



Northern Middle Tennessee  
Workforce Board Inc.

# LOCAL WORKFORCE PLAN

Program Years 2022-2024

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**Northern Middle Tennessee**

**Local Workforce Development Board**

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American**Job**Center<sup>®</sup>  
TENNESSEE

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

The Northern Middle Workforce Board (NMWB) delivers workforce services with nineteen (19) formal partners through the American Job Center network in thirteen (13) counties. Through comprehensive, affiliate, specialized centers and access points the partners provide required, leveraged, and focused support to job seekers and businesses so that middle Tennessee can be competitive in the global economy. It delivers these services both in person and virtually through a variety of measures and technologies to ensure that services are received in its urban, rural and suburban communities. Services are tailored to fit the needs of the population and economy and fluctuate with the challenges, changes and trends that affect our communities throughout the year. The Northern Middle stakeholders strive to be a high performance local workforce area by using all resources to drive enhancement and performance of workforce services. Whether a catastrophic flood requiring immediate assistance, a national pandemic causing complete refunctioning of services, or a mega corporation opening with large and complicated workforce demands, Northern Middle responds to the needs of its constituents as they happen.

Responding to the pandemic, the Northern Middle Workforce Board was diligent to maintain staff physically in the centers in order to provide needed services to those that were impacted by job loss. This “can do and will do” mentality offered citizens of Northern Middle access to career services throughout the pandemic with in-person, virtual and telephonic services. As technological options were improved, additional outreach continued increasing the area’s participation and performance. This integrated approach allowed partners to deliver services while adding capacity and technology to their service delivery. The Northern Middle Board has analyzed pandemic workforce challenges and offered a [workforce study](#) to measure economic impact.

Due to the changes in the workforce across the state and nationally, as well as declining local area data, the Northern Middle Board will be conducting a series of workforce strategy sessions to map out new ways to serve businesses and job seekers based on our new workforce ecosystem. These strategy sessions will set goals and objectives for positive change agents to be put into place by staff, core partners and key stakeholders to increase outreach effectiveness within the American Job Center system in Northern Middle.

**1.b. How the one-stop system is implementing more integrated, technology-focused operations to improve outreach to jobseekers/employers, provide intake, and enhance CM for programs carried out under all partners**

As COVID continued and services needed to be delivered through alternative means. the NMWB began to put into play procedures to enhance job seeker services as well as provide business assistance within our 13 county area. The NMWB and its partners immediately put into place, no touch, social distance procedures to minimize risk and provide safe operations for staff and customers. Staff received laptop computers and were able to work from home when needed for quarantine purposes. Job fairs and information events were handled virtually through the Premier Virtual software platform. Appointments were scheduled via phone call for processing customer employment needs. Social media was used to inform the public of AJC events and services. The NMWB embraced the Virtual American Job Center (VAJC) to assist customers in applying for services. Title I quickly implemented fillable forms, signature

pads and DocuSign to allow customer services to continue without interruption. All of these virtual adaptations are working viable alternatives in existence today. An example of an actual partner transformation is listed below.

Partner programs in the Northern Middle Workforce Area (NMWA) adapted to change and embraced technology as well. Last July, Vocational Rehabilitation (VR) implemented a new case management system, Aware, to improve service delivery and case management efficiency. It also allows the program better ability to evaluate analytics to determine program success and identify areas of opportunity for growth. In January 2022, VR continued to revolutionize the customer experience by implementing a Centralized Service Center via the Nice InContact platform. It's being piloted in Middle Tennessee and all external customer contact numbers have been centralized to one main number. Calls are handled by a small team of agents.

Northern Middle's TANF partner has embraced virtual services and has converted all their intake documents to fillable forms that can be easily completed and signed via DocuSign. In addition, the TANF team created videos to walk clients through and explain the intake process and program requirements.

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

All customers who enter the Northern Middle AJC system are greeted via the Welcome Function Team and self-register using the VOS (Virtual One Stop) Greeter via an I-pad kiosk. This allows the one-stop-operator (OSO) to monitor activity by location. An added benefit of this process is that customers are exposed to the list of available services as they register, which can promote a dialogue about additional options and services. The registration improves the customer experience as wait times are monitored by the one-stop-operator. The process also allows for easier documentation of the customer entry process. VOS greeter and activity reports are reported to the Board on a monthly basis and analyzed to ensure that assets are balanced. These can fluctuate as conditions change. During the pandemic, telephonic activity was being entered into the VOS system to track county workload and response times. In light of COVID-19, all intake forms were transitioned to fillable PDFs to allow for ease of completion and electronic delivery. Career advisors are equipped with cell phones and laptops which allow for virtual enrollment through Zoom, FaceTime and other technological methods. It is no longer mandated that a potential customer physically enters an American Job Center in order to enroll into WIOA; thus promoting efficiency and effectiveness.

