

**Greater Memphis Local Plan**  
**Program Years 2022-2024**

The Local Workforce Development Area of **Greater Memphis** serving Lauderdale, Tipton, Fayette, and Shelby Counties have prepared a Local Plan for the 2022-2024 program years.

**The Greater Memphis Local Plan is OPEN FOR PUBLIC COMMENT APRIL 4-20, 2022** and will be available at any American Job Center or online at [www.workforcemidsouth.com](http://www.workforcemidsouth.com) during this time. Submit comments or questions in writing to **Julienne Watkins** at 80 Monroe, Suite 300, Memphis, TN 38103.

**A Public Listening Session has been scheduled for**

**APRIL 4, 2022 AT 5:00 PM**

**Zoom Meeting ID: 892 2023 8291**

**All meetings are open to the public. For additional information on joining the meeting, contact Julienne Watkins at [jwatkins@workforcemidsouth.com](mailto:jwatkins@workforcemidsouth.com).**

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## Table of Contents

<b>Operating Systems and Strategies.....</b>	<b>3</b>
<b>Performance Goals and Evaluation.....</b>	<b>22</b>
<b>Technical Requirements and Assurances.....</b>	<b>30</b>

## Operating Systems and Strategies

**1. Provide information regarding service strategies implemented both in the physical AJCs, as well as virtually, to include a description of:**

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

Greater Memphis is implementing and transitioning to more integrated, technology-focused operations to improve outreach to jobseekers and employers, provide intake, and enhance case management for programs. Our team has navigated outreach in a new way. Social Media and branding are integral to outreach for the region in this new normal. AJC traffic has been generated through Facebook, Instagram, and LinkedIn posts. Also, traffic has increased tremendously due to releasing Tik Toks that grab the viewer's attention. All posts provide a link to <https://linktr.ee/ajcgreatermemphis> Link tree is a tool that allows you to share multiple links on social media. Our current tree houses info on the AJC, workshop registration, NCRC information, social media links, connecting to a Talent Development Specialist (TDS), etc.

Greater Memphis utilizes a QR code, where participants can scan to sign for more information on services. Once an individual signs up, this links to a google form and jot form to record information so they can be routed to a TDS to contact within 48 business hours. The jot form can be utilized to run reports on how many individuals sought services, youth, virtual vs. in-person services. The QR code is located on outreach flyers posted on social media, left at access points, events, and other points in the community.

Since March 2021, Greater Memphis implemented the use of Engage by Cell. Engage by Cell is a customer-funded mobile application Greater Memphis has integrated into day-to-day operations. It is a text messaging platform to alert the caseload and community of upcoming events, hot jobs, etc. It allows staff and retention to reach out to participants individually regarding appointments, check-ins, and information needed.

Additionally, platforms such as ZOOM, Microsoft Teams, and WebEx are used to communicate by video through customers. Also, employer hiring events and informational events can be set up on WebEX. Our staff provides LinkedIn Learning courses (16,000+) where participants can learn soft and hard skills and earn certificates.

COVID has changed the way we operate. Greater Memphis continues to build upon the technology already leveraged to provide effective and efficient services.

**b. Provide a description of the initiatives the LWDB (including all partners) are implementing or will be implemented to ensure accessibility to programmatic services.**

The Greater Memphis American Job Centers have implemented several systems, processes, and technologies to improve the operations at the centers to increase communication, cooperation, productivity, and customer satisfaction.

Each center is equipped with a tablet system that allows customers to sign in and select the services they will need To enhance our welcome function and intake process. We have one to four team members scheduled to work at the reception desk and the Resource Room to ensure coverage and the availability of assistance to participants. Each center is also now equipped with an online space-scheduling calendar through Skedda.com, and the process of booking space has been clearly outlined in the AJC Operations Manual.

Engagement and outreach to job seekers and employers have improved and expanded through a mass text and email platform, Engage by Cell. Marketing of jobs and events and the recruitment of applicants has been broadened through social media platforms such as Twitter, Facebook, and Instagram. Increased use of access sites and virtual job fairs provide accessibility for customers not located near a Center or for those with limited travel options.

Title I services were required to move to a paperless system, and all paper files were checked and uploaded into VOS. Secure storage for all paper files was then contracted through Iron Mountain. The new system allows customers to sign documents and provide documentation without traveling to a physical American Job Center. Though it was not required, Title I has also moved to a paperless testing and assessment system. DRC now provides online TABE tests.

Outreach and services to our Youth population have expanded by utilizing the Virtual Job Shadow platform. Virtual Job Shadow offers access to videos and information on life skills, careers, and career paths. Assessments are provided to help our youth customers discover their interests and abilities. It also offers the ability to search for scholarships and get information on colleges. It has tools to assist with job search, resumes and cover letters, and setting goals.

The paperless system, virtual platforms, and digitization of our service offerings have allowed operations to become more mobile. Our staff is going out into the field at On-the-Job sites, Access sites, and through the mobile AJC at various locations around the region. The use of virtual platforms has allowed staff to work from anywhere in the area. The next step will be rolling out soon – kiosks! These will be placed in locations throughout the region to allow greater access to our services and staff members. It will be especially helpful to those customers for whom transportation is a high barrier. It will extend our reach into the rural areas where internet service remains a barrier.

To improve the monitoring of our performance and participant and employer experience, we have employed the use of Survey Monkey to increase our outreach efficiency and frequency. Through this platform, we can customize our surveys and gather the feedback we need to ensure a continuous improvement process.

Being well-trained, informed, and connected, staff can better serve our customers, thus driving performance and customer satisfaction. Several initiatives have been put into place or will be coming soon with this aim.

A constant feedback process is key to improving the experience of staff and customers alike. How do you know what success looks like? How do you improve without constructive feedback? The answer is "You can't." With that in mind, our area has updated its quarterly audit process to allow for a constant feedback loop so that issues with services provided or documentation can be caught quickly and addressed with additional training or one-on-one discussions.

Functional Teams for the Welcome, Business Services, and Skills Development functions are in process. We started with Business Services and put together the Employer Event Coordination Team (EEC Team). The goal of this team is to drive and facilitate cross-program participation in meeting the needs of employers who are requiring 50 or more individuals. The Welcome function team will be up and running within 1-2 weeks' time. Skills Development will be next and implemented within 4-6 weeks.

**c. 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**

The use of online meeting platforms was made necessary due to the outbreak of COVID-19. However, it has also realigned the culture and allowed staff who work in rural areas or for different organizations/programs, to come together to provide services, streamline processes. It has increased productivity by reducing the time spent traveling from one person meeting to the next. These platforms have also been used for mass training of all AJC staff in the AJC Monthly Partner Training series. Every month, 2 partners present their programs, including what services are offered and the basics of their eligibility requirements. To further ensure that this information is available to all staff, the training sessions are recorded and posted to a YouTube channel for access at any time. We will soon incorporate the usage of CrowdPurr to bring gamification to the training and meeting sessions. Introducing this element will allow for greater retention of information and will strengthen connections between all team members regardless of Program affiliation.

