access to meetings with partner programs throughout the area has improved through the introduction of Zoom. All partner staff meet virtually through Zoom monthly for a Functional Teams Meeting and then partner leads met again for the monthly Core Partners Meetings. The virtual option allows all partners the ability to attend reducing travel costs and serves as a more efficient use of time and resources. Meeting attendance has improved, and more staff attend rather than a representative. This has resulted in increased knowledge across all partner programs with more staff participating in monthly meetings.

The Zoom Webinar feature has enabled us to enhance outreach to jobseekers and employers by offering pre-recorded webinars and micro-videos involving partner program staff. Although the videos are directed to jobseekers and employers to share services and information, the pre-recorded videos are also beneficial for educating new staff regarding services available through all partners. The Premier Virtual Job Fair platform continues to be utilized by all partner programs and for new and innovative strategies. In addition to job fairs and resource fairs where all partner programs either have a booth or refer clients for employment opportunities, employers are utilizing the platform for interviewing in individualized events and youth programming such as mock interviewing is channeled through the virtual platform.

1c). Provide a description of the initiatives the LWDB (including all partners) are implementing to ensure accessibility to programmatic services.

The AJC ensures access to programmatic services by maintaining a physical presence in all counties in the entirely rural NW area as either a comprehensive, affiliate, or specialized AJC, or via access points. In AJCs where not all partners are physically located, services are provided using technology available at the AJCs. The use of Teams and Zoom for “face-to-face” interactions with various partners and / or employers allows customers in affiliate/specialized sites and access points 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. On-site and off-site partners also routinely make referrals via phone or email, or to Jobs4TN.gov for the unemployment insurance program. Information regarding AJC services is also made available on the system's website and social media pages. The Mobile AJC and Access Points also provide access to services. Livestreaming of AJC services is also incorporated onto social media to inform customers of events such as job fairs.

The NW area outreaches to populations with barriers to seeking services such as the justice involved, individuals with disabilities, and youth in foster care or with juvenile justice involvement. The NW area continues to offer the RAMP (Re-entry Advanced Manufacturing Program) inside the local county correctional complexes enabling incarcerated individual access to MSSC's Certified Production Technician (CPT) curriculum and testing provided by a partnership with the Tennessee College of Applied Technology and Dyersburg State Community College. Many of these men transition to On-the-Job Training once eligible for the Work Release Program and those employed with Alliance Staffing Group may enroll in the newly USDOL registered Production Technician Apprenticeship designed to benefit the justice involved individuals moving from the county jail into a men's transitional home. Title III also has Second Chance Advisors that focus on assisting justice-involved individuals in overcoming barriers and gaining suitable employment.

The NW area also applied for and was awarded funds to coordinate career exploration events in partnership with local postsecondary training providers and area high schools. To promote careers in the healthcare industry, and inform students of training programs available leading into healthcare careers, the NWTNWB is partnering with training providers including Dyersburg State Community College (DSCC), the Tennessee College of Applied Technology (TCAT), and the University of TN at Martin to discuss the programs offered by their institutions. Initially, the proposal called for in-person tours, which transitioned to virtual events with the onset of the pandemic. The revised plan called for a two-part panel discussion (1) postsecondary training providers and (2) healthcare employers. The Business Services Team

rallied the training providers into a recorded panel discussion via Zoom Webinar, complete with a healthcare moderator, where the training institutions shared their available programming, enrollment requirements, and details about their laboratories and clinical experiences offered. The educator panel was followed by a collection of healthcare employers representing various sectors, from home health, to primary care, to hospitals and emergent care, to senior and rehabilitation, who also gathered through Zoom Webinar to share their need for healthcare employees, requirements from employment, and why local students should consider a career in rural healthcare. Lake County, Obion County Central, and Dyer County High School Career Technical Education Instructors engaged their students with the pre-recorded webinars. The training providers and employers also provided information and promotional materials for all the high school students participating in the virtual events. The informational bags were distributed to students on the day of their virtual healthcare career exploration event. The events support the efforts of the CNA to BSN (C2B): A Prescription for Nursing Shortages for Rural West Tennessee initiative, funded through the GIVE grant received by DSCC. The initiative supports the healthcare career pathway by expanding access to Certified Nursing Assistant (CNA) courses offered by DSCC in several local high schools, an evening Licensed Practical Nursing (LPN) course through TCAT Ripley, an evening Registered Nursing (RN) course through DSCC, and a Bachelor of Science in Nursing (BSN) program through the University of TN at Martin. The exploration events are continuing with onsite Mock It Till You Rock It events for healthcare career oriented senior students and Emergency Medical Technician and Paramedic exploration through the DSCC Ambulance Simulator.

With exceptionally high unemployment rates for youth aged jobseekers in northwest Tennessee, great attention is given to the Youth Work Experience program and youth accessing the program. Staff visit the area high school to distribute information about work experience opportunities and postsecondary training. Additionally, staff go out into the community and meet the youth where they are to share information about Work Experience. Visits to grocery stores, convenience stores, and community housing enables staff to connect with youth and inform them about local opportunities and careers available in the rural area. Supportive services wrap around and reduce barriers for participation by providing youth with travel stipends, uniforms, and tools necessary for them to participate in work experience in a successful, meaningful way.

1d). How will technology continue to improve the connection to partners across the workforce system? Include the advances made during, as well as those to continue post-COVID.

The pandemic brought challenges of continuing services historically provided in person. Although strides had been made in offering virtual options, the onset of the pandemic made virtual services a top priority. The NW Area has focused on connecting with jobseekers and employers via social media. Job Orders are shared via social media as well as promotional information related to hiring events, open houses, career fairs, apprentice recruitment, apprenticeship development, on-the-job training, incumbent work training, work experience, post-secondary education, etc., affording employers a new audience of jobseekers and jobseekers with a plethora of career opportunities. All partners are also participating in a micro-video session to share a short overview of services. These video links will be shared with new UI claimants, Reemployment Services and Eligibility Assessments (RESEA) participants, on our website, and through social media channels as additional outreach to share service offerings in a virtual format. The use of the Virtual AJC has also been promoted to customers seeking virtual services.

The Business Services Team also created a new quarterly webinar series targeted to the employer community named Virtually Speaking. Topics with expert panelists have ranged from apprenticeship, to utilizing labor market information, to recruitment and retention trends and strategies. The Premier Virtual Job Fair Platform offers employers the opportunity to host a virtual job fair or a blended approach, interviewing online and in-person. The platform has been well received and utilized throughout the rural area. Coursera is also being offered to employers as a virtual, free tool for upgrading the skills of their existing workforce.

Career Exploration and sector strategies have also transitioned to virtual formats. Manufacturing Day (MFG Day) activities shifted from typical in-plant tours to recorded panel discussions and micro-videos. Healthcare tours also transitioned to recorded panel discussions and informational packets. Virtual career exploration platform www.virtualjobshadow.com accounts have been shared with all the area high schools so students are still afforded job shadowing and career exploration opportunities in a socially distanced environment where outside of school job shadowing isn't currently available. Oculus virtual reality job shadowing goggles have recently been deployed in Rural,

Lake County to provide TRANSFR Virtual Reality career exploration opportunities in a very industry-limited geographic area.

In addition to sharing services virtually and shifting events to virtual formats, the NW Area is continuing to evaluate technical aspects of securing signatures and uploading documents, and looking for avenues to provide complete access to services for our most rural communities. Early in the pandemic, NW staff utilizing Jobs4TN began encouraging jobseekers to upload documents into Jobs4TN allowing secure, timely, remote document transmittal. Additionally, DocuSign, allowing for easy electronic signature, is currently in trial use for gathering signatures on On-the-Job Training and Incumbent Worker Training (IWT) contracts, and Title I participant applications. With DocuSign, participants can sign enrollment documents anywhere from any device – it is smartphone and tablet compatible. DocuSign emails documents for instant signature and return, and documents are encrypted / secure. The NW area will continue to seek out additional technology options to create the easiest, most convenient format for providing services to both jobseekers and employer customers by removing barriers created by in-person service delivery.

2a.) Describe how the Local Board will support the strategy identified in the TN Combined State Plan and work with entities carrying our core programs, including a description of:

To support the strategy identified in the TN Combined State Plan for tighter integration between programs, maximizing co-enrollment strategies, and increasing participation and performance in a more integrated manner, the NW area seeks to improve effectiveness, achieve customer service excellence, have clear connections to industry / employers, including career pathways and pipelines, and performance tracking through data / reporting. Integrating Wagner-Peyser, Adult, Dislocated Worker, and Youth, Adult Education, Vocational Rehabilitation, Temporary Assistance for Needy Families (TANF) and other partners within the AJC network allows core and non-core partners to work collaboratively and seamlessly in the delivery of services available under multiple workforce service programs. Staff from partner programs are cross-trained regarding the specifics of each partner program in order to make meaningful referrals for participants, enhance services, leverage resources, and avoid duplication of services. Staff and facilities are functionally aligned to simplify customer service delivery and capitalize on the strengths of the staff and/or technology to deliver services. Monthly Functional Team meetings are led by the One-Stop Operator (OSO) in coordination with the Welcome Function, Career Development, and Business Services Team Leads to allow for training, planning, and strategizing between the three team.