The Northern Middle Workforce System has integrated its services to allow all core and non-core partners to work collaboratively and seamlessly in the delivery of services under multiple workforce programs. Aligning with the Job Based Camps, the 13-county system strives for robust implementation in its business strategy, job seeker universal access, streamlined business teams, linked referrals and assessments and targeted training. Functionally aligned staff through certified centers simplifies customer service delivery. The Board's mantra of leveraging resources, use of technology to deliver services, and reducing duplication strengthens the Board's workforce economic footprint. With a signed MOU and IFA the Board has close integration with Wagner-Peyser, Title I Adult, Title I Dislocated Worker, and Title I Youth services, as well as many other partners within the AJC network. In an effort to expand services to include more participants, the Board voted at its June 2020 meeting to serve both in school and out of school youth, and established a more complete list of community partners.

An innovative practice that leverages funding and supports accessibility to AJC services was developed during the pandemic. The NMWB applied for a CARES grant to purchase 750 laptops for individuals that were unprepared for virtual services. This included Adult Education students who were not attending virtual classes, TCAT and Community College students, as well as general job seekers. The computers were given away to individuals who were in-need of technology-based solutions.

Assuring access to services for target populations is a customer service driver for the NMWB. Especially focused on re-entry, the Board is actively providing outreach and recruitment services through the AJC partners in local jails, probation agencies and even in the local prison system. A comprehensive effort in Montgomery County includes coordination with Title II, staff to provide Adult Education classes, including HiSet exam prep and the HiSet to incarcerated individuals. Furthermore, advanced training is offered by Nashville State Community College to provide an entry-level certification in advanced manufacturing through Industrial Readiness Training.

Accessibility and awareness for veteran's services is being addressed by Title III Wagner Peyser partners in the Dickson, Nashville and Lebanon American Job Centers by coordinating with local business and industry to conduct weekend hiring fairs for veterans this spring. In coordination with Tennessee Department of Labor and Workforce Development, these AJCs will host weekend job fairs supporting a statewide event of Biking Across Tennessee to bring awareness of Veterans hiring practices. Vocational Rehabilitation has transformed service delivery and accessibility via our Community Tennessee Rehabilitation Centers. With the creation of two new positions, cTRC Training Coordinator and cTRC Training Specialist, Vocational Rehabilitation is moving beyond the workshop model to a community based model.

**1.d. 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 NMWB has transformed since the beginning of COVID and will continue to do so as the economic conditions in the area have changed. Technology inputs have improved a myriad of aspects of our service delivery from many different partners. For example, Vocational Rehabilitation has transformed their Community Tennessee Rehabilitation Centers from a workshop model to a community-based model and created new staff positions to focus on outreach and community services. They have embraced technology and issued iPhones with hotspots so they can connect to the internet and their state network at home or when staff are out in the community. Additionally, their office desk phones have had Jabber software added so that counselors can text, email, chat and communicate with customers as if they were physically at their office. VR also installed a new case management system that continues to improve service delivery and case management efficiency. It allows case managers to better evaluate analytics and determine customer progress as well as to identify opportunity for growth.

Northern Middle and its partners continue on the path of continuous improvement through innovation and technology. Wagner Peyser staff are using the Virtual AJC for staff acuity scheduling, social media and Premier Virtual for job fairs. Kiosks in some prison systems are also being used to connect justice-involved individuals with AJC staff through QR codes. Expungement fairs are also held using on site and partner technology to assist justice-involved individuals returning to the workplace. Perhaps one of the

most impactful changes is the addition of Coursera to provide free workforce solutions for jobseekers and employers. Business Services team members are actively marketing Coursera at local chamber events and meetings to increase participation.

Over the last two years, Adult Education has greatly increased its virtual presence. Adult Education and ESL students, across the region, can now register, attend and participate in all aspects of our program via Zoom. Students also have multiple online resources to include:

- WIN – Online soft skills and academic help, completers receive a certificate
- NorthStar – Online digital literacy completers receive certificates
- Essential Ed - Online academic help
- HiSET Academy - Online academic help
- TABE Academy - Online academic help
- New Readers Press Online - Online academic help
- Kahn Academy - Online academic help
- Burlington English - ESL online
- 180 Skills - Online courses to teach both job specific and academic skills.