Several meetings occur monthly to increase cooperation and awareness between the programs. The first is our AJC Monthly Partner Meetings. This meeting is open to all community and core partners at any staff level to participate and share information about their programs and events. The One Stop Management Team meetings include core Title partners only and are used to share information and improve the overall operations of the One-Stop system in Greater Memphis. The newest team to be created soon is the Cultural Committee to increase employee retention, streamline communication, strengthen accountability, and gather and propose policy and procedural changes for the Greater Memphis region so that we may all better serve our community. The seed of this committee is a shortlist of individuals called the Dream Team. A small group of leaders within Memphis saw a great need for a cultural shift within our centers and are actively working to do something about it!

- Online surveys for customer satisfaction and employee feedback (Survey Monkey)
- Use of online meeting platforms, live interactive feedback systems, gamification through a digital platform to ensure information retention by employees during training (Teams, Zoom, and Crowdpuurr)
- Use of YouTube to provide access to training on partner programs
- Use of gamification through a digital platform to ensure information retention by employees during training (Crowdpuurr)
- Constant feedback looping through Quarterly Audit process
- Creating functional teams
- Welcome Function
- Skills Development Function
- Business Services Function
- One Stop Management Team Meetings
- AJC Monthly Partner Trainings recorded and posted to Youtube channel; 2 partners present their program each meeting
- Dream Team & Cultural Committee
- AJC Monthly Partner Meetings

## Operating Systems and Strategies

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

**a. Expanding access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including individuals with disabilities.**

The Greater Memphis Local Workforce Development Board (GMLWDB) is committed to expanding access to services for eligible individuals. The GMLWDB fosters an atmosphere of coordination and cooperation between all partner agencies to provide for and facilitate the co-enrollment of individuals, particularly individuals with disabilities and other barriers. The GMLWDB will establish specific goals for providing services to hard-to-reach populations, including veterans, returning citizens, homeless persons, and individuals with disabilities. AJC staff will conduct an initial assessment to review the individual's needs to determine what programs may be able to provide the appropriate services and then refer that individual to the corresponding program; co-enrollment into core and non-core programs is encouraged by the GMLWDB. The GMLWDB will strive to leverage funds beyond WIOA to address the needs of other hard-to-reach populations concerning education, training, employment, career pathways, and supportive services. For instance, funds obtained through a YouthBuild grant and the Ticket to Work program can continue to be used to assist older youth and adults. The GMLWDB will continue to enhance partnerships with community organizations like Goodwill Industries, MIFA, HopeWorks, Center of Employment Opportunities (CEO), Federal, and State Department of Correction, Shelby County Office of Re-entry, and the Mark Luttrell Center to obtain and use grant monies for adult re-entry programs serving returning citizens and homeless persons.

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

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

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

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



well as job seekers with disabilities. The Greater Memphis Region will assess the physical and programmatic accessibility of all AJCs and training facilities. Work with Vocational Rehabilitation to provide participants with disabilities and other protected groups who are unemployed, underemployed, or receiving Social Security Disability benefits, by utilizing services available through our local centers to connect them to existing successful career pathway programs.

The Target Populations Committee, a standing committee of the board, develops methods to identify, recruit, and provide outreach to priority populations. Examples of the focus populations for this Committee include strategies for Youth, Justice Involved Individuals and Persons in Rural Communities. The Committee also will develop plans to best serve the individual challenges of low-income individuals and those transitioning from the military. The Target Population Committee also advises the GMLWDB in developing and implementing programs to provide postsecondary, work-based training, and employment opportunities for customers identified within these groups, ensuring Key Performance Indicators (KPIs) are met by serving Tennesseans who are most in need. Reference Attachment: TN Substantial Barriers to Employment. The Target Populations Committee is comprised of LWDB members specifically qualified to represent stakeholder agencies who serve the groups most in need of strategic focus.

**b. 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 (including a credential that is an industry-recognized certificate or certification, portable, and stackable).**

The GMLWDB supports a local workforce development system that leverages the resources of many available programs. Thus, co-enrollment is a priority and actively measured by the region. GMLWDB also prioritizes activities leading to a recognized post-secondary credential. Targeted case management and assessment of skills and career objectives will help to guide customers in the selection of the most appropriate recognized post-secondary and industry recognized credential options. Using labor market analysis and monitoring of industry trends, Greater Memphis will refine opportunities for credentials through the selection of the highest quality providers producing the highest quality credentials needed for sector based employment. Training providers are assessed for a year prior to being included as eligible for local ITA funds and each year subsequently to ensure quality and effectiveness is maintained for all post-secondary credential programs. If providers are not successfully training customers to not only finish internal courses but to pass objective outcome measures, like passage of licensing exams, those providers will not continue to receive ITA funding. The cost, completion, credential attainment and placement rates are made public and available to any customer when selecting to pursue a credential program. By utilizing Individual Training Accounts and supportive services, participants will be supported along their path to credential attainment. Additionally, Greater Memphis will realign its ITA policy to create a tiered approach. Credentials leading to a higher wage outcome and meeting “Quality Job”

standards will be categorized as Tier 1 occupations and those leading to lower economic outcomes will be classified as Tier 2 or 3 depending on published criteria. Greater Memphis will raise its lifetime ITA cap to allow participants to more easily begin at Tier 1 and return to funding to move up the ladder for stackable credentials. Targeting key sectors will allow the GMLWDB to align stackable, portable credentials with the skill needs of local businesses.

### Operating Systems and Strategies

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

##### **SECTION A: 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 and sector strategies, career pathways initiatives.**

The Greater Memphis Region Business Services Team utilizes a collaborative approach in promoting services to local employers. The team is comprised of the American Job Center (AJC) Core Partners to include Wagner Peyser, Title I, Veterans Employment, Adult Education, Unemployment Insurance (UI), the Workforce Board, and other community partners. Employer Engagement is one of the key functions of the Business Services Team, the team consistently engages with employers to:

- Build and maintain relationships
- Address human resource needs
- Introduce services and products to assist with recruitment and training
- Provide customized Labor Market Information and workforce data to employers
- Serve as a conduit between job seekers
- Information regarding tax credits and financial incentives

The Business Services Team engages employers on various levels providing access to multiple services available via the AJC Ecosystem. Primary focusing in industry sectors 1) Healthcare; 2) Transportation; 3) Advanced Manufacturing; and 4) Business Services; The Business Services Team assists employers to meet hiring needs by serving as a liaison between employers, job seekers, and training providers. Social Media, Board website, networking events, and other methods are used to promote services to employers in the Greater Memphis Region. During the initial assessment, employers are given an overview of services based on the specific need, as governed under WIOA section 108(b)(4)(8) such as:

- Introduction to the American Job Centers (AJC): AJC's can assist employers with Applicant Recruitment and Pre-Screening, Customized Hiring Events, Job Fairs, Mobile AJC, etc.
- Jobs4tn.gov: A virtual recruitment tool, which allows employers to post job openings, review resumes, and search candidates for available positions.
- Training Grants/Contracts