2b). Expanding access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including individuals with disabilities.

In pursuit of continuous improvement, and the goal of expanding access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including individuals with disabilities, the Tennessee Department of Labor and Workforce Development (TDLWD) has developed Key Performance Indicators (KPIs) across all major programs, including those serving target populations such as veterans, RESEA, SNAP E&T, TAA, and re-entry populations. To help meet the KPI goals and expand access to services, outreach, enrollment, and co-enrollment efforts focus on priority populations and individuals with barriers to employment and include:

- Increasing the number of access points, including virtual access points at all Adult Education locations. The NW area is currently in the process of developing a plan to reduce the number of certified AJCs while increasing the number of access points to reduce operating costs while also maximizing access to services. The Virtual AJC will be a key component of connecting customers to services via access points.
- Targeting outreach efforts on agencies serving these populations, such as distribution of marketing materials, participation in events, and invitations to participate in AJC events and strategy meetings.
- Displaying marketing materials for core and community partners at the AJCs, and providing materials to be displayed at the partners' sites.
- Utilizing social media accounts to connect with customers and other agencies and inform them of the services available through the AJC.
- Conducting rapid response meetings to serve workers dislocated through closures or layoffs.
- Outreach to unemployment claimants and RESEA participants regarding AJC services, when contact information is available.

- Incorporating specialized programs such as RESEA, serving unemployment claimants, and SNAP Employment & Training, serving SNAP (i.e. food stamp recipients) into services at the AJC. Currently, RESEA is available at all nine AJC locations.
- Developing specialized programs and events for Justice-Involved Individuals (JIIs), such as the Re-Entry Advanced Manufacturing Program (RAMP), the AJC Services and Job Fair for Justice-Involved Individuals during Second Chance month in partnership with Probation & Parole Offices, the development of a Registered Apprenticeship program for individuals incarcerated in the Gibson County Jail in partnership with the jail, TCAT Jackson, the Orchard House (transitional house), and the use of ITAs and OJTs to support these programs.

2c). Facilitating the development of career pathways and co-enrollment, as appropriate, in core programs and improving access to activities leading to a recognized postsecondary credential.

To facilitate the development of career pathways and improve access to activities leading to a recognized postsecondary credential, the NW area collaborates with workforce, education, training, TN Pathways, and employer partners to support alignment among K-12, postsecondary education, and employers. This alignment ensures that students have clear and guided pathways to move seamlessly into the workforce. NW supports these efforts by:

- Offering career exploration activities and resources to high schools including sector-focused events such as nursing pathways videos and annual Manufacturing Day events, VirtualJobShadow.com, TRANSFR Virtual Reality headsets and career exploration modules, and Mock It 'Til You Rock It mock interview events, either in-person or virtually using Premier Virtual.
- Researching labor market information and assisting in the engagement of employers in the region to determine current and future hiring needs.
- Coordinating with TN Pathways and relevant secondary and postsecondary education programs, particularly those authorized under the Strengthening Career and Technical Education for the 21st Century (Perkins V) Act, to enroll In-School and Out-of-School Youth and adults into paid work experience, On-the-Job training, and / or pre-apprenticeship and registered apprenticeship programs, such as the Registered Electrical Apprenticeship Preparation (REAP) program in partnership with Amteck.
- Promoting the use of available training resources such as Coursera and Alison courses in Jobs4TN.
- Providing career, training, and / or supportive services through one or more programs such as Title I, Vocational Rehabilitation, TAA, and / or SNAP E&T.

Training services, to increase access to postsecondary education credentials, may be provided if staff determine, after an interview, evaluation or assessment, and career planning, that the 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;
- is 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;
- has the skills and qualifications to successfully participate in the selected program of training services.

The selection of training services is conducted in a manner that maximizes customer choice, is linked to in-demand occupations in the local area, informed by the performance of relevant training providers, and coordinated to the extent possible with partners and other sources of assistance. The local board reviews labor market information (LMI) prior to approving new programs or renewing existing programs for the Eligible Training Provider List (ETPL) to ensure the programs are aligned with local and / or regional labor market needs. Prior to issuing Individual Training Accounts (ITAs) for postsecondary training at approved providers as listed on the ETPL, Title I Career Advisors ensure that participants' career goals align with in-demand industries and occupations. The LWDB also continuously monitors labor market information and the needs of employers to ensure there are enough providers to meet industry demands. If data indicates growth in an occupation with few or no training programs available, if employers express concerns regarding qualified applicants, or if there are large wait lists for high-demand programs, the LWDB may consider a need for a customized training or pay-for-performance contract to increase training of applicants and meet the needs of area employers. Many training providers also offer customized training programs that can assist in meeting industry demands, including through Registered Apprenticeship programs. The NWTNWB partners with area training providers to identify the best course of action for the employer and assists in funding training when possible.

To facilitate co-enrollments among partners, a referral form is utilized to track referrals from and to AJC staff. Staff offering referrals make every effort to connect with the partner program while the customer is in the AJC to offer the customer a warm handoff to a partner staff member, but if a connection isn't made, AJC staff use the referral form as a means of tracking and following-up on referrals to ensure customers are eligible for and receiving services. Referrals and follow-up on referrals are also documented in the case management system, Jobs4TN.gov, if it is available to the partner staff person. The OSO tracks all referrals, selects a sample to monitor for customer progress, and reports on them quarterly to a committee of the Board. Examples of service strategies and co-enrollment coordination among the core and other partners include:

- Conducting rapid response meetings to serve workers dislocated through closures or layoffs through Title I, TAA, UI, RESEA, and other services.
- Incorporating specialized programs such as RESEA, serving unemployment claimants, and SNAP Employment & Training, serving SNAP (i.e. food stamp) recipients into services at the AJC to streamline services and co-enrollments. Currently, RESEA is available at all nine AJC locations.
- Reverse referring SNAP recipients to DHS for possible enrollment in SNAP E&T.
- Splitting training costs between Title I and SNAP E&T for co-enrolled participants.
- Co-enrolling TAA participants in Title I for supportive services during occupational skills training, or for OJT or work experience.
- Offering incentives to Title I Youth work experience participants who need a HiSet to participate in Adult Education classes.
- Co-enrolling Title I participants needing job search assistance in Wagner Peysers.
- Co-enrolling Vocational Rehabilitation and TANF work program participants in Title I paid work experience.
- Distributing Jobs4TN system alerts regarding registration of new veteran registrations to appropriate Veterans staff to conduct outreach.
- Ensuring priority of service to veterans and other eligible populations and hosting and / or participating in specialized events for veterans and other target populations.
- Offering services by several partners to currently incarcerated individuals including HiSet classes and testing by Adult Education, HiSet testing and resume assistance from Wagner Peysers, and Occupational Skills Training and On-the-Job Training by Title I Adult, Dislocated Worker, and Youth.

3a). Describe the employer engagement strategy to better connect business with well-trained and qualified applicants.

Local and regional employers are a primary customer of the workforce system and the NW area will continue to develop and maintain strong partnerships with the employer community. A primary strategy for the American Job Center (AJC) partners to engage employers, is to coordinate with all other economic and workforce development partners including Chambers of Commerce, TN Department of Economic and Community Development (ECD), regional economic development districts, training providers, Small Business Development Centers, Regional BST members, etc. Regional ECD partners host quarterly collaboration sessions designed to coordinate services and share information. By including a variety of stakeholders in our employer engagement strategy, we are able to use the combined strengths and resources to meet the needs of our employer community. The goals of the engagement strategy are to increase the Business Services Team's awareness of employer needs in order to meet those needs through services available to employers and regional efforts such as sector-based initiatives, job fairs, career exploration events, and a variety of training services.

3b). Provide a description of how the LWDB will implement initiatives such as apprenticeships, incumbent worker training programs, on-the-job training programs, customized training programs, industry/sector strategies, career pathways initiatives

Employers are looking to the Workforce System for answers to the labor shortage and rising cost of labor. The Business Services Team provides up-to-date labor market information to assist employers in making competitive job offers. Additionally, a Virtually Speaking Webinar Series is being offered to employers to answer the perplexing questions employers are facing in the current hiring environment. Recent topics include: Labor Market Information, Apprenticeships, Recruitment and Retention Trends among others. Business services strategies are discussed, updated, and implementation plans and details are finalized during the recurring monthly functional team meeting. The Business

Services Team assists in identifying and meeting the needs of employers in existing and emerging industries and occupations through the following strategies:

Apprenticeship

Northwest TN hosts very few established apprenticeship programs linking jobseekers and youth to in-demand occupations through the apprenticeship model. The Business Services Team working closely with the Apprenticeship TN Office and performs outreach to employers through webinars, social media, website, speaking engagements, and one-on-one appointments with Human Resource Directors and Training & Development Managers. In addition to growing registered apprenticeships in Northwest, staff focus on justice involved apprentices and WIOA eligible youth apprentices. The Northwest area assisted Alliance Staffing with partnering with the Gibson County Correctional Complex and Tennessee College of Applied Technology to build a Production Technician Apprenticeship enrolling justice involved individuals leaving incarceration. Additionally, through a partnership with Amteck, the Business Services Team assisted in certifying a Pre-Apprenticeship targeting out of school youth ages 18-24. Business Services Team members partner with the area high schools to offer career exploration opportunities related to the electrical apprenticeship and fund work experience and support services for the pre-apprenticeship class each summer and assists with the transition to the 4-year electrical apprenticeship. Northwest continues to seek out apprenticeship opportunities in growing occupational fields and those which are experiencing attrition due to retirements and need to build a pipeline of apprentices to fill the void the skilled workers are vacating. The Business Services Team held a webinar on Apprenticeships and the apprenticeship model, and continues to educate the area employers on the advantages of implementing an apprenticeship program into their hiring and training strategy. Nearly 10 new apprenticeship programs have been formed and nearly 100 apprentices / pre-apprentices have been trained in NW through apprenticeships.