Multiple options help students improve their skills at a faster pace rather than being in a physical classroom. Incarcerated individuals have been provided the opportunity to connect to job specific trainings and interviews via Zoom. Additionally, students without WiFi or devices can access any of our offerings via computers at all American Job Centers.

An innovative practice is the Integrated Education and Training opportunity for inmates of the Dickson and Davidson County jails. The course was taught simultaneously over Zoom to both facilities by a Lee Company staff member in the construction trades.

TANF use of Virtual Job Shadow; VirtualJobShadow.com; empowers individuals to discover, plan and pursue their dreams with a unique video-based career planning platform. The interactive tools help students and job seekers develop career paths based on choice, not chance. With over 1000 professionally produced job shadowing and career advice videos, VJS delivers an interactive and engaging career exploration experience that opens up a new world of opportunity.

Partner integration and networking has realized an increase in attendance with the addition of virtual meetings. The thirteen county region has a large footprint. The efficiencies realized by hosting virtual partner meetings, including training opportunities, has been a vast improvement and one that will continue to remain in place post COVID.

**2.a. 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:**

The Northern Middle Tennessee Workforce Board is comprised of thirteen counties, two metropolitan statistical areas and approximately one third of Tennessee's workforce. It is truly the economic engine of the state. Aligning with the Governor, the Board's overall focus is to convene partners and resources to make Tennessee the number one state in the southeast for good paying jobs. The Board delivers its

mission and strategies through an interconnected American Job Center network by aligning its strategic initiatives to fully support the state's core five strategies:

1. Create an integrated intake system to efficiently deliver service,
2. Create a shared vision for supporting Tennesseans with the greatest number of barriers to enter the workforce,
3. Create a trained workforce to meet current industry needs,
4. Measure the effectiveness of the integrated workforce strategy and
5. Create a simple and effective engagement experience for all candidates.

The twenty-three member business-led Board, in partnership with the Local Elected Officials and multiple partners, bonded together by a formal MOU and infrastructure funding agreement, plans and oversees the workforce system and delivers innovative workforce solutions through the AJC network. In middle Tennessee's growing economy, the Board focuses their efforts and resources with the six business sector strategies of Healthcare, Information Technology, Construction, Advanced Manufacturing, Transportation and Logistics, and Educational Services. These key industry sectors align with the emerging growth and needs of business outlined in both the Regional and State Combined Plans. Hospitality is also a featured sector as Nashville is the entertainment hub of the south.

The WIOA core partners of the Title I, II, III and IV are aligned to deliver mutually supporting services to increase the competitive position of Tennessee businesses by developing a highly skilled workforce. These primary core partners are the backbone of the Middle TN workforce delivery system, however partners such as TANF, National Council on Aging, and Job Corps all deliver seamless services to eliminate barriers to employment for job seekers while up skilling the workforce to meet business expectations.

Specifically to address the goals of Tennessee's Combined State Plan, the NMWB is:

- Working with partners to create a seamless intake system, which will allow for efficient co-enrollment and service delivery,
- Focusing recruitment and enrollment of participants on the hardest to serve with significant barriers to unemployment to promote diversity and equity in the Northern Middle's workforce.
- Working with education partners to create industry recognized training programs that will offer credentials and provide immediate entry into employment,
- Holding workforce partners to the highest standards and requiring accountability for all performance measures, and
- Streamlining the enrollment process to provide quick and effective engagement for candidates.

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

The Northern Middle Board, through a workforce study conducted by the Nashville Area Chamber of Commerce, strategized to increase its outreach to underserved job seekers facing barriers to employment by opening specialized AJCs at the Napier Envision Center and the McGruder Center in Nashville. Specifically, the McGruder Center is located in an area with incredibly low per capita income

and according to a Brookings report, the McGruder zip code, 37208, has the highest incarceration rate in the nation.

The NMWB is incredibly excited to be a part of the Tennessee Workforce Equity Collective, led by the Urban League of Middle Tennessee. The Collective will be releasing a formative report entitled **Advancing Workforce Equity in Nashville: A Blueprint for Action**. People of color are a large and growing share of the Nashville region's workforce, but they are not sharing equitably in its prosperity. Workers of color make up 26 percent of the region's workforce ages 25-64, and 36 percent of the next-generation workforce (the population under 25). However, workers of color are almost twice as likely as their white counterparts to earn wages under \$15 per hour.