- **Apprenticeship Training Grant (ATG):** Issued to any Tennessee employer interested in starting an apprenticeship program, or to employers authorized as a Registered Apprenticeship Program by the US Department of Labor, and approved Pre-Apprenticeship programs approved by ApprenticeshipTN. Registered Apprenticeships(RA): Registered Apprenticeship is an "earn and learn" training model that combines structured learning with on-the-job training from an assigned mentor. The goal is to provide workers with advanced sets of skills that meet the specific needs of employers.
- **Incumbent Worker Training (IWT):** A competitive grant intended to upgrade and enhance the skills of current full-time employees. Incumbent Worker: The term "incumbent worker training" means a training that is designed to meet the specific requirements of an employer (including a group of employers); and conducted with a commitment by the employer to continue to employ an individual upon successful completion of training. Incumbent Worker Training can also be used as a Lay Aversion strategy.
- **On the Job Training (OJT):** Encourages employers to hire individuals without prior experience by reimbursing between 50 to 75% of wages during a specific training period. On-the-job training is offered to participants who may have little or no experience in an occupation. Employers may qualify to earn 75% of the entry-level wage for individuals who are long-term unemployed, persons with a disability, veteran and/or spouse, and Justice Involved Individuals (JII).
- **Customized Training:** Designated to meet the special requirements of an employer or group of employers.
- **Transitional Jobs:** Time-Limited, subsidized work opportunities, used to establish a work history, and develop skills leading to entry into unsubsidized employment. These jobs combined with comprehensive career and supportive services are intended for individuals with barriers to employment, those who are chronically unemployed, or individuals with an inconsistent work history.
- **Work Experience:** Paid (subsidized) or unpaid work experience that is a planned, structured learning experience in a workplace for a limited period. This experience provides participants with opportunities for career exploration and skill development.
- **Work Opportunity Tax Credits (WOTC):** A Federal program to incentivize employers to hire specific target groups.
- **Federal Bonding:** Insurance offered to employers hesitant to hire individuals with criminal justice involvement and at-risk job applicants.
- **Labor Market Information (LMI):** Reports generated at the request of employers to identify specific industry and occupational data and trends.
- **Rapid Response and WARN:** Provides transition services for employees affected by layoffs.

Greater Memphis regularly engages in “One Stop Shop” team meeting consisting of workforce and economic development partners such as Tennessee Department of Economic and Community Development (ECD), Local Chambers of Commerce, Haywood, Tipton, Lauderdale (HTL) Advantage, Economic Development Growth Engine (EDGE), Tennessee Valley Authority(TVA), and Memphis Light, Gas, and Water(MLGW) with the goal of attracting new employers and or retaining/assisting with expansion of present employers. The team can assist local companies with permitting, real estate and other issues they may encounter in the course of doing business. Working with local companies, the team assists in assuring the company continues to grow in Greater Memphis. Identification of available federal, state and local incentives are also provided to employers.

The GMLWDB supports a local workforce development system that meets the needs of businesses by continued outreach, participation in events such as career and education expo, continuous development of targeted sectors, apprenticeship opportunities, a robust eligible training providers list, and the availability of work-based training options. Specifically, the GMLWDB Business Service Team will customize solutions to employer’s needs in a broad array of employment-related activities. GMLWDB will prioritize activities leading to a recognized post-secondary credential. Targeted case management and assessment of skills and career objectives will help to guide customers in the selection of the most appropriate recognized post-secondary and industry recognized credential options. Using labor market analysis and monitoring of industry trends, GMLWDB will refine opportunities for credentials through the selection of the highest quality providers producing the highest quality credentials needed for sector based employment. Training providers are assessed prior to being included as eligible for local ITA funds and each year subsequently to ensure quality and effectiveness is maintained for all post-secondary credential programs. If providers are not successfully training customers to not only finish internal courses but to pass objective outcome measures, like passage of licensing exams, those providers will not continue to receive ITA funding. The cost, completion, credential attainment and placement rates are made public and available to any customer when selecting to pursue a credential program. By utilizing Individual Training Accounts and supportive services, participants will be supported along their path to credential attainment.

Targeting the following sectors will allow the GMLWDB to align stackable, portable credentials with the skill needs of local businesses, including:

- **Healthcare:** Certified Nursing Assistant (CNA), Emergency Medical Technician (EMT), Licensed Practical Nurse (LPN), Registered Nurse (RN)
- **Advanced Manufacturing:** Certified Production Technician (CPT), Machinist (NIMS), Welder (AWS/CW)
- **Transportation and Logistics:** Commercial Driver’s License (CDL), Certified Logistics Technician (CLT)

- **Construction:** Refrigeration Mechanics and Installers (HVAC), General Construction Laborers, Electricians, Heavy Equipment Operators

Partnerships with Tennessee Pathways and Career and Technical Education (CTE) programs across the region are examples of the type of collaboration that is needed to create pipelines of skilled workers. Students and parents are now able to see a clear path to educational attainment, employment, and earning potential. Career pathways can begin as early as middle school, allowing students to align their course work with a career of their choice. Greater Memphis participation in the Pathways to Prosperity.

**SECTION B: How will you measure the effectiveness of the strategy outside of mandated business performance measures?**

Monthly Business Services Partner meetings are conducted to disseminate strategies and new initiatives of the GMLWDB as well as to discuss Job Seekers, "Hot Job" opportunities, hiring events, pending and ongoing OJT opportunities, Re-Entry efforts, Apprenticeships, and other Business Services activities.

The Board staff monitors the OSO/CSP to ensure that oversight and management of the One-Stop centers and service delivery is on track. Surveys and questionnaires are conducted to determine if the coordination of programs is adequate. Customer experiences and OSO performance reports will be reviewed quarterly. Data outcomes will be reported to the Board to identify areas of continuous improvement. Performance reports from the OSO/CSP are reviewed at each Board meeting. These reports include participant data including, the number enrolled, number exited, number obtaining a credential, and number placed in employment. This information helps the Board track and/or compare actual performance metrics to the state's database to determine progress. Data reports aid the Board in making decisions for continuous improvement throughout the year. Collaboration with area employers and education stakeholders is vital to the success of the local communities in this region. In order to prepare an educated and skilled workforce, schools, chambers of commerce, and economic development entities, along with workforce leaders must stay abreast of new emerging technologies in order to adjust curricula and create new pathways for students and current workers in the workforce.

GMLWDA has implemented the following practices by obtaining direct feedback from employers, industry/sector councils, chamber/economic/workforce development partners, and public/private entities.

One Stop Shop engagements amongst Workforce/Economic Development partners:

- Actively participate in One Stop meetings region wide providing a comprehensive roadmap of available incentives via workforce/economic development partners
- Monthly Business Services Partner meetings highlighting featured employers and training providers in Target Industry Sectors

- Quarterly Business Services Leadership meetings
- Regional Business Services meetings with Northwest and Southwest

**Business Grants and Work-Based Learning:**

- Team is available to provide technical assistance from start to finish of the application process. Samples are available if needed.
- Conduct group presentations/meetings when possible for employers interested in multiple grants
- Contracts can be executed within 4 weeks of approved application, opposed to 3 months.

**Knowledgeable staff:**

- The Greater Memphis Business Services team has received training in introducing all business related services provided by the AJC.
- Equipped to provide Access Mapping for services not provided at the AJC.