Incumbent Worker Training Grants

Northwest Tennessee is a leader in upgrading the skills of the local workforce to keep businesses viable and competitive. Incumbent Worker Training is a vital pipeline development tool utilized locally and the grant funds are essential in building the talent and advancement within local industries. The Business Services Team receives a steady flow of requests for incumbent worker training grant dollars. The pandemic resulting in unexpectedly large numbers of skilled laborers retiring coupled with the following labor shortage has increased the requests as employers are looking to promote their remaining workforce into higher skilled positions with hopes of backfilling entry level positions and growing those employees similarly overtime. Additionally, as NW employers prepare for the impact of Blue Oval City, Northwest anticipates additional training fund requests to enable employers to continue to train, advance, and backfill as employees accept positions in the new Ford plant. The Business Services Team provides labor market information to employers, provides a menu of training providers including Coursera, reviews proposed training and goals, and awards grants as funding is available.

On-the-Job Training

Employers are more willing now than ever to consider our target populations for open positions. The Business Services Team develops On-the-Job Training contracts with employers in in-demand sectors in northwest Tennessee including healthcare and manufacturing. Employers submit job orders and partner programs refer applicants including WIOA adults, dislocated workers, and youth, individuals with disabilities, justice involved individuals, Adult Education participants, etc. Job Orders are entered for all On-the-Job Training Grant positions, outreach through Jobs4TN generates matches for positions, and advertising the job orders and job fairs on the local American Job Centers of Northwest Tennessee Facebook page drives qualified applicants to Jobs4TN to apply. The NW area's social media following has grown tremendously with over 7,200 followers, and continues to grow, with the most interaction on job openings posts. Chambers, newspapers, and various community organizations are tagged in posts to help increase the reach. As a Workforce System, NW is marketing the labor shortage as an opportunity for target populations to shine and educating employers on the benefits of employing these populations such as justice involved individuals and individuals with disabilities.

Industry and Sector Strategies

Advanced Manufacturing and Healthcare are two of the in-demand sectors in the local area and impacted adversely by the labor shortage. The NW area continues to focus efforts on building a pipeline of qualified jobseekers through a variety of sector strategies. For instance, every October, the Business Services Team coordinates Manufacturing Day events including on-site industry tours, promotional videos, panel discussions, and presentations by manufacturing leadership in the local community. Healthcare events are planned for November to coordinate with Health Occupations Students of America (HOSA) week. Partnerships with Industry Councils, Chambers, and Healthcare Alliances enhance the Board staffs' knowledge of the growing needs within local industry and healthcare. Additionally, the Northwest area partners with other agencies on grant opportunities to provide the career exploration components and event experiences for high school students such as DSCC's Governor's Investment in Vocational Education (GIVE) Grant and an upcoming Rural Health Grant. Realizing the need to offer virtual options due to the pandemic and transportation barriers in the rural areas, the Northwest area recently provided all area high schools with access to the leading career exploration and career planning platform, www.virtualjobshadow.com. This tool allows students to plan and pursue their career goals through a unique video-based career planning platform with over 1,000 professionally produced job shadowing and career advice videos students can peruse either at school or at home. Additionally, five TRANSFR Virtual Reality Career Exploration Oculus Headsets are available to students allowing for an interactive career exploration experience housed inside the school. Work Experience will also continue to be offered to match young adults and employers to build skills, gain work experience, and hopefully fill in-demand skilled positions.

Career Pathways Initiative

Career pathways are designed to establish a seamless vertical alignment between K-12, postsecondary programs and career opportunities. The pathways are a result of effective partnerships among school districts, higher education, and employers in the region. The NW area works towards strengthening relationships and pathways for Advanced Manufacturing and Healthcare through Manufacturing Day initiatives and Healthcare Events. In both sectors, educators and private employers are brought together in panel discussions, tours, and speaking engagements. This environment enables the employers to speak about the skill sets needed to be successful and the skills gaps that exist. Educators can then customize coursework to better meet the needs of employers. Additionally, students become more prepared for the demands of the job. Many healthcare occupations have clear educational pathways whereas advanced manufacturing offers many entry points with education ranging from on-the-job training to technical skills training, undergraduate and graduate level degrees, and apprenticeship opportunities. NW utilizes various strategies for career exploration to inform the youth of these career pathways and entry points. Methods of career exploration include virtual job shadowing via www.virtualjobshadow.com, traditional work experience, touring facilities, listening to panel discussions, utilizing oculus virtual reality goggles with preloaded work experiences, apprenticeship programs providing showcase visits to the high school, participating in career fairs, offering virtual career fairs through Premier Virtual and more.

3c). Include the utilization of effective business intermediaries and other business services/strategies designed to meet needs of employers in your region in support of the business services strategy.

The NW area maintains strong bonds with several intermediaries which are mutually benefiting relationships. For example, the NWTNWB is a member of all Chambers of Commerce in the 9-county region. Additionally, staff maintain memberships with local SHRM (Society of Human Resource Managers) chapters, and staff is closely working with Industry Boards. All aforementioned organizations are working toward the same goals of the Business Services Team. The Chambers of Commerce provide the NW area with access to their members through Chamber e-mail blasts and activities for networking. Likewise, OJT, IWT Grants, Apprenticeship support, Webinar Series, jobseekers recruitment, and labor market information are benefits the Chamber in-turn makes available to its membership through the local American Job Centers. The Industry Boards provide information on skill needs, projected hiring, training needs for incumbents, and a general overview of what employers are seeking in the way of services allowing the AJCs to tailor their menu of services to meet the need of local industry. The Business Services Team provides labor market information to Industry Boards on an ongoing basis to assist with responses to Requests for Information (RFIs) for projects considering local sites. NW staff is at the table for industry visits to provide workforce data and respond to questions concerning the preparedness of the workforce and capacity.

Stationed throughout the region, staffing companies are fulfilling a variety of human resource functions for in-demand industries, especially advanced manufacturing. The NW area has developed strong relationships with staffing companies as private employers, but also as workforce development advocates and partners. For example, the owners

of a local staffing company franchise served as very knowledgeable panelists on our Virtually Speaking Webinar focused on recruitment and retention trends. NW partnered with another staffing company to provide career exploration activities for youth. And, NW is partnering with yet another staffing company for a recently registered apprenticeship enrolling justice involved individuals into a Production Technician apprenticeship. NW is partnering with a fourth staffing company for a healthcare apprenticeship.

3d). How will you measure the effectiveness of the strategy outside of mandated business performance measures? Include information to support the increase of Labor Participation Rates.

As the primary customer of the workforce system, services to employers are considered to be of the utmost importance. The NW area takes a holistic approach to providing valuable services to its employers by:

- Incorporating representatives from the core partners, as well as other partners, on the Business Services Team (BST).
- Charging the OSO with conducting monthly BST meetings among all members of the team.
- Utilizing a comprehensive Business Solutions brochure to detail services available to employers through the AJCs, across all partners, such as OJT and IWT grants from Title I, HiSet preparation from Title II Adult Education, job order assistance and applicant screening from Title III Wagner Peyser, ADA assistance from Title IV Vocational Rehabilitation, Unemployment Insurance / Rapid Response and Work Opportunity Tax Credit assistance, and Mobile AJC services. Partners responsible for each service are not referenced in the brochure, but rather presented as AJC services.
- Additionally, the West TN region has implemented sub-committees for the Regional Planning Council, one of which is a Regional Business Services Sub-Committee.

The NW area utilizes the Employer Services report in VOS monthly to track the number of employers receiving services, the services provided, and the number of times each service has been provided, among partners utilizing VOS as their case management system. Additionally, an employer satisfaction survey is conducted to ensure services are meeting the needs of employers. The Employer Services Report and survey results are reported monthly by the OSO, shared quarterly with the core partners, and with the NWTNWB AJC Committee at its quarterly meeting by the OSO.