A cross-cutting racial equity agenda for the region's workforce is the cornerstone of an equitable economic recovery and a prosperous economy in which all can participate, prosper, and reach their full potential. **The Advancing Workforce Equity in Nashville: A Blueprint for Action** recommends to strategies for funders, employers, and community-based organizations working to advance workforce equity in Middle Tennessee. When the full report is released, the NMWB will embrace the challenge of addressing workforce equity in the region.

AJC staff also conduct outreach activities throughout the month at community centers in other public housing areas such as Lincoln Homes in Montgomery or the Shalom Zone in Sumner County. The Board also conducts aggressive outreach and advertisement of events and services through the Boards website, its Facebook page, Instagram, Twitter account and Linked In.

Vocational Rehabilitation (VR) provides access to employment and training to individuals with disabilities. VR provides Job Readiness Training, Job Placement and Job Coaching. The Department has really improved it's services pertaining to vocational training via TRC Smyrna. Most areas of study at TRC Smyrna now result in a certification, supporting career pathways that can lead to employment. VR also supports completion of Post-Secondary education leading to a credential for individuals with disabilities.

The Board recently authorized funding to target transitioning soldiers at Fort Campbell. The program will focus on assisting first term army veterans to find good paying jobs in Tennessee and neighboring Kentucky.

WIOA core partners, during intake and development of the individual employment plan, conduct barrier identification which might hinder program completion. All partners work together to eliminate these barriers to ensure successful employment. A single mom may initially see a TANF case manager but receive services from Adult Education, Title I and Title IV to ensure she meets and exceeds employer expectations upon landing her job in one of the six in-demand sectors mentioned in section 2a. A disabled soldier seen initially by a Disabled Veterans Outreach Program (DVOP) specialist may receive assistance from Title I and IV to alleviate barriers so that the veteran can smoothly transition to his second career in the civilian workforce. The Board ensures that these services are delivered seamlessly through the American Job Center partners either in person or virtually under the supervision of the One Stop Operator. The Boards Individual Training Account policy as well as its Support Service policy align equal access to the job seeker to ensure barriers are eliminated when pursuing career plans resulting in self-sufficiency.

The Board has received and dedicated funding along with applying for a variety of grants such as the Governors Investment in Vocational Education (GIVE) to expand services by targeting those most in need in to include Houston County, an at-risk county and segments of the population with multiple barriers such as justice-involved individuals.

Adult Education tailors its delivery to be virtual and after normal business hours so that customers may participate in services at their convenience. The goal is increase skill sets to those seeking a high school equivalency diploma or for those that are ESL learners. After-hours classes allow ESL students to work normal shifts while increasing their grasp and delivery of the English language. Additionally through the use of laptops purchased with CARES Act funding, Adult Education was able to deliver services throughout the COVID period even remotely in some county jails.

### **2.c Facilitating the development of career pathways and co-enrollment, as appropriate, in core programs and Improving access to activities leading to a recognized post-secondary credential**

Through analysis of our emerging industries via the WIRED unit data, and partner input to include survey data from business and industry, the Board focuses its capabilities and resources towards developing career pathways in the Healthcare, Information Technology, Construction, Advanced Manufacturing, Transportation and Logistics and Educational Services industry clusters. The AJC partners align their efforts to provide relevant skills training for entry-level jobs and skilled jobs that provide self-sustaining wages and viable career pathways. Particular emphasis is to conduct outreach and recruitment of equity challenged individuals who face barriers to social mobility.

The NMWB also maintains quarterly updated Eligible Training Provider List (ETPL) to align diplomas and credentials to skill sets required in the six targeted industry sectors. The Board has put into place policies and procedures that only courses that will result in a stackable credentials, industry recognized certification, or a state recognized diploma will be funded through an Individual Training Account. The Board receives monthly data and is focused on Federal performance and state key performance indicator goals and continuous improvement. Credentials, industry recognized certifications, and diplomas not only provides business with the in-demand employer skill sets, but also results in empowering the economic sufficiency of both individuals and communities.