**Effective Employer Engagement and Recruitment:**

- Conduct a site visit to gain insight on operations
- Utilizes Jobs4TN and virtual recruiter tool
- Customized Recruitment Events and Pre-Screening based on the employer specifications.
- Flexibility in Hosting Job Fairs and Hiring Events
- Present untapped talent (Target Populations)
- Reintroduce Business Grant
- Provide Labor Market Information upon request
- Occupation and Industry data
- Wage reports
- Workforce demographics
- Timely Response: Instituted a practice to respond or acknowledge call or email within 48 hours (unless circumstances prevent)

**SECTION C: Include information to support the increase of Labor Force Participation Rates.**

Based on data provided by Tennessee Department of Labor and Workforce Development, Greater Memphis is below the national and state average for Labor Force Participation Rate. See the chart below:

<b>Labor Force Participation Rate</b>			
<b>County</b>	<b>Dec. 2021</b>	<b>Dec. 2020</b>	<b>Dec. 2019</b>
Shelby	58.80%	59.50%	58.70%
Fayette	58.80%	59.40%	60.00%
Tipton	55.90%	56.30%	56.90%
Lauderdale	50.80%	51.60%	51.60%
<b>Average</b>	56.10%	56.70%	56.80%
<b>National Labor Force Participation Rate</b>	<b>Dec. 2021</b>	<b>Dec. 2020</b>	<b>Dec. 2019</b>
	61.70%	61.30%	63.00%
<b>TN Labor Force Participation Rate</b>	<b>Dec. 2021</b>	<b>Dec. 2020</b>	<b>Dec. 2019</b>
	60.70%	60.80%	67.70%

Greater Memphis anticipates an increase in Labor Force Participation Rates as efforts are currently in place to identify and engage populations who are unattached to the labor force such as those classified as Opportunity Youth.

### Operating Systems and Strategies

#### **4. 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 –**

- Implementation of programs to best serve the rural communities, including economically distressed and at-risk counties.
- criminal justice reform;
- vocational and workforce development; and
- other individuals in priority populations.

In order to enhance the workforce of Greater Memphis initiatives and strategies must focus on special populations such as these in order to bring more individuals into the workforce with the skills needed by employers. Possible initiatives to be considered by the Regional Planning Council include:

- Offering regional job fairs for target populations, such as Youth, individuals with disabilities, justice-involved individuals, etc.
- Utilizing the Mobile American Job Center to bring services to special populations at locations where they are already being served.
- Considering increased On-the-Job Training reimbursements for special populations.
- Increasing coordination between Vocational Rehabilitation and other partners to conduct outreach to individuals with disabilities, including a possible regional strategy of a job board specifically for individuals with disabilities.
- Enhancing services to Vocational Rehabilitation participants through Title I Youth Work Experience and / or Adult and Dislocated Worker Transitional Jobs.
- Increasing coordination between Adult Education and other partners to conduct outreach to individuals without a high school diploma.
- Enhancing services to Adult Education participants through Title I Youth incentives, such as incentives for attending and progressing through classes, and earning a HiSet.
- Partnering with TN Reconnect to conduct outreach to individuals with some college but no credential and co-enrolling them in AJC partner programs when appropriate.
- Assisting employers in enhancing skills of their current workforce through customized training, incumbent worker training, or registered apprenticeships. Additional service strategies are included in the Strategies for Service Integration section below.



## Operating Systems and Strategies

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

Throughout the pandemic, Greater Memphis has continued to expand its Access Point Network to over 85 community locations. Each new site sparks another community connection and touchpoint to broaden access for individuals seeking assistance. In our attempt to “meet participants where they are”, Greater Memphis is exploring the installation of service kiosks throughout the region with local industry and nonprofits both financially supporting the kiosks but also housing them within community locations.

In the most recent program year, Workforce Mid-South has strategically aligned with the Greater Memphis Chamber which serves more than 2000 member businesses. Together, we have identified key issues for both advocacy and action within the mid-south to best move Greater Memphis forward.

Also in 2021, Workforce Mid-South developed a much deeper partnership with the University of Memphis. As the only R1 institution in West Tennessee it is important to leverage this relationship to ensure we are best addressing the education and training needs of local business and leveraging the expertise of the University in several key areas including early childhood care, diversity initiatives and mental health.

Greater Memphis, led by Workforce Mid-South, is set to launch the Mid-South Opportunity Center. This community based resource will house numerous community agencies under a single roof making the service and wrap around support for individuals truly collaborative. Described as a lighthouse in the storm of poverty, individuals will be able to engage a spectrum of partners and resources through a single point of entry eliminating the need for the endless loop of referrals and the trauma of having to explain his or her life circumstances multiple times. Partners will work in partnership to ensure each client is fully utilizing the array of resources available for maximized effectiveness. Both childcare and on-site short term credential training will be available to assist clients in moving to the next level of economic mobility. The center will also house a Business Opportunity Lab to make sure local businesses are also able to create a single plan leveraging all available resources for success.

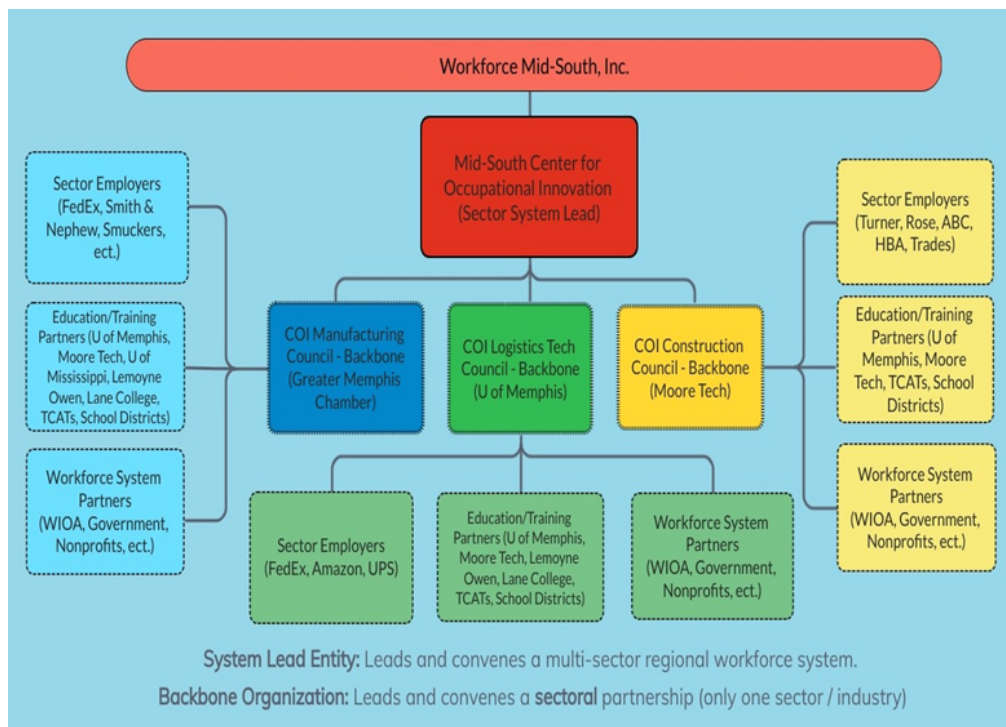
#### **a. How is the local area leveraging these valuable partnerships?**

One area of special focus has been the glaring absence of true upskilling un-ramps for adult learners. Together we researched best practice models around the country and identified a program delivery structure at Valencia College in Orlando, FL. In this

program, occupational credentials are delivered to learners in an intensive and condensed format leading to upskill opportunities in one-third of the time in traditional education. While current post-secondary institutions deliver specialized “custom” training when requested by a specific employer, the region lacks an overall delivery modality that makes this condensed format available to employers and learners on a large scale—employers have to request it on an individual basis and, in most cases, learners must already be connected to that employer. Workforce Mid-South will continue our commitment to create a viable up-skilling environment equitably accessible for all.