In addition to closely monitoring attainment of the federal performance measures 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. Notice regarding the American Job Survey is posted in each Center and includes the website for completing the survey online. Survey cards are also made available to each job seeker, who has the option of completing the survey and placing it into a locked collection box, or electronically completing the survey via a link on resource computers. Survey cards placed into the collection box are keyed by One Stop Operator staff. Business customers are provided a link to complete a survey in Survey Monkey or a paper job fair survey. Both job seeker and employer surveys are shared with AJC partners and reviewed so that results can be analyzed and appropriate action taken. Results are also periodically posted on the system's website and social media pages, and any changes made because of the feedback are highlighted. While overall rankings of 4 or higher on a 5-point scale are considered successful, to see improvement, the percentage of customers providing such a rating is expected to be maintained or increased. Additionally, jobseeker and employer success stories are highlighted in an Annual Report, on social media accounts, and the Center's website.

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. If needed, staff may be asked to work in an AJC outside of their home office or regular working hours to ensure Centers are prepared to administer services to customers as needed. AJC staff utilize work experience and volunteer programs available through partner programs such as Temporary Assistance for Needy Families (TANF) and the Senior Community Service Employment Program (SCSEP), and sometimes hire temporary staff to assist in delivering services if needed. The AJC focuses on streamlining and maximizing services to ensure all provisions under WIOA are implemented.

In regards to supporting the increase in labor participation rates, the AJC staff focus on increasing overall education of the population, increasing youth's attachment to the workforce, targeting underrepresented groups including individuals with disabilities and justice involved individuals who historically are less likely to be in the labor force.

Education and Training: Individuals with more education are likelier to participate in the labor force than individuals with less education. The NW area focuses on education and training to increase the marketable skills of jobseekers. Adult Education provides HiSet preparation and testing, Vocational Rehabilitation offers accommodations and job skills training, the WIOA individual training accounts allow jobseekers to increase marketable skills and gain credentials, On-the-Job Training, and Apprenticeship employ the earn-while-you-earn model integrating individuals directly into the workforce while continuing to grow individuals professionally in their career goals.

Youth: The West Tennessee Region has the highest unemployment rate in the state for Youth age individuals. There is much room for growth in employing 16 to 24 year old jobseekers in rural, northwest Tennessee. A primary strategy is Youth Work Experience, recruiting from within high schools, through the AJCs, juvenile justice partners, Youth Villages, via social media, and by going out into the community and meeting the youth where they are to provide information on Youth Work Experience and employment opportunities. Efforts to remove barriers are plentiful from issuing transportation stipends, to providing uniforms, work attire, necessary tools, and PPE. Referrals are made for additional supportive services on a case-by-case basis. Youth are also enrolled in postsecondary training to increase their marketability, skills, and likelihood of entering and remaining in the labor force in the future.

Individuals with Disabilities: According to the US Bureau of Labor Statistics, a large proportion of persons with a disability, about 8 in 10, were not in the labor force in 2021, compared with about 3 in 10 of those with no disability. In 2021, 19.1% of persons with a disability were employed. NW outreaches to individuals with disabilities typically through Work Experience or Transitional Work. By securing worksites that are inclusive and welcoming to individuals with disabilities and accommodations, individuals with disabilities currently not engaged in the workforce can transition into long-term employment. Additionally, Northwest works closely with high school staff to identify students with Individual Education Plans to begin offering services while still in high school such as career exploration and work experience to transition Youth with disabilities into employment or postsecondary training upon graduation.

Re-Entry: Increases in incarceration push down the labor force participation rate because people who have been incarcerated are less likely than others to be employed in the future for two reasons: they have a more tenuous connection to employment, and they have a criminal record, which employers may avoid. NW targets this population for services. Relationships with juvenile justice, county correctional facilities and staff, and felon-friendly employers enables NW to effectively serve the justice involved individuals in the region. NW also offers a RAMP (Re-Entry Advanced Manufacturing Program) inside the correctional facilities through a partnership with the Tennessee Colleges of Applied Technology and Dyersburg State Community College where inmates becoming relatively close to release or participation in the work release program are enrolled in the MSSC Certified Production Technician program. The Business Services Team works with employers to offer related occupational employment in work release or following release from the correctional facility. Additionally, NW gathered partners to register a Production Technician Apprenticeship with USDOL. The employer specializes in re-entry and justice-involved populations working with the local county correctional facilities and a men's transitional house to employ men in the in-demand manufacturing field as Production Technicians, provide access to training through the MSSC CPT course, and then on to On-the-Job training supplemented by the Workforce Board.

4a). In relation to the Governor's key priorities, provide an overview of current and/or new strategies being implemented by your Local Workforce Development Board (LWDB) to ensure workforce partners collaborate on – The NW area strives to implement and maintain a variety of strategies that align with the Governor's key priorities and meet the needs of the local areas as described in question 4b below. As an entirely rural area with one distressed county (Lake) and three at-risk counties (Benton, Carroll, and Obion), all of our services and initiatives are geared to serving rural communities. We take pride in being a good partner for each of our communities and ensuring they are all fairly represented on the LWDB and in the number of customers being served. We have also seen tremendous growth in our services to justice-involved individuals throughout the area since our first pilot program, Jail2Job, was implemented in 2015 and later expanded to the Re-Entry Advanced Manufacturing Program (RAMP) in 2018.

In addition to serving rural and re-entry populations, much of the area's vocational and workforce development initiatives focus on the youth-aged population. Coupled with high unemployment rates among this age group, our area's population decline, specifically in the key working-age populations including youth-aged individuals, negatively impacts existing employers', and prospective industries', ability to attract and retain a skilled workforce. To increase the education and skills of the population, and increase labor force participation rates, efforts have also been made to increase participation in services by other priority populations, such as individuals who are low income, recipients of public assistance, basic skills deficient, and / or who have significant barriers to employment, including individuals with a disability. Since priority populations have not typically been the majority of individuals seeking services in NW, we have proactively tried to reach this population through partnerships with SNAP, SNAP E&T, TANF, RESEA, Adult Education, Vocational Rehabilitation, secondary and postsecondary schools, TN Homeless Solutions, and SCSEP.

4b). Implementation of programs to best serve the rural communities (distresses/at-risk counties); 2) criminal justice reform; 3) vocational and workforce development; and 4) other individuals in priority populations

Rural / Distressed / At-Risk Communities: As an entirely rural area, each of our counties face similar workforce challenges, such as low labor force participation rates and educational attainment, declining working-age populations, high poverty rates, transportation and childcare barriers, and lack of access to computers and / or broadband or high-speed internet. As mentioned above and below, to address low labor force participation rates and educational attainment, the NW area strives to engage low-income individuals and other target populations, who may not be in the labor force, in education and training services. The NW area also strives to serve employed individuals who are above low-income status but not earning enough to be considered self-sufficient. Individual training accounts (ITAs) of up to \$4,000 per year for up to two years of training are available for all eligible individuals to cover tuition and fees that are not funded through other federal or state financial aid. This can be especially impactful for non-self-sufficient individuals who are less likely to qualify for other federal and state financial aid, but do not have the means to pay for tuition and fees. For many individuals who are low income, supportive services are more beneficial since they are often not covered through other federal and state financial aid. The NW supportive services policy allows for assistance with:

- transportation, including vehicle repairs, childcare or dependent care, housing, legal aid services, and medical or counseling services.
- laptops, tablets, or other similar items identified as a needed tool/supply for a participant to successfully take part in WIOA activities, may be purchased one time at a cost of no more than \$400.
- educational testing, books, fees, school supplies, and other necessary items for students enrolled in secondary or postsecondary education classes.
- payments and fees for employment and training-related applications, tests, and certifications.
- uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear or footwear.

Additionally, the NW area ensures access in each county through comprehensive, affiliate, or specialized AJCs or access points. The NW area currently has a certified AJC in each county and five access points in libraries in the counties that currently have part-time specialized AJCs: Benton, Crockett, Henry, Lake, and Weakley counties. As customer visits to the AJCs have steadily decreased for nearly five years and more customers are taking advantage of the increased virtual services available, the NW area is considering reducing the number of certified AJCs to save on infrastructure costs and increasing the number of access points to ensure continued access to services. Use of the Virtual AJC will also be a key component of connecting customers to services via access points. As stated in Training and Employment Notice 50-09, "Encouraging Partnerships between the Workforce Investment System and Public Libraries to Meet Career and Employment Needs," libraries have played an important role in addressing the varied employment-related needs of American workers, jobseekers, and employers, and collaboration with public libraries can increase the quality and quantity of access points for individuals to receive needed career information and assistance. In addition to offering public computers and Internet access for jobseekers and individuals, many libraries also provide space for employers as they host career fairs and networking events. As trusted institutions within their communities, libraries are often at the front-line of employment and training related inquiries. Additionally, libraries also serve school-aged youth who can use public resources for career and education planning along with the traditional adult jobseeker.