The Board has worked closely with its business partners in developing a pipeline of qualified candidates through apprenticeships, work-based learning and Incumbent Worker Training that all lead to successful career pathways providing a self-sustaining wage. Northern Middle also boasts being a trailblazer in the Tennessee Department of Education's teacher apprenticeship program. The Clarksville-Montgomery County School System's Grow-Your-Own model was utilized to navigate the uncharted waters and become the first registered teacher apprenticeship program in the nation! With nearly 100 teacher apprentices registered in 2022, the program is off to a phenomenal start. The Board is working on the logical next step which is to create a pre-apprenticeship program for high school students seeking to enter the teaching profession.

Title I works closely with local Career and Technical Education (CTE) programs in the workforce area to enhance career pathways and steer our future workforce to in-demand occupations. Our career service providers are reaching into the local school systems to meet and enroll students before they graduate.



Pre-Apprenticeships and paid work experiences provide an additional talent pipeline for employers to utilize to meet hiring needs.

Title II, Adult Education, works alongside of companies such as Tyson and Lee Company to design Individual Education and Training (IET) programs for career development leading to employment. Every county in NMWA also has a Career Coach who works with each Adult Education student in designing a career and post-secondary pathway. The goal is to ensure students know how to get the skills needed to ensure employment or better employment. Building upon this model, the Board is also bringing access to Industrial Readiness Training (IRT) to incarcerated individuals. When finished, the customer will have a certificate of completion from Nashville State Community College plus an OSHA 10 certification, as well as a basic grasp of advanced manufacturing techniques to make them competitive for entry level employment in the targeted sector. Building on the IRT justice program and lessons learned, the Board is working with business and industry such as Bridgestone and Hankook Battery to conduct IRT classes on site for new hires to ensure they have the needed skills to be successful.

Co-enrollment in partner programs begins with the common intake form at the AJC initial point of entry. As Title I and III teams begin the career pathway development and Individual Employment Plan, the partners have agreed to a referral process in section 8 of the Northern Middle partner MOU. Hard, electronic and 'warm handoffs' all occur in the AJC among partners. The OSO and site leads monitor co-enrollments, along with site leads to ensure customers are receiving all the benefits the AJC has to offer.

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

Due to low unemployment and high job demand, coupled with declining American Job Center foot traffic, the efforts by the workforce system to support employers is more challenging and more important than ever. While the traditional method of serving businesses through the local Business Service Team should continue, it is not enough to meet current business needs and does not yield the results demanded by employers. The traditional Business Service Team model is below. The model will expand to include additional strategies.

#### Traditional Business Service Team Model

Title I and Title III staff serve as the foundation for the Business Service Team and coordinate with other AJC partners including TANF, VR, Job Corps and Adult Education to provide services to employers. The OSO will involve other partners as needed, and ensures professional and responsive service.

The initial contact with employers is often the Local Veterans Employment Representative, or LVER, who begins initial contact, formulates the plans, and gathers the resources to meet the needs of industry. LVERs are responsible for cross-marketing services including:

1. Jobs4TN.gov
2. American Job Centers
3. Mobile American Job Center
4. Veteran's Services
5. Apprenticeship Assistance Training Grant
6. On-the-Job Training Grant
7. Incumbent Worker Training Grant

## 8. Federal Bonding

The Business Service staff are responsible for meeting directly with business leaders and their purpose is to form professional relationships, assess the needs of employers, and develop plans to meet employer needs. The AJC Team Lead communicates and monitors the service delivery, and shares data with the OSO, who reports data to NMWB.

The workforce system must expand service delivery to include additional employee recruitment and retention strategies. One approach is to coordinate services offered by multiple partners in a comprehensive service model. This approach is being piloted with a local headquarters and multiple franchises in middle Tennessee.