**b. In addition, has your area applied for and received any grants which have provided additional funding and programmatic resources?**

Through the preparation for an EDA Good Jobs Challenge proposal submission, Workforce Mid-South, Inc. has created a non-profit entity, the Mid-South Center for Occupational Innovation under the Workforce Mid-South umbrella. This organization has an advisory committee made up of post-secondary institutions, representatives of the individuals we serve and local employers. Currently the Center has three industry specific councils: Advanced Manufacturing, Logistics Technology and Construction/Skilled Trades. Each Council is led by an outside community group with ties to that sector. This Center will primarily focus on industry sector advocacy and collaboration and will be used to seek external grant funding. Unique to the MCOI, our geographic reach extends to ten northern counties of Mississippi, five eastern counties of Arkansas and all of the West Tennessee Grand Division. It is designed to truly look at sectors from a regional vantage point. Workforce Mid-South has already been approached by the healthcare industry and the utilities/telecom industry to ask for similar sector work in those fields.



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Our enhanced alignment with the University of Memphis has led to a joint proposal for the TANF Opportunity Act funding to better serve low-income families through the American Job Centers by braiding both TANF and WIOA funding to holistically meet needs. The University has begun to realize the power of their position within the community and has created new programs to explore apprenticeship opportunities, and additional ways the structure of an R1 school can benefit both planning, implementation and efficacy testing of new regional initiatives.

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

Greater Memphis is consistently searching for additional sources of revenue to supplement WIOA activities. However, as a region, we are trying to strengthen the community's utilization and awareness of American Job Center services and WIOA funded activities. Staffing agencies remain the primary source of job connection for most job seekers and

employers locally. Adding fees for our services would eliminate the primary benefit of WIOA services and be detrimental to the AJC system at this time.

## Local Plan - Performance Goals and Evaluation

5. 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)?

- e. Utilizing the Key performance Indicator (KPI) form, provide the name of the lead organization (community-based organization, nonprofit, a state agency, etc.), a brief narrative strategy, a list of primary supportive services catered to the SBE’s specific needs, and the monitoring methodology/frequency for each SBE group.

### Workforce Services Policy - KPIs

Significant Barriers to Employment (SBE) group	Lead Organization	Narrative Strategy	Primary supportive services catered to the SBE’s specific needs	Monitoring Methodology/Frequency
<b>Displaced Homemakers</b>	Communities In Schools- Care Coordination	Communities In Schools 2 generational approach serves the whole family by coordinating with other agencies to create accessible resource networks. Receive referrals, assess, plan, follow up, report out.	CISM provides Economic security; health care; access to affordable, quality long-term care; creating and maintaining livable communities; consumer protections; caregiving; and ensuring that our democracy works better for all	CISM monitors with Caseworthy daily data entry. Quarterly review, progress monitoring and adjusting.
<b>Low-income individuals/recipients of income-based public assistance</b>	Equus Workforce Solutions	Equus provides services to Low-income individuals/recipients of income based public assistance by working with DHS, Community Partners that provide housing/shelter/transportation assistance along with local Chamber of Commerce to host more on- site community -based hiring events and informationals. Also, on site where the participants receive low-	Primary supportive services Equus provides to low- income individuals are:  Transportation, child care assistance & Dress/clothing assistance. These services in addition with current the low-income support being received will assist the low-income individual with supports need to	Equus will measure the success rate by monthly monitoring progress in conjunction with correspondence and surveys from community partners. This monitoring process will include a total monthly number of assessments, enrollments & referrals to other Title programs. This process provides not only individuals that have been enrolled but individuals

		income services that allows for more “one-stop shop” to also include employment education & career assessment services.	obtain, secure and retain employment	being assessed for other Title services in preparation for Title 1 services.
<b>Native Americans</b>	N/A	N/A	N/A	N/A
<b>Individuals with mental or physical disabilities, including the recipients of Social Security Disability Insurance</b>	Tennessee Department of Human Services-Rehabilitation Services Division	The Vocational Rehabilitation Program (VR) provides a variety of individualized services to persons with disabilities in preparation for their employment in the competitive labor market. VR advocates employment outcomes for clients that are consistent with their individual strengths, resources, abilities, capabilities and informed choice.	<ul style="list-style-type: none"> <li>• Counseling &amp; Guidance</li> <li>• Training</li> <li>• Maintenance &amp; Transportation</li> <li>• Transition Services from School to Work</li> <li>• Personal Care Assistance</li> <li>• Rehabilitation Technology Services</li> <li>• Job Placement</li> <li>• Post-Employment Services</li> <li>• Supported Employment</li> <li>• Independent Living Services</li> </ul>	Customers are monitored no less than every ninety days by assigned VR staff. Programmatic goals are monitored monthly by the quality assurance division. Quarterly and annual reporting is provided to state and federal oversight.
<b>Those age 55 and older</b>	Meritan Senior Employment Programs  SCSEP/Northwest Tennessee Human Resource Agency	Meritan provides on the job-training for low income, unemployed seniors over the age of 55. Participants train an average of 20 hours a week.	Meritan Senior Employment Program is designed to help those who want to enter or re-enter the workforce but need career training to prepare for new workplace experience. Meritan’s variety of services include:	Meritan’s monitoring method includes:  Developing an Individual Employment Plan (IEP).  Staff monitors the enrollee’s progress in the assignment 3- 6 months.

		<p>SCSEP services are geared specifically for low income individuals who are 55 or older and have had little to no job experience.</p>	<ul style="list-style-type: none"> <li>● Choices</li> <li>● Home Health</li> <li>● Intellectual &amp; Developmental Disability Services</li> <li>● In-Home Personal Care</li> <li>● Private Duty Nursing</li> <li>● Foster Care</li> <li>● Community Response to Elder Abuse</li> </ul> <p>SCSEP places customers in Host Agencies that will help train them in different areas based on their interests (computer skills, clerical skills, etc.)</p>	<p>Evaluation of the participants performance at least once per year</p> <p>Follow-up with participant for 24 months (participants submit payroll stubs)</p> <p>SCSEP creates Individual Employment Plans as soon as they come on my program to set goals as far as what skills they want or need to learn, what they would be interested in learning about and any other small things they may want to learn. We reevaluate every 6 months to see where they are with reaching the goals and how we can help them reach them faster.</p>
<b>Justice-Involved Individuals</b>	<p>Center for Employment Opportunities (CEO)</p> <p>Shelby County Office of Reentry</p>	<p>CEO aims to increase access and address employment barriers to justice-involved individuals, CEO provides immediate, effective, and comprehensive employment services to individuals with criminal convictions who have recently returned home from incarceration. Our evidence-based program model consists of four components specifically designed to enable people recently released from incarceration to successfully enter the labor market: workforce readiness training, transitional employment with daily pay, job coaching</p>	<p>CEO provides Job-readiness training, immediate work experience, daily income to establish financial stability, assistance removing barriers to employment, motivational interviewing and cognitive behavioral interventions, connection to inclusive-hiring employers, and retention support after job placement.</p> <p>The office of Reentry assists clients in helping</p>	<p>To measure programmatic outcomes and success, CEO tracks performance data for each stage of our program using our in-house adaptation of the Salesforce customer relationship management database. CEO's tracked key performance indicators include enrollment, transitional work crew attendance, permanent job placement, hourly wage at placement, and post-placement milestones including retention after 180 and 365 days. CEO sets annual program goals for each</p>