Re-Entry Services: The NW area has focused on criminal justice reform / re-entry for many years, with the first pilot program, Jail2Job, implemented in the Dyer County Jail in 2015 to provide career services and short-term vocational training to incarcerated individuals on-site through a specialized AJC. The program grew into the current Re-Entry Advanced Manufacturing Program (RAMP) in Dyer and Gibson counties in 2018, and has since been offered in Carroll, Henry, Lake, and Obion counties, in large part due to the availability of funding through the Rural Initiative Grant. As described in more detail in question 5a below, the program, which provides Certified Production Technician (CPT) training to individuals currently incarcerated at local county jails, was again expanded in 2021 with the creation of a re-entry focused, USDOL registered, Production Technician apprenticeship with Alliance Staffing. In addition to serving currently incarcerated individuals through RAMP, our area has applied for the Justice-Involved Grant to be able to expand services to justice-involved individuals (JIIs) through partnerships with Probation & Parole Offices and the Day Reporting Center as further described in question 5a below.

Vocational and Workforce Development: Often times it seems individuals within the youth-aged population leave the area for career opportunities they believe are not available locally. Several career exploration initiatives have been implemented and will continue to be offered to increase awareness of local career opportunities. In addition to annual Manufacturing Day career exploration events each October, similar events for healthcare were offered in November around HOSA week and will be offered again in the future. As described in more detail in question 5a below, other career exploration initiatives include mock interviews, VirtualJobShadow.com, and TRANSFR Virtual Reality headsets. A strong emphasis has also been placed on developing a pipeline for youth-aged individuals to connect with local employment opportunities through work experience, on-the-job training (OJT), apprenticeships, pre-apprenticeships such as Amteck's Registered Electrical Apprenticeship Preparation (REAP) program, individual training accounts, and supportive services. While only 20% of youth program funding is required to be expended on work experience, the NW area typically expends over 40% due to the emphasis placed on this program. A report recently provided by the Youth Grant Program Manager for Workforce Services also showed the NW area serves a significant number of youth through OJT and pre-apprenticeships. In program year (PY) 2019, we served 26 youth in OJT and eight in pre-apprenticeships while other areas across the state served a total of just three youth in OJT and none in pre-apprenticeships. In PY 2020, we served 20 youth in OJT and three in pre-apprenticeships while other areas across the state served none in pre-apprenticeships and only two other areas served youth through OJT – Southwest (3) and Southeast (28). Lastly, with the In-School Youth (ISY) expenditure waiver, we have refocused efforts on serving high school students and have seen tremendous results thanks to renewed and expanded partnerships with our secondary education partners. With approximately a 6% ISY expenditure rate prior to the implementation of the waiver, we have seen a drastic increase to 38% as of January 2022.

Priority Populations: Targeting underrepresented groups, including the priority populations described above in question 4a, who historically are less likely to be in the labor force is a strategy used by NW to increase the overall skills and education of the population, as well as increase labor force participation rates. In addition to the service strategies and co-enrollment coordination mentioned in question 2d above, several programs and partnerships are currently in place to increase participation of priority populations in WIOA and partner services including:

- Incentives for youth who are low income and / or who have other barriers to attend HiSet preparation classes and receive a HiSet if needed, transition to postsecondary training, earn a postsecondary credential or a National Career Readiness Certificate, successfully progress in a work experience, and secure placement in training and / or employment upon exiting the Title I program.
- Enhanced efforts to engage individuals aged 50 or older into SNAP E&T services as part of a partnership with the Greater Memphis area under an AARP / Seattle Jobs Initiative Technical Assistance Project. The project includes coordination with SNAP Third-party providers and SCSEP providers, enhanced participant engagement / outreach, targeted career guidance and navigation, supplemental supportive services, and employer partnerships.
- Providing work experience opportunities to single parents in the TANF program and individuals with disabilities in the Vocational Rehabilitation program. Plans are currently being developed for a summer work experience program to be offered in partnership with Vocational Rehabilitation for individuals with disabilities.
- Conducting outreach to secondary and postsecondary schools, housing authorities, TN Homeless Solutions, and other agencies serving priority populations to promote services available to low-income individuals and recipients of public

assistance through SNAP E&T and Title I.

- Utilizing National Dislocated Worker Grant funds to serve individuals dislocated due to COVID-19, traditional dislocated workers, including displaced homemakers, and long-term unemployed individuals through disaster-relief employment (DRE) and / or training services. The NW area has already achieved its goal to serve 18 individuals in DRE and 105 individuals in training services.
- Coordinating with SCSEP providers to refer interested individuals and to serve as worksites for participants.
- Identifying AJC customers who are Native Americans or Migrant and Seasonal Farmworkers through the initial intake process and referring them to specialized programs serving the population, if appropriate, including the Native American Indian Association (NAIA) of Tennessee and Tennessee Opportunity Programs (TOPs) respectively.
- Conducting outreach to the Department of Children Services and Youth Villages to connect with youth who are in or who have aged out of foster care.
- Conducting outreach to juvenile courts and probation offices to connect with justice-involved youth.

5a). Describe any partnerships, new collaborations, or innovative practices you would like to share that include connections with non-profit or other community organizations.

The NW area leverages partnerships to form synergies around service offerings. Through partnerships with other organizations, the NW area is able to expand offerings to service seekers beyond the capacity of program staff.

Examples of collaborations and partnerships include:

Re-entry initiatives: NW area pulled together correctional complex staff and training provider staff to work through a re-entry initiative now known as RAMP (Re-entry Advanced Manufacturing Program) – a partnership of the correctional complex, training providers, and AJC staff to enroll soon-to-be released, currently incarcerated individuals, to provide access to skills training – Manufacturing Skills Standards Council’s Certified Production Technician (CPT) course taught in the jail by an Instructor from Tennessee College of Applied Technology or Dyersburg State Community College, and then transition to work release to gain relevant work experience and apply knowledge learned in the classroom prior to release. The justice-involved individuals (JIIs) upgrade their skills, gain relevant work experience, earn wages to pay down fees, fines, court costs, reinstate their driver’s licenses, provide for their families, and have a solid financial start upon release, drastically reducing recidivism. These programs are currently active in Dyer and Gibson Counties. Additional programs active prior to the pandemic suspension include Henry County, Carroll County, and Lake County. As the correctional complexes reopen to visitors and jail populations stabilize, the RAMP program will be available.

Alliance Staffing & Orchard House Production Technician Apprenticeship for Justice Involved Individuals: In continuing to serve the justice-involved population, the NW area furthered the RAMP program by expanding the partnership to include a men’s transitional home, Orchard House, and the managing team and employer, Alliance Staffing. Through the assistance of the Workforce Board and Apprenticeship TN Office, Alliance Staffing registered a Production Technician Apprenticeship utilizing the Certified Production Technician coursework as the Related Technical Instruction and Alliance Staffing is providing the On-the-Job Learning component through manufacturing partner worksites throughout the local community and utilizing the On-the-Job Training Grant program. To date, sixteen JIIs have enrolled in the apprenticeship with the opportunity to earn credentials from MSSC in Safety, Quality Practices & Measurement, Manufacturing Processes & Production, and Maintenance Awareness and the full Certified Production Technician certificate. Additionally, the apprentices are offered National Career Readiness Certificate testing and the opportunity to earn the Apprenticeship Certificate issued by USDOL upon completion of the program.

Second Chance Month/Justice-Involved Individuals: JIIs are a target population for AJC services and also supported by other community organizations. To ensure reach of the JIIs who are no longer incarcerated, the NW area partners with Probation & Parole as well as the Day Reporting Center to offer jobseeker services through job fairs and referrals. For all job fairs booked with the AJC, inquiry is made regarding availability of positions for JII and this information is shared with Probation and Parole as well as The Day Reporting Center. These organizations refer JII applicants to the job fairs as appropriate. In April, National Second Chances Month, the comprehensive AJCs are offering a Regional Job Fair and Resource Fair specifically for JIIs, and the event will also be offered virtually using Premier Virtual. All employers participating are open to hiring JIIs and will have open positions on the day of the events. Community partners will also participate to assist JIIs with their re-entry needs.

Youth Career Exploration: West Tennessee boosts extremely high youth aged unemployment. To engage this population, the NW area has forged strong partnerships with the high schools, including guidance counselors and Career Technical Education Instructors. These relationships have provided staff access to students for presentations, events, and enrollments for services.

Work Experience: Each spring, staff meets with high school juniors and seniors in the high school to discuss career planning and work experience opportunities.

Mock It Till You Rock It: Seniors have the opportunity to participate in mock interviews with community volunteers either in person or through Premier Virtual Career Fair platform.

Virtual Job Shadow: The pandemic brought forth the need for virtual job shadow options. The NW area secured access for all area high school to www.virtualjobshadow.com allowing all students to explore careers through 3 to 5 minute professionally produced videos in a plethora of career clusters.

TRANSFR Oculus Virtual Reality (VR) Career Exploration: Oculus virtual reality headsets are a new way for youth to explore careers in a very lifelike setting. TRANSFR VR provides innovative work-based learning, enabling students to acquire in-demand industry skills so they can interview with confidence and enter the workforce for long-term success. The interactive component of the oculus headsets is engaging and appealing to youth.

Amteck's REAP (Registered Electrical Apprenticeship Preparation): Amteck's REAP pre-apprenticeship is the first Pre-Apprenticeship in northwest Tennessee Certified by the Apprenticeship TN Office. The two-week pre-apprenticeship is a crash course in electrical work and open to youth ages 18-24. NW staff along with Amteck staff visit the area high schools each Spring and present a Showcase to Career & Technical Education students on the pre-apprenticeship program and the apprenticeship model. Title I provides work experience and support services for participating youth.