### Complete Service Model

1. **Research:** A small workforce team, under the direction of a designated leader, meets with the employer to discuss “pain points” and employer-perceived needs. The team will tour the facility and meet with management to understand the current approaches to employee recruitment and retention. The workforce team will research the industry to identify any best practices and to understand the industry sector competition for qualified employees.
2. **Planning:** The team will gather labor market information and overlay the research findings to develop strategies to serve the employer. The team will meet with indicated partners to blend funding and coordinate services.
3. **Collaboration:** The workforce team will present research to the collaborative team that includes the needed partners, both AJC partners and community partners, including training institutions and/or K-12 as applicable. This larger group will brainstorm specific strategies and develop a timeline and action steps for “deliverables.”
4. **Action:** Present the collaborative plan to the employer, making adjustments as needed based on Employer input.
5. **Potential Strategies will include:**
  - a. **Recruitment, Referrals, and Retention (with tracking mechanisms in place)**
    - i. What can we learn from staffing agencies? How does the AJC team establish the relationship with HR beyond job orders?
    - ii. How does the AJC team establish deeper connections with jobseekers? How does the AJC effectively connect the two?
  - b. Employee education and training (Adult Education, ELL, IET etc.)
  - c. Develop and support new talent pipelines (Veterans, Fort Campbell, TANF, AE, VR, etc.)
  - d. Industry-specific training pathways (includes Apprenticeship, Post-secondary training institutions, Pre-Apprenticeships, Career Exploration at high school level, etc.)
  - e. Connections and Collaborations – introducing the Employer Management Group to community connections that may not be established (Chamber, Industry Council, CTE Directors, TCAT President, etc.)
6. A written comprehensive workforce recruitment plan will be created to present to the employer as a unified AJC approach to employer service delivery.

**3.b. Provide a description of how the LWDB will implement initiatives such as apprenticeships, IWTs, OJTs, customized training programs, industry/sector strategies, and career pathways initiatives**

The Northern Middle Workforce Board has a full array of programs and services to speed the connection between job seekers and employers. The Board places an emphasis on the following industry sectors: Advanced Manufacturing, Healthcare, Construction, Logistics, Information Technology, and K-12 Education.

Staff to the Board manage the Workforce Funding Grants, including Incumbent Worker Training grants and Apprenticeship grants, with a goal to position area employers to remain competitive in a global economy. The Career Service Provider manages On the Job Training contracts. Priority is supporting employers within the six sector strategies determined by the Board.

The NMWB staff works with members of the Business Service Teams to educate employers about the availability of Incumbent Worker Training (IWT) and On the Job Training (OJT) funds to assist in upgrading skills of new and existing employees. Information about these programs is on both the NMWB and fiscal agent, Workforce Essentials, Inc. websites. All partners assist in building employer relationships, marketing, and facilitating the use of AJC services.

**Incumbent Worker Training (IWT) Grants**

Incumbent Worker Training (IWT) grants provide funding to help eligible Tennessee businesses effectively train and retain employees by providing skills upgrades and process improvement training for existing, full-time employees. The grant reimburses employers for pre-approved training up to \$25,000.

In the past two program years, Northern Middle has funded 21 IWT programs totaling approximately \$300,000 in direct support to area businesses. The types of training projects varied from leadership development to very specific process training such as electrical industrial control.

During the recent pandemic, Northern Middle leveraged CARES Act funds to provide additional training for nearly 400 employees with a value totaling just over \$350,000.

- NMWB staff develops and updates internal processes annually to streamline the process for participating employers, aligning with the Governor's priorities to create an effective and simple engagement process.
- NMWB staff prioritizes funding in the sector strategies identified by the NM Board to create a trained workforce to meet employer's needs.
- NMWB staff strive to fund employer IWT contracts in rural, suburban, and urban environments to reflect the diversity of the counties we serve.
- Northern Middle Business Service Teams will continue to recruit, promote, and educate employers on AJC services available to them.

**Apprenticeship Training Grants**

The NMWB has been a leader in both apprenticeship development and apprenticeship support. The Board will continue to provide local funding as needed to supplement state apprenticeship funds to support employers, particularly those launching new apprenticeship programs.

The Board is pleased to provide financial support to the Clarksville Montgomery County School System as the pilot program for the Department of Education's Teacher Apprenticeship program, the first federally registered Teacher Apprenticeship in the nation. Almost 100 local teacher apprentices will benefit from this particular grant.

Research indicates that employers with active apprenticeship programs have increased employee retention, and employees earn a credential to carry throughout their career. This career pathway, with an embedded wage increase and industry-recognized training and credentials, provides a steady pipeline of well-qualified employees.

The Apprenticeship TN team recognizes Northern Middle team as a leader in supporting apprenticeship development and funding.

- NM Board Staff participated on Apprenticeship Panel at the State Convening in November 2021
- NM Board Staff brought multiple union groups together to offer insight into funding options
- NM Board staff assisted with training staff in other workforce areas

### **On the Job Training Grants**

On-the-Job (OJT) Training grants provide reimbursement for businesses who establish an OJT contract. The employer receives up to 50% of employee pay during a designated timeframe. The Career Service Provider will assist with OJT contract development.