		<p>and development services (leading to permanent job placement), and a year of employment retention support.</p> <p>The Office of Reentry provides essential reentry resources in one place. The ultimate goals of the Office of Reentry are: To create connections between Shelby County reentry resources and specific employers ready to hire people with a criminal history. Realign our focus from a traditional soft skills training, to hands-on technical and vocational programs in an effort to assist our clients in gaining self-sufficient employment, and/or entrepreneurship.</p>	<p>them obtain clothing, HS Diploma/GED, Health Services, SNAP, Social Security cards, voting rights restoration, and any other specific needs by the client. With offering this support, our goal is to help remove as many barriers as we can so justice involved individuals can have meaningful employment, helping drive down the likelihood of reoffending. Additionally, for individuals seeking to start their own business, our goal is to assist and help find them mentors in the business community.</p>	<p>year and tracks these outcomes on-going.</p> <p>The office of reentry generates a report monthly to provide a breakdown of each client. The reports outline whether they were able to find employment and if the needs they came to the office for were met.</p>
<p><b>Individuals experiencing or have experienced homelessness</b></p>	<p>SCSEP/Northwest Tennessee Human Resource Agency</p>	<p>SCSEP gives priority of service to individuals who are experiencing homelessness or are close to being homeless.</p>	<p>SCSEP works closely with the TN Homeless Solutions to make sure they have the resources they need. We help with budgeting once they begin receiving wages from our program so they can have enough money for rent. We also refer them to the local housing authorities to get on the waitlist for low income housing.</p>	<p>SCSEP follows up with this every 6 months to ensure their needs are being met and that we are making progress in either finding housing or retaining housing.</p>
<p><b>Youth in or have aged out of the foster care system</b></p>	<p>Equus Workforce Solutions</p> <p>Communities In Schools Memphis-</p>	<p>Greater Memphis region focuses on assisting youth with one or more significant barriers to employment by preparing these individuals for postsecondary education, providing employment opportunities, providing guidance to attain</p>	<p>Equus aligns services with the local board policy to ensure each customer receives all available supportive services. The organization works closely with schools and/or employers and provides supportive</p>	<p>Equus programmatic outcomes are measured based on the following listed below:</p> <p>Placement in employment in the 2nd/4th quarter or education</p> <p>Attainment of a degree or certificate</p>



	College and Career Readiness Program	<p>educational and/or skills training credentials.</p> <p>Customers with significant barriers to employment receive training in pre-employment skills such as resume writing, employer expectations, financial literacy, entrepreneurship, and soft skills training. The organization partners with local government, private business, retail industry to provide the individuals with significant barriers to employment with occupational learning opportunities through a paid work experience. Partnership and alignment, with community partners such as South Memphis Alliance, Youth Villages, and the TN Department of Human Services and employers, also allows the organization to assist individuals with significant barriers to employment to meet their employment and educational goals.</p>	<p>services to customers in need.</p> <p>CISM provides paid internship opportunities.</p> <p>Assistance finding employment (job search, application, interview). Help with the college process and preparation (application, FAFSA, scholarship, and more).</p> <p>Monetary Incentives for meeting goals.</p> <p>Assigned specialist to ensure preparation for life after graduation.</p>	<p>Measurable Skills Gain</p> <p>CISM monitors with Caseworthy daily data entry. Quarterly review, progress monitoring and adjusting.</p>
<p><b>Individuals who are English language learners, individuals who have low levels of literacy, individuals facing substantial cultural barriers</b></p>	<p>Hopework Adult Basic Education</p> <p>TCAT Ripley Adult Basic Education</p>	<p>HopeWorks offers a multi-week Personal and Career Development (PCD) program that provides group training in Soft Skills(Communication/Conflict Resolution/Goal Setting), Career Exploration, Job Readiness and Job Retention strategies.</p>	<p>Hopeworks students are given instruction &amp; tutoring in 5 specific disciplines, Reading / Writing / Science / Social Studies/ Math. If the student is a Tennessee resident, they are provided with a voucher that pays the cost for the</p>	<p>HopeWorks uses CoactionNet as a data management system which supports a dashboard approach (real time metrics) for internal monitoring.</p> <p>IELCE uses TopsPRO reports to disaggregate test results into specific</p>

		<p>These classes are offered in in-person and virtual on-line formats. Program completers are offered job search assistance, referrals to supporting employers, assistance in applying to post-secondary employment and case management for a full year of employment.</p> <p>TCAT Adult Basic Education program provides Free Classes to 17-year-olds or older for anyone who needs a High School Diploma, Job, or Post-Secondary or Job Advance.</p>	<p>ETS portion and the site fee portion of the HisetTest. (\$78.75) The student is also enrolled and tutored in a Workforce Platform program (WIN, Northstar, 180) to help improve employability skills.</p> <p>TCAT Adult Basic Education provides the following services: -Adult Basic Education Classes  -Test Assessment Pre-Test and Post-Test  -High School Equivalency Diploma  -NorthStar Digital Literacy  -WIN Essential Soft Skills  -Virtual Classes  -Online Learning Platforms</p>	<p>skill competencies for each student. Instructors analyze and target instruction based on these test results as well as formative assessment in the classroom</p> <p>TCAT ABE monitors progress by:</p> <ul style="list-style-type: none"> <li>-Follow-up with program participant</li> <li>-Monthly, Quarterly, and Annual Program Monitoring</li> <li>-Tracking Program Data-Enrollment, Measurable Skills Gain, and HSE Diplomas through Jobs4tn.gov</li> </ul>
<b>Eligible Migrant and Seasonal Farmworkers</b>	National Farmworkers Jobs Program (NFJP)- TN Dept Of Labor & Workforce Development	The Migrant and Seasonal Farmworker Program focuses on finding work for unemployed or underemployed farmworkers. This program helps farmworkers and their families achieve self-sufficiency through employment, maintaining their job, and upgrading their skills training for future opportunities.	<p>Most State outreach efforts have been implemented by the Tennessee Opportunity Programs (TOPS), 167 National Farmworker Jobs Program (NFJP) grantees. TDLWD plans to continue assisting TOPS with outreach services. The following explains the various steps leading to an active enrollment in the TOPS:</p> <ul style="list-style-type: none"> <li>· TDLWD State staff will coordinate with local</li> </ul>	The NFJP monitoring and compliance review system is in place and incorporated in the VOS data capture system.