TN Homeless Solutions: The NW area maintains a strong partnership with Tennessee Homeless Solutions which is a community organization servicing all of the counties in the NW region. Referrals are made for services to TN Homeless Solutions and received from TN Homeless Solutions. TN Homeless Solutions has incorporated the AJC's initial intake form into their registration packet to streamline referrals to the AJC.

Virtually Speaking Webinars: During the height of the pandemic, the Business Services Team launched a Virtually Speaking Webinar series as a virtual outreach and service delivery tool for employers. The format is designed with expert panelists bringing forth desirable information for the business community. The subject matter experts are partners typically found locally in the community. Topics have included: Generational Differences in the Workforce, Apprenticeships, Labor Market Information, and Recruitment and Retention Trends. Panelists have included partner program staff, Apprenticeship TN office, private apprenticeship employer partners including a winery and restaurant equipment repair company, owners of a local staffing franchise, a former Society of Human Resource Manager President and local Human Resource Director. Webinar attendees are offered a survey through Survey Monkey to provide feedback on the topic covered and make recommendations about future topics. The NW area will continue to utilize existing partnerships and forge new relationships as future webinars are planned.

5b). How is the local area leveraging these valuable partnerships? In addition, has your area applied for and received any grants which have provided additional funding and programmatic resources?

The above valuable partnerships are leveraged to produce a greater service impact together than any of the single organizations could achieve on their own. Due to limited staffing dollars, NW focuses on building partnerships and programs that leverage partner staff once established. For example, the Re-entry Advanced Manufacturing Program leverages WIOA funding, training institution's resources and knowledgeable faculty, and the correctional complex's population and facilities. Each partner brings a strength and is necessary for success. The same holds true for Youth Career Exploration initiatives. The NW area relies heavily on its partners in secondary education and postsecondary to provide access to the Youth, employers to serve as Mock Interviewers and to open their doors to welcome youth into paid work experiences, job shadowing, and work-based learning, and Manufacturers and Healthcare Professionals to serve as panelists for webinars, and so much more. In each instance of partnership, resources are leveraged to maximize the impact. Those resources vary from partner to partner but include grant dollars, staff time, expert knowledge, education services, space, access to target populations, mentorship, guidance, employment, technical assistance, referrals, and more.

Please see questions 8c and 8d below for information on applications for additional grants.

5c). Has the LWDB considered utilizing fee for services to employers as revenue opportunities to further support WIOA allowable activities? If so, provide details of these opportunities.

While the LWDB has considered utilizing fee for services to employers as revenue opportunities, we have not identified any feasible fee for services at this time. One of the tremendous selling points of the services provided through the AJCs is that they are all free to employers and jobseekers, so careful consideration must be given to adding any services that will require a fee. Additionally, the AJCs are not currently equipped to accept cash or other forms of payment, so billing and payment structures will need to be determined if any fee for services are implemented. The NW area will continue to research possibilities and best practices for implementing fee for services as a revenue opportunity.

Performance Goals and Evaluation

6a). How will your LWDB increase physical and programmatic access for each of the fourteen (14) significant barriers to employment (SBE) groups as outlined within Workforce Services Policy – Key Performance Indicators Section 1(B)?

To ensure physical accessibility, 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). Reasonable accommodations, made according to the individual's need, 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 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.

To achieve programmatic accessibility, AJC programs and activities are administered in the most integrated setting appropriate. AJC staff communicate to individuals with disabilities that they are entitled to universal access to programs and services of the AJC and that accommodations are available, but are not required, to take advantage of all of the separate or different services for which they may be eligible. The AJCs administer programs so that individuals with disabilities have access to the full range of services available to all customer and staff do not automatically refer job seekers with disabilities to vocational rehabilitation programs, but rather makes referrals based on whether the individual would benefit from such services in addition to the other programs and services available in the AJC. AJC staff ensure that individuals with disabilities, including individuals with significant disabilities, are provided services that lead to competitive, integrated employment, and also identify other resources that may help an individual with a disability achieve an employment outcome in the most integrated setting appropriate.

As shown in the below chart, the Northwest area works with a variety of partners and programs to ensure physical and programmatic access for each of the fourteen (14) significant barriers to employment (SBE) groups. With limited resources available through Title I programs, this network of partners and programs allows for shared resources and leveraging of funds to meet each group's unique needs. Furthermore, a common referral and tracking process overseen by the One-Stop Operator (OSO) ensures consistent communication between partners and excellent service to customers.

6b). Provide in the form of a table: Lead organization, a brief narrative strategy, a list of primary supportive services catered to the SBE’s needs, and the monitoring methodology for each SBE group.

Significant Barriers to Employment (SBE) group	Lead Organization	Narrative Strategy	Primary supportive services catered to the SBE’s specific needs	Monitoring Methodology/Frequency
Displaced Homemakers	Career Service Provider (CSP)	<p>-Career and training services provided onsite at the AJCs and virtually by cross-trained Career Advisors serving Adults, Dislocated Workers, including Displaced Homemakers, and Youth.</p> <p>-Information on services for displaced homemakers included in Rapid Response activities in response to notices of layoffs.</p> <p>Note: the lack of military installations in the Northwest area limits the number of displaced homemakers due to military transition. Veterans Representatives help identify potential displaced homemakers for referral to Title I.</p>	<p>-Linkages to community services including legal aid and healthcare services.</p> <p>-Assistance with transportation, childcare and dependent care, and housing.</p> <p>-Assistance with educational testing, books, fees, school supplies, and other necessary items for students enrolled in secondary or postsecondary education classes.</p> <p>- Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear.</p> <p>-Payments and fees for employment and training-related applications, tests, and certifications.</p>	<p>The Board monitors a sample of the CSP’s new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
Low-income individuals/recipients of income-based public assistance	Career Service Provider (CSP), SNAP E&T, and TANF	<p>-Career and training services provided onsite at the AJCs and virtually by cross-trained Career Advisors serving Adults, Dislocated Workers, including Displaced Homemakers, and Youth.</p> <p>-Outreach conducted via social media and to organizations serving the target population including SNAP, Community Service Block Grant, etc.</p>	<p>-Linkages to community services including legal aid and healthcare services.</p> <p>-Assistance with transportation, childcare and dependent care, and housing.</p> <p>-Assistance with educational testing, books, fees, school supplies, and other necessary items for students enrolled in</p>	<p>The Board monitors a sample of the CSP’s new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p>

		<p>-Priority for WIOA services given to low-income individuals / recipients of public assistance, as well as individuals who are basic skills deficient (BSD). This also includes individuals with disabilities and English Language learners, so that all populations mentioned receive Individualized Career and Training Services.</p>	<p>secondary or postsecondary education classes.</p> <p>- Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear.</p> <p>-Payments and fees for employment and training-related applications, tests, and certifications.</p>	<p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
Native Americans	Native American Indian Association (NAIA) of Tennessee	<p>NAIA offers individuals who are Native American Indian (or a descendant), Native Hawaiian, or an Alaska Native AND unemployed or underemployed, services that can help them get the skills needed to enter a rewarding career in one of today's high-growth, in-demand fields. Individuals receive one-on-one career counseling and needs assessment to determine any additional services NAIA may provide. Upon completion of training, NAIA also provides job search and placement assistance.</p>	<p>NAIA offers classroom training assistance to help cover the cost of tuition, books, supplies, and fees.</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
Individuals with mental or physical disabilities, including the recipients of Social Security Disability Insurance	Vocational Rehabilitation and the Department of Intellectual Developmental Disabilities	<p>Training providers regularly refer students to the AJCs for eligibility determination and coordination with Title I Career Advisors to help identify unmet need(s). There are a full range of services available at the American Job Center(s) for all one stop customers regardless of disability or cultural background.</p>	<p>The Vocational Rehabilitation Program provides a variety of services to eligible individuals with disabilities based on the rehabilitation needs of the individual in accordance with their aptitudes, abilities, capabilities and interests and as identified on an Individualized</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The</p>

		Documentation of the disability such as a written statement from Vocational Rehabilitation reflecting current services, verification showing current receipt of SSI or SSD for the individual from the Social Security Administration, or a letter from a local education entity stating the individual is M-Teamed based on a disability.	Plan for Employment to prepare for or advance in competitive integrated employment. VR collaborates with AJC partners, community rehab service providers, educational institutions and employers. VR services are directly accessible through co-location at AJCs and from local VR offices.	OSO submits reports to the Board monthly. The OSO also runs the Target Population Report monthly and submits it to the Board. The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.
Those age 55 and older	Senior Community Service Employment Program (SCSEP)	SCSEP services are available via direct linkage by phone or email. SCSEP provides low-income individuals 55 and older who have poor employment prospects with subsidized, part-time, community service work-based training. Participants train an average of 20 hours per week in a variety of community service activities at non-profit and public facilities, including the AJC. SCSEP also assists its customers in utilizing AJC services such as computer classes, interview classes, and resume assistance. Marketing materials are made available at all AJCs.	SCSEP provides assistance with accessing health, dental, and vision care as well as assistance with attaining appropriate work attire.	The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months. Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly. The OSO also runs the Target Population Report monthly and submits it to the Board. The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.
Justice-Involved Individuals (JIIs)	Career Service Provider (CSP), Probation and Parole Offices, Local Jails, and the TN Office of Reentry	The NW area supports the goal of improving labor market outcomes of formerly incarcerated population often known as justice-involved involved. As part of West Tennessee's vision, goals, and implementation strategies noted in the regional plan, as a region we are	- Assistance with transportation, childcare and dependent care, and housing, if needed. -Assistance with training opportunities to help them gain a credential to lead to a job and livable wage.	The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months. Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The