The Board has directed specified funding to its Career Serviced Provider, EDSI, to assist those soldiers and spouses leaving the service through Fort Campbell. Its directive is to eliminate the barriers for employment in Tennessee and Kentucky to those first term soldiers and spouses and prepare them for success in their civilian careers through an Individual Employment Plan focused on OJT's. The career service provider will be developing specified 'military friendly' employer connections in the area and develop training plans for soldiers to put their soft skills and hard skills to benefit civilian employment. The OJT will be the primary tool to transition first term soldiers, reducing time and unemployment insurance costs for this clientele. The project will be in conjunction with Veterans Career Advisors stationed at Fort Campbell.

### **Industry Sector-Specific Strategies to expand outreach and marketing**

The NMWB staff has worked virtually and in-person with employers and local chambers of commerce to market AJC services. For example, the NMWB staff partnered with the TennCare-contracted Managed Care Providers (network of multiple employers) in a statewide quarterly educational workshop to promote and illustrate services available to employers. Other sector specific strategies include IRT training as a pipeline for entry-level manufacturing and certified nursing assistant training in healthcare.

### **3.c. 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 service strategy.**

Thinking outside the box to engage employers and target job seekers, the NMWB staff has worked virtually and in-person with employers and business intermediaries such as the local chambers of commerce to market AJC services. For example, the NMWB staff partnered with the TennCare-contracted Managed Care Providers (network of multiple employers) in a statewide quarterly educational workshop to promote and illustrate services available to employers. Topics include:

1. Jobs4Tn and what it can do for you
2. American Job Center Resources and Partner Programs
3. Workforce Grant Funding and How to Access those funds
4. Apprenticeship and how it can improve recruitment and retention

In addition, Wilson Works, a division of the Wilson County Chamber of Commerce has invited the NM Workforce Team to speak to various industry sub-groups about Workforce Services programs, including the addition of Coursera as an educational tool for employers.

The NM Board has engaged with the Rutherford County Chamber of Commerce to provide virtual leadership training to local chamber members.

NM Board staff attended training to implement Talent Pipeline Management (TPM) Collaborative, a program offered by the United States Chamber of Commerce. NMWB Staff are participating in an Information Technology Collaborative focused on Davidson County.

Working with CTE leaders across the state, Northern Middle hosted a Premier Virtual Career Exploration Events for K-12 Partners and students. In addition, NMWB staff worked with Premier Virtual to host a Skills USA Event including a Meet the Employer and State Competition Events.

NMWB staff facilitated a statewide initiative with the Phillip Haas Training Center in east Tennessee. Working with over 40 employers across the state, with at least one employer in each workforce area, the NMWB provided upskilling on Haas machinery to over 70 employees.

The NMWB staff has engaged local labor unions, such as the Plumbers and Pipefitters, Local 572 to provide apprenticeship funding for multiple union employers.

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

In addition to the **repeat business customer rate**, which measures the percentage of employers who receive core services more than once in the last three recording periods and the business **penetration rate**, which measures the percentage of employers using services in the State, Northern Middle engages in customer satisfaction measures through survey and verbal feedback. Employers in the NMWA are engaged in multiple services offered by the Board and fiscal agent, Workforce Essentials. There is no better measure of employer satisfaction and engagement, than a company willing to pay for your services. While most services are offered “free of charge”, Workforce Essentials has a line of business

services to include drug free workplace administration where employers pay for the services. If you do not meet employer’s expectations, they will take their business elsewhere.

The NMWB is highly engaged in economic development activities with our partners at the state and local level. Another measure of success is the number of invites that we get to participate in selling our workforce to prospective employers. This is highlighted by the request for Northern Middle Staff to participate in the recruitment efforts of Blue Oval City, which is not even in the NMWA.

<b>Northern Middle Labor Force Participation Rate</b>			
	<b>December 2019</b>	<b>December 2020</b>	<b>December 2021</b>
Cheatham	67.4	65.7	66.6
Davidson	72.4	71.6	72.4
Dickson	63.7	62.0	63.1
Houston	51.5	48.8	47.4
Humphreys	59.8	57.7	56.9
Montgomery	57.1	57.0	57.3
Robertson	67.9	66.0	66.8
Rutherford	73.2	71.7	73.0
Stewart	51.5	50.5	49.8
Sumner	70.1	68.6	69.7
Trousdale	72.8	71.2	71.9
Williamson	71.4	69.6	70.9
Wilson	70.9	69.2	70.3
Tennessee	61.7	60.8	60.7

Simply stated, the most important factor to employer satisfaction is the creation and supply of a workforce pipeline. Employers need qualified workers. Addressing the labor force participation rate (LFPR) is critical to employer satisfaction. In Northern Middle, only two counties have recovered beyond pre-COVID rates. However, ten of the thirteen counties in Northern Middle have seen LFPR increases in the last twelve months.

The impact of the LFPR is recognized more in rural areas of Northern Middle. Partners are working in the rural communities to promote workforce pipelines to justice-involved, TANF, AE and other individuals with significant barriers to employment.

In addition, we believe the comprehensive workforce development recruitment plans as defined in 3.a. will also build employer satisfaction by working seamlessly with all AJC partners to build pipelines.

**4a. In relation to the Governor’s key priorities, provide an overview of current and/or new strategies being implemented by your LWDB to ensure workforce partners collaborate on**

The Governor’s focus from the beginning of his term of office has consistently emphasized making Tennessee the number one state in the southeast for good paying jobs. The Northern Middle Board has embraced this mission and through a comprehensive strategy of multiple AJC partners and a wide array of community-based organizations has leveraged services and resources to ensure that job seekers have the skill sets desired by middle Tennessee businesses to compete in the global economy. It was imperative that the Board aligned its strategy with its partners to also be flexible with the unprecedented growth experienced in this region. The Northern Middle Workforce area encompassing thirteen counties comprises almost one-third of the state’s entire labor force, thus it is critical that the Northern Middle area is successful.

Specifically to address the goals of Tennessee's Combined State Plan, the NMWB is:

- Working with partners to create a seamless intake system, which will allow for efficient co-enrollment and service delivery.
  - The One-Stop-Operator is monitoring co-enrollments and holding partners accountable on a weekly basis to emphasize the importance of co-enrollment and meeting KPIs.
  - Reevaluating the current system delivery model through a strategic planning process.
- Focusing recruitment and enrollment of participants on the hardest to serve with significant barriers to unemployment to promote diversity and equity in the Northern Middle's workforce.
  - Prioritizing services to justice involved individuals.
  - Addressing workforce equity issues.
  - Supporting services to individuals with disabilities like Vanderbilt's Next Steps apprenticeship program.
  - Increasing services to individuals without high school diplomas and support alternative pathways to achieve a diploma.
  - Invest in veteran's training programs.
- Working with education partners to create industry recognized training programs that will offer credentials and provide immediate entry into employment.
  - Creation of industrial readiness training programs in local jails.
  - Supporting apprenticeships through incumbent worker training.
  - Offering ITAs in targeted industries.
  - Financial support to employers for upskilling and OJT.
- Holding workforce partners to the highest standards and requiring accountability for all performance measures.
  - Eliminate barriers to partner participation.
  - Track and monitor key performance indicators.
  - Require corrective action plans for low performance.
  - Develop outcome based key performance indicators.
- Streamlining the enrollment process to provide quick and effective engagement for candidates.
  - Reinvent service delivery through innovation in upcoming strategic planning session.
  - Investigate pay-for-performance contracting.
  - Researching best practices across the nation for service integration and delivery.

As seen in question 2.a and 2.c, the Board has initiated many activities and processes from numerous partners to align the labor pool to meet the needs of business and industry. Wishing to exceed expectations, the Board has focused on six industry sectors that it can most influence within resource limits and time.

To further ensure that partners remain flexible and in touch with the unprecedented growth in Middle Tennessee, the NMWB meets bi-weekly with its Career Service Providers (CSP's) to monitor performance, identify best practices, monitor return on investment and focus on opportunities for improvement. Guidance and resources are tailored to ensure public workforce dollars are well spent. Recently the Board awarded the CSPs targeted funds to begin focused upskilling veterans and those that are justice-involved. One of the Governor's priorities was to ensure that a second chance was given to those justice-involved individuals. With this funding the career service provider is in the process of

aligning skill training for soon to be released inmates in the Montgomery County jail and is assisting first term veterans at Fort Campbell with a smooth transition from the military to the civilian workforce.

**4.b. 1)Implementation of programs to best serve rural communities (distressed/at risk) 2)criminal justice reform 3)vocational and workforce development and 4) other individuals in priority populations**

The Northern Board, as a result of its partnership network and guidance from their workforce studies, is aligning targeted resources to build equity among population sectors across the thirteen