			<p>AJC offices to continue training and explanation of services offered</p> <ul style="list-style-type: none"> <li>· TOPS case managers reach out to farm communities to identify prospective candidates.</li> <li>· Once farm workers are identified, and they demonstrate a compelling interest to obtain new skills and pursue different and more productive career tracks, registration can begin and be completed.</li> <li>· Eligibility documents are sought - including birth certificates, selective service registration documents, drivers' license, work visa, etc.</li> <li>· Interviews are held, eligibility is confirmed and skill needs along with ABE and other service needs are identified. Next an IEP is developed, then training and services are secured.</li> </ul>	
<b>Individuals within two years of exhausting lifetime TANF eligibility</b>	America Works of TN	America Works of TN provides supportive services to referred TANF clients receiving benefits in Shelby County.	America Works of TN clients are eligible for transportation assistance, auto assistance, dental and vision assistance.	America Works of TN data is measured monthly and quarterly.

<p><b>Single parents, including pregnant women</b></p>	<p>Equus Workforce Solutions</p>	<p>Greater Memphis region focuses on assisting youth with one or more significant barriers to employment by preparing these individuals for postsecondary education, providing employment opportunities, providing guidance to attain educational and/or skills training credentials. Customers with significant barriers to employment receive training in pre-employment skills such as resume writing, employer expectations, financial literacy, entrepreneurship, and soft skills training. The organization partners with local government, private business, retail industry to provide the individuals with significant barriers to employment with occupational learning opportunities through a paid work experience. Partnership and alignment, with community partners such as South Memphis Alliance, Youth Villages, and the TN Department of Human Services and employers, also allows the organization to assist individuals with significant barriers to employment to meet their employment and educational goals.</p>	<p>Align services with the local board policy to ensure each customer receives all available supportive services. The organization works closely with schools and/or employers and provides supportive services to customers in need.</p> <p>***** Refer to SS local policy for the list of allowable supportive services. (see attachment)</p>	<p>The programmatic outcomes are measured based on the following listed below:</p> <p>Placement in employment in the 2nd/4th quarter or education</p> <p>Attainment of a degree or certificate</p> <p>Measurable Skills Gain</p>
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<p><b>Long-term unemployed (unemployed for 27 or more consecutive weeks)</b></p>	<p>Equus Workforce Solutions</p>	<p>Equus plans to network on all social media platforms by creating flyers dedicated solely to long term unemployed individuals and showing them on all platforms. We will create job fairs that are only for long term unemployed individuals. Gain more work experience opportunities through the NDWG program. Pass out flyers in the community that are dedicated to long term unemployed individuals. Hang flyers at local malls, libraries, grocery stores, etc. all targeting long term unemployed individuals.</p>	<p>Primary supportive services for long term unemployed individuals would include, child care assistance, gas cards, Lyft rides, utility assistance, rental assistance, uniforms for work, and shoes for work. All of these supportive services would help a long term unemployed individual jump back into the workforce.</p>	<p>Equus will monitor frequency by running weekly enrollment reports to keep track of the enrollments. We plan to keep sign in sheets and upload into an internal database to track how many participants attend job fairs and information sessions. We can create live spreadsheets that help keep track of all individuals gaining temporary employment through a work experience opportunity.</p>
<p><b>Other groups as the Governor determines to have barriers to employment</b></p>	<p>Determined upon designation by the Governor.</p>	<p>Determined upon designation by the Governor.</p>	<p>Determined upon designation by the Governor.</p>	<p>Designated or designed for implementation by the appropriate agency or office.</p>

## Technical Requirements and Assurances

**1. 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).**

### **Budget Information and Supporting Materials**

The budget for the years FY 2022 includes projected carry-over of \$8.709M. The carry-over includes formula fund awards that expire in FY 2023. New awards for FY 2022 are estimated to total \$8.317M. We also expect to have State funded awards brought forward for a value of 630K. Expenses related to providers are expected to total \$11.350M for the year. Other Operational and Administrative expenditures managed by the Local Workforce Board are projected to total \$2.624M. This brings the overall investment for fiscal year July 1, 2022 to June 30th, 2023 to \$14.91M.

See Attachment: Budget Information and Supporting Materials

### **D. Local Strategies Financed by the transfer of Title I Funds**

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

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

When requesting fund transfer between programs, such as moving some funds from Adult to Dislocated worker or Dislocated worker to Adult, an application for this action is submitted through the State grant management system. This request shows the initial budget allocation, funds used and the budget balance. It also outlines the proposed changes with the requested transfer of funds. TNDLWD replies with approval or disapproval. If approved, TNDLWD sends a new contract to GMLWDA for Executive Director and CLEO signatures. This signed document is then resubmitted to TNDLWD, who thereafter provides a copy back to GMLWDA. The fund transfer can only take place after the new signed contract is returned.

If approved, transfers of funding may be used to fund any new or existing strategies or services under the appropriate program (Adult or Dislocated Worker). Such strategies and services may include Individual Training Accounts, transportation stipends, work related support payments, transitional jobs, On-the-Job Training, Incumbent Worker Training, and other services. In accordance with WIOA Sec.134(d)(4)(A)(i), the Greater Memphis Region will utilize up to 10% of Adult and 10% of Dislocated Worker funds to implement incumbent working training (IWT) with the intent to enhance employees skills and increase employers competitiveness. To use funds for transitional jobs as outlined in WIOA Sec. 134(d) (5), the Greater Memphis Region currently has a Transitional Jobs program in place utilizing specially requested funds from the state that are designated for this service. Current contracts will exceed this funding and regular formula funding of around 5% would be used to supplement the additional cost if needed. This falls within the allowed 10% maximum in WIOA guidelines.

**Greater Memphis  
TN LWDB  
WORKFORCE  
MIDSOUTH INC.  
FY 22-23 expenses**

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**Salaries**

Salary expenses here, include all personnel compensation carried by the Career and Business Service providers for the Greater Memphis region for their employees. These payments are directly attributable to one or multiple identifiable grants or another, or those benefiting program activities of more than one program and which are not indirect in nature. These payments include all salaries, holiday and overtime pay when authorized.

**Fringe & Benefits**

Fringe benefits are computed on an individual basis for staff included under salaries (personnel) costs. These are for employees of providers who are implementing the programs. Items included in fringe benefits consist of health, dental, and vision insurance, disability insurance, unemployment and worker’s compensation and mandatory employer match on federal employment taxes, and retirement costs.

**Equipment**

These are generally items with a lifespan of more than one year, and are used as tools to get the job done. Equipment can be office furniture, computers, printers, etc.

**Supplies**

These are generally Office Supplies, and may also include supplies for computers, as well as janitorial supplies and toiletries.

**Travel**

Travel includes direct travel costs for provider employees and is reimbursed in accordance with amounts and limitations specified in the Tennessee “State Comprehensive Travel Regulations,” as they are amended from time to time.