		<p>working with multi-barrier populations which includes justice-involved individuals to prepare them for re-employment.</p> <p>One of the NW's primary strategies for working with JIIs is to begin offering services prior to release. The Re-Entry Advanced Manufacturing Program (RAMP) provides Certified Production Technician training to individuals incarcerated at local jails. In Gibson County, the training is also incorporated into Alliance Staffing Group's Registered Apprenticeship program. On-the-Job Training grants are offered to employers who hire incarcerated individuals through work release programs.</p> <p>All released JIIs can access services at the American Job Centers (AJCs). Staff in the AJCs are trained to serve individuals who are justice-involved and to connect them to the necessary partners for services and co-enrollments.</p>	<p>-Educational testing, books, fees, school supplies, and other necessary items for students who chooses to enroll in secondary or postsecondary education classes.</p> <p>-The Office of Reentry has trained staff to provide TA to the Local Workforce Development Areas on other ways to serve justice involved individuals. In addition, they have TAB-A devices in some of the jails that is helping to connect inmates to training while incarcerated, prior to release.</p>	<p>OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<p>Individuals experiencing or have experienced homelessness</p>	<p>TN Homeless Solutions (THS), TN Housing Development Agency (THDA) / Housing Authorities</p>	<p>-THS is an advocate for those who are currently experiencing or who have experienced homelessness, to prevent and end homelessness while ensuring the immediate needs of those experiencing homelessness are met and their civil rights protected.</p> <p>-THS and West TN Legal Services have partnered together to ensure that those who are being unjustly mistreated have a voice.</p>	<p>THS provides:</p> <ul style="list-style-type: none"> -Emergency shelter. -Supportive services to very low-income Veteran families in or transitioning to permanent housing to promote housing stability. -Essential life skills programs and trainings to break the cycle of poverty and homelessness. <p>THDA provides:</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p>

		<p>-The AJC's Initial Intake paperwork is included in TN Homeless Solutions' intake paperwork to allow for streamlined referrals to the AJCs.</p> <p>-Title I CSP staff conduct outreach to local housing authorities to promote AJC services and special events, programs, classes, etc. For example, flyers are brought to the housing authorities to promote Youth Summer Work Experience.</p>	<p>-The Housing Choice Voucher program which provides a subsidy to help make rent affordable.</p> <p>-The Family Self Sufficiency (FSS) program that offers homeownership options, educational classes in money management, job skills training opportunities, and following completion, a savings account that includes a subsidy set aside from the HCV program each month for a down payment or other expenses related to homeownership.</p>	<p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
Youth in or have aged out of the foster care system	Department of Children's Services	<p>The Independent Living Services division and the Extension of Foster Care program strive for youth and young adults to achieve lifelong success. Case management and Life Skills Instruction provided along with wraparound services.</p>	<p>-TennCare</p> <p>-Housing Support.</p> <p>-Education and Training Voucher and state-funded Bright Futures scholarship for youth ages 16 to 19 attending a postsecondary program.</p> <p>- Foster Care Placement Services for young adults who wish to stay in a foster home OR an Independent Living Allowance for young adults who wish to live independently.</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
Individuals who are English language learners, individuals who have low levels of literacy,	Adult Education	<p>-Basic and Secondary Skills Related to Improving Math, Reading, Writing, Social Studies, Science.</p> <p>-Language Acquisition Related to Improving Communication Skills,</p>	<p>-Adult Education provides test fee stipends for the Hi-Set.</p> <p>-Title I provides incentives to Youth participants in relation to</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p>

<p>individuals facing substantial cultural barriers</p>		<p>Reading, Writing the English Language, and Employability Skills. -Public Classes Available, Virtual Classes Available in All 95 Counties, and Classes Available at Employer sites.</p>	<p>progress toward, and the attainment of, a Hi-Set.</p>	<p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<p>Eligible Migrant and Seasonal Farmworkers</p>	<p>Tennessee Dept. of Labor & Workforce Development, Tennessee Opportunity Programs (TOPs)</p>	<p>-The program's main objective is to conduct outreach to and assessment of low-income farmworkers in order to assist those who qualify with job training and placement service. Services provided onsite at the AJCs and virtually.</p>	<p>TOPs provides Core Services, Work Experience, Classroom Training, Career Counseling, Job Search Assistance, Job Placement, Related Assistance, Intensive Services.</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<p>Individuals within two years of exhausting lifetime TANF eligibility</p>	<p>Workforce Essentials (TANF Provider)</p>	<p>WorkForce Essentials, Inc. provides Employment and Case Management Services with a focus on empowering families eligible for TANF on a course to achieve economic stability based</p>	<p>Cash assistance, transportation, childcare assistance, educational supports, job training, employment activities, and other support services.</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p>

		<p>on the four (4) core component activities of the Two-Generation Approach, which focuses on the holistic success of the children and adults: (1) education, (2) economic supports, (3) health and well-being, and (4) social capital. TANF services are available onsite at the AJCs in Dyer and Weakley counties.</p>		<p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<p>Single parents, including pregnant women</p>	<p>Workforce Essentials (TANF Provider)</p>	<p>See above.</p>	<p>See above.</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p> <p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<p>Long-term unemployed (unemployed for 27 or more consecutive weeks)</p>	<p>Career Service Provider (CSP)</p>	<p>-Career and training services provided onsite at the AJCs and virtually by cross-trained Career Advisors serving Adults, Dislocated</p>	<p>-Linkages to community services including legal aid and healthcare services.</p>	<p>The Board monitors a sample of the CSP's new enrollments monthly and monitors for contract compliance every six months.</p>

		<p>Workers, including Displaced Homemakers, and Youth.</p> <p>-Outreach conducted via social media and to organizations serving the target population including SNAP, Community Service Block Grant, etc.</p>	<p>-Assistance with transportation, childcare and dependent care, and housing.</p> <p>-Assistance with educational testing, books, fees, school supplies, and other necessary items for students enrolled in secondary or postsecondary education classes.</p> <p>- Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear.</p> <p>-Payments and fees for employment and training-related applications, tests, and certifications.</p>	<p>Outreach activities, enrollments, and services data are reported by partners to the OSO monthly. The OSO submits reports to the Board monthly.</p> <p>The OSO also runs the Target Population Report monthly and submits it to the Board.</p> <p>The OSO is made aware of all referrals and the results of each referral to ensure services are offered when appropriate. Referrals are reported to the Board monthly.</p>
<p>Other groups as the Governor determines to have barriers to employment</p>	<p>N / A - will be determined if the Governor determines additional populations to be served.</p>			

Technical Requirements, Assurances, and Evaluation

7). Provide a detailed budget that lists the sources and uses of Tennessee Department of Labor and Workforce Development (TDLWD) pass-through funds and all Non-Federal matching funds by completing a provided budget toolkit (424A).

[View Burden Statement](#)

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 02/28/2022

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. WIOA ADULT	17.258	\$	\$	\$ 607,589.86	\$ 0.00	\$ 607,589.86
2. WIOA DISLOCATED WORKER	17.278			442,240.84	0.00	442,240.84
3. WIOA YOUTH	17.259			599,621.77	0.00	599,621.77
4.					0.00	0.00
5. Totals		\$	\$	\$ 1,649,452.47	\$ 0.00	\$ 1,649,452.47

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1) WIOA ADULT	(2) WIOA DISLOCATED WORKER	(3) WIOA YOUTH	(4)	
a. Personnel	\$ 100,135.11	\$ 72,884.41	\$ 98,821.90	\$	\$ 271,841.42
b. Fringe Benefits	43,319.41	31,530.51	42,751.31		117,601.23
c. Travel	2,001.03	1,456.47	1,974.79		5,432.29
d. Equipment	0.00	0.00	0.00		0.00
e. Supplies	600.31	436.94	592.44		1,629.69
f. Contractual	385,996.71	280,951.88	380,934.65		1,047,883.24
g. Construction	0.00	0.00	0.00		0.00
h. Other	14,778.30	10,756.55	14,584.50		40,119.35
i. Total Direct Charges (sum of 6a-6h)	546,830.87	398,016.76	539,659.59		\$ 1,484,507.22
j. Indirect Charges	60,758.99	44,224.08	59,962.18		\$ 164,945.25
k. TOTALS (sum of 6i and 6j)	\$ 607,589.86	\$ 442,240.84	\$ 599,621.77		\$ 1,649,452.47
7. Program Income	\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00

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Other	
Insurance Policies (D&O, workers comp, contents), Audit, Tax Services, Shredding, Memberships & Dues, Subscriptions (EMSI, Career Ready 101, Career Coach), QuickBooks	
3rd Party Services	
Rent + Utilities	Administrative Office (\$650 per month)
Printing & Publications	AJC Flyers & Brochures, Annual Reports, etc.
Communications	Postage, Verizon Data Plans, Vonage Phones, Internet, Conference Calls, Zoom
Building Maintenance	Repair costs, security and building items, etc. - as needed
Staff Training	Estimated training costs for board staff
Total Budget	Total

Contractual	
Printer / Copier Rental	Konica Minolta for board staff, AJC flyers & brochures, annual reports
OJTs	On-the-Job Training Grants to Employers for Title I Participants
CSP: Staffing & Operations	Title I Adult, Dislocated Worker, and Youth services
	ITAs, including those used to support RAMP, REAP, and other Registered
CSP: Participant Costs	Apprenticeships, Supportive Services, Work Experience, and Transitional Jobs
IFA (including OSO)	Title I portion of shared infrastructure and additional costs

SECTION C - NON-FEDERAL RESOURCES					
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS	
8. WIOA ADULT	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	
9. WIOA DISLOCATED WORKER	0.00	0.00	0.00	0.00	
10. WIOA YOUTH	0.00	0.00	0.00	0.00	
11.					
12. TOTAL (sum of lines 8-11)	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	
SECTION D - FORECASTED CASH NEEDS					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 1,649,452.47	\$ 332,065.41	\$ 439,129.02	\$ 439,129.02	\$ 439,129.02
14. Non-Federal					
15. TOTAL (sum of lines 13 and 14)	\$ 1,649,452.47	\$ 332,065.41	\$ 439,129.02	\$ 439,129.02	\$ 439,129.02
SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT					
(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)				
	(b) First	(c) Second	(d) Third	(e) Fourth	
16. WIOA ADULT					
17. WIOA DISLOCATED WORKER					
18. WIOA YOUTH					
19.					
20. TOTAL (sum of lines 16 - 19)	\$	\$	\$	\$	
SECTION F - OTHER BUDGET INFORMATION					
21. Direct Charges: 1,649,452.47		22. Indirect Charges: Administrative Costs to be charged directly.			
23. Remarks: Budget for P22 and F23 Funding Only (carryover funds not included). Additional participant funding requested.					

8a). Describe any local partnerships, new collaborations, or innovative practices you would like to share.

Please see question 5a above.

8b). As WIOA Title 1 formula allocations continue to decline, how does your LWDB leverage partner resources (funding, other) to help further sustain WIOA programs and services to job seekers and employers?

Great effort is taken by the NW area to leverage resources and avoid duplication of services in order to maximize funds and opportunities for customers. To help sustain WIOA programs and services, the NW area leverages the following funding and resources:

RESEA Funding: The NW area utilizes funding to cross-train existing Title I staff to be able to administer both programs. In addition to leveraging multiple funding sources to support staffing costs, the partnership also reduces duplication and streamlines services for customers by allowing them to receive services from multiple programs from one staff person rather than multiple people.

SNAP E&T Funding: In partnership with the Greater Memphis area, the NW area is currently participating in a SNAP E&T pilot project to engage more individuals aged 50+ in SNAP E&T services. In addition to funding being utilized to offset salaries and benefits of staff involved in the project, the pilot is also serving as an opportunity to further explore how SNAP E&T and WIOA Title I funds can be braided to enhance services for customers. The NW area is exploring the possibility of becoming a third-party provider or intermediary.

Specialized Funding: The NW area takes advantage of every opportunity to apply for specialized funding to leverage resources and enhance services, including the CARES Act, National Dislocated Worker Grant, State Apprenticeship Grants, Layoff Aversion funding, Justice-Involved Individual funding, WorkKeys funding, Summer Youth funding, Career Exploration funding, and Rural Initiative funding. The NW area will continue to utilize all available funds to serve the area and sustain operations. Expenditures and obligations are tracked closely to ensure all funds awarded are expended.

Co-Location of Partners: In addition to reducing the Title I share of operating costs, integrating Wagner-Peyser, WIOA Adult, Dislocated Worker, and Youth, Adult Education, Vocational Rehabilitation, Temporary Assistance for Needy Families (TANF) and other partners within the AJC network allows core and non-core partners to work collaboratively and seamlessly in the delivery of services available under multiple workforce service programs. Staff from partner programs are cross trained regarding the specifics of each partner program in order to make meaningful referrals for participants, enhance services, leverage resources, and avoid duplication of services. Staff and facilities are functionally aligned to simplify customer service delivery and capitalize on the strengths of the staff and/or technology to deliver services.

Referrals to AJC and Community Partners: Referrals are made to a variety of agencies and programs for supportive services, such as childcare and housing, to allow Title I funds to be utilized as last dollar funds. Referrals are made for the below resources to the identified partner agencies:

Childcare Resources: the TN Department of Human Services (DHS) and Northwest TN Economic Development Council for childcare.

Transportation Resources: TN DHS – Vocational Rehabilitation, Northwest TN Human Resource Agency, and Trade Adjustment Assistance.

Housing Resources: TN Homeless Solutions, Northwest TN Economic Development Council, Trade Adjustment Assistance (relocation assistance), housing authorities, The Orchard House, West TN Legal Services, Veteran Medical Center Homeless Dept., Habitat for Humanity, and Damascus Road, Inc.

8c). Is your LWDB considering a request for statewide or rapid response funds to support innovative initiatives? If so, what activities will your LWDB plan to support utilizing statewide or rapid response funds?

As WIOA Title I formula allocations continue to decline, and rural areas already receive a very small portion of the allocations, the NW area intends to continue to request statewide / rapid response funding to support services for eligible participants and innovative initiatives, such as the Re-Entry Advanced Manufacturing Program (RAMP) for justice-involved individuals and Amteck's Registered Electrical Apprenticeship Preparation (REAP) pre-apprenticeship program. In addition to meeting the needs of participants and supporting innovative initiatives, statewide / rapid

response funds will enable the area to continue to meet the required Key Performance Indicators (KPIs). While the area enrolled a total of 538 new participants in program year (PY) 2020, the current year's allocation is only enough to support the enrollment of approximately 282 new individuals, 92 less than the goal of 374 new enrollments, which does not factor in costs for participants already enrolled in the program. The estimated allocations for PY 2022 show a decrease of approximately \$210,000, resulting in a total allocation of just \$1,649,452.47, and an available participant budget of only \$593,802.89 (40% of the program budget). At an estimated cost per participant of \$2,425, the funds are only enough to support 250 participants, 124 less than the current KPI goal of 374. As only a small amount of carryover funding is anticipated and needed to sustain operations until the majoring of PY 22 funding is received in October, the NW area intends to request additional funds to meet KPI goals and provide the following services:

- Individual Training Accounts (ITAs): last-dollar scholarships, after all other financial aid is paid, of up to \$4,000 per year for up to two years, including the RAMP for justice-involved individuals.
- On-the-Job Training Grants (OJT): reimbursement of up to 50% of an eligible new hire's wages for specified training period.
- Transitional Jobs / Work Experience: 100% of a participant's wages during an approved timeframe to allow individuals with significant barriers to employment to gain valuable skills and opportunity for unsubsidized employment.
- Apprenticeship Support: ITAs to support the related-technical instruction (RTI) component of registered apprenticeships, OJT funding to support the on-the-job learning (OJL) component, and / or pre-apprenticeship funding, including the REAP program.
- Supportive Services: transportation stipends, assistance with work attire, technology support, emergency childcare or housing, test fees, books, supplies, etc.
- Incumbent Worker Training (IWT): to support upskilling and / or retraining of incumbent workers to enhance competitiveness of employers and avoid layoffs.

8d). Has your local area applied for and/or received any other grants which have provided additional resources? If not, does your local area plan to apply for additional resources to support regional activities?

Besides the SNAP E&T funding mentioned above, the NW area has partnered with Dyersburg State Community College to receive funding for conducting career exploration events to promote the nursing pathway. The NW area is also working with local hospitals and training providers to apply for grant funding through the US Department of Health and Human Services, Health Resources and Services Administration, to expand public health capacity by supporting health care job development, training, and placement in rural communities. We also recently applied for a Delta Regional Authority Delta Workforce Grant but unfortunately were not selected. Board staff regularly review grant opportunities posted on Grants.gov and GrantStation and will continue to do so in order to apply for appropriate funding opportunities. As described in the West TN Regional Plan, in partnership with the Southwest and Greater Memphis areas, the NW area has also recently applied for funding for two initiatives: Opportunity Now! under the EDA Good Jobs Challenge and the GROWWTH project through the Tennessee Department of Human Services' TANF Opportunity Act. We are also exploring potential partnerships with the Southwest area for fiscal management, or possibly business services. Additional discussion for this will take place over the next six months.