## **Contractual**

### **Career Service Provider**

Competitively procured Career Service Provider expenses incurred in the delivery of all assigned duties as they relate to the delivery of services to the Greater Memphis region LWDA. These expenses include services for operational costs, adult, youth, and dislocated worker ITA's, incumbent worker training, on the job training and others.

### **One-Stop Operator**

Competitively procured One-Stop Operator expenses incurred in the delivery of all assigned duties as they relate to the delivery of services within the One-Stop System of the Greater Memphis region LWDA. These include coordinating services, performance and targeting populations. These expenses include direct staffing costs, communication, program expenses and indirect operator costs.

### **Youth Providers**

Competitively procured Career Service Provider expenses incurred in the delivery of all assigned duties as they relate to the delivery of services to the Greater Memphis region LWDA. These expenses include programs for the youths in school, out of school and work experiences to better equip them for employment.

### **Access Sites**

Competitively procured Career Service Provider expenses incurred in the delivery of all assigned duties as they relate to the delivery of services to the Greater Memphis region LWDA. Costs associated with these sites are staffing expenses, on the job training, transportation, supportive services, rent and indirect services.

### **Participants' Costs**

Competitively procured Career Service Provider expenses incurred in the delivery of all assigned duties as they relate to the delivery of services to the Greater Memphis region LWDA. These are primarily transitional job costs that are market driven to prepare jobseekers to meet the changing needs of employers.

### **Construction**

There are no construction costs during this program's financial year.

## **Other**

These includes, but may not be limited to expenses as follows:

- a. Utilities
- b. Office rentals
- c. Equipment rentals
- d. Advertisement & legal expenses
- e. Local travel
- f. Equipment maintenance
- g. Printing
- h. Postage

## **Indirect Charges**

These are administrative costs directly associated with each award, as well as administrative expenses which are pooled and allocated according to the cost allocation plan to include, but not limited to, contractual services, accounting and auditing, supplies, rent, utilities, computer and related costs of an administrative nature. Costs in this category do not exceed 10% administrative cap of entire award value.

# WORKFORCE MIDSOUTH

33.91%

BUDGET FY 2022 - 2023

<b>AWARDS AVAILABLE</b>	<b>ADULT</b>	<b>DSLW</b>	<b>YOUTH</b>	<b>OTHER</b>	<b>ADMIN</b>	<b>TOTAL</b>
Old Awards	3,798,334.31	1,106,263.54	2,933,702.24		870,922.23	<b>8,709,222.33</b>
New Awards	2,617,363.34	2,125,916.38	2,741,754.24		831,670.44	<b>8,316,704.40</b>
Old Projects				630,285.77	0.00	<u><b>630,285.77</b></u>
<b>TOTAL AWARDS AVAILABLE</b>	<b>6,415,697.66</b>	<b>3,232,179.92</b>	<b>5,675,456.48</b>	<b>630,285.77</b>	<b>1,702,592.67</b>	<b>17,656,212.50</b>
	36.34%	18.31%	32.14%	3.57%	9.64%	
<b>IWT</b>	<u>658,643.00</u>	<u>277,147.00</u>				<u><b>935,790.00</b></u>
	<u><b>5,757,054.66</b></u>	<u><b>2,955,032.92</b></u>	<u><b>5,675,456.48</b></u>	<u><b>630,285.77</b></u>	<u><b>1,702,592.67</b></u>	<u><b>16,720,422.50</b></u>
<b>EXPENSES PROVIDERS:</b>						
<b>Staff costs</b>	1,764,452.13	708,110.85	1,895,715.42			<b>4,368,278.40</b>
<b>Operation costs</b>	715,798.01	249,389.07	450,203.57			<b>1,415,390.65</b>
<b>Participants Costs</b>	2,177,559.17	713,549.55	1,847,119.62			<b>4,738,228.34</b>
<b>Performance incentives</b>	27,343.60	30,077.96	140,480.24			<b>197,901.80</b>
<b>Others</b>				<u>630,285.77</u>		<u><b>630,285.77</b></u>
<b>TOTAL PROVIDER COSTS</b>	<b>4,685,152.91</b>	<b>1,701,127.43</b>	<b>4,333,518.85</b>	<b>630,285.77</b>	<b>0.00</b>	<b>11,350,084.96</b>

<b>LWDB EXPENSES:</b>					
SALARIES	375,739.09	185,528.66	240,151.00	491,286.29	<b>1,292,705.05</b>
FRINGE BENEFITS	80,563.46	127,062.19	62,592.93	12,552.92	<b>282,771.49</b>
AJC SIGNAGE	6,200.00	4,800.00			<b>11,000.00</b>
COMMUNICATION- PHONE/INTERNET	40,100.00	6,000.00	7,500.00	8,000.00	<b>61,600.00</b>
COMPUTER EQUIP/LAPTOPS/IP ADS	13,389.95	6,118.51	5,158.90	2,118.13	<b>26,785.50</b>
COMPUTER SOFTWARE	18,611.26	9,574.41	13,371.09	17,094.24	<b>58,651.00</b>
DOCUMENT REPRODUCTION/P RINTING	10,000.00	2,500.00	4,200.00	4,500.00	<b>21,200.00</b>
DUES, MEMBERSHIPS, PERIODICALS	5,000.00	2,000.00	3,000.00	1,000.00	<b>11,000.00</b>
EMPLOYEE TRAINING (SEMINARS/CONF RENCES)	20,000.00	5,000.00	15,000.00	23,978.43	<b>63,978.43</b>
EMPLOYEE TRAVEL (TRANSPORTATION )	9,000.00	1,000.00	3,200.00	6,000.00	<b>19,200.00</b>
FUEL FOR VAN	300.00	2,000.00	1,000.00	300.00	<b>3,600.00</b>
MAINTENANCE/REP AIRS	25,000.00	10,000.00	20,000.00	5,000.00	<b>60,000.00</b>
MILEAGE	2,000.00	200.00	800.00	1,200.00	<b>4,200.00</b>

OFFICE SUPPLIES	5,325.00	1,100.00	1,300.00		1,858.00	9,583.00
POSTAGE/COURIER	310.00	115.00	50.00		400.00	875.00
PROFESSIONAL SERVICES	75,000.00	20,000.00	15,500.00		50,000.00	160,500.00
RENT	166,892.04	89,199.56	118,269.22		75,170.07	449,530.89
SECURITY	52,200.00	7,800.00	4,000.00			64,000.00
UTILITIES	15,018.00	1,800.00	5,805.00			<u>22,623.00</u>
<b>TOTAL LWDB EXPENDITURES</b>	<b>920,648.80</b>	<b>481,798.33</b>	<b>520,898.14</b>	<b>0.00</b>	<b>700,458.09</b>	<b>2,623,803.36</b>
<b>TOTAL EXPENSES</b>	<b>6,264,444.71</b>	<b>2,460,072.76</b>	<b>4,854,416.99</b>	<b>630,285.77</b>	<b>700,458.09</b>	<b>14,909,678.32</b>
<b>CARRYOVER AWARDS</b>	<b>151,252.94</b>	<b>772,107.16</b>	<b>821,039.49</b>	<b>0.00</b>	<b>1,002,134.58</b>	<b>2,746,534.18</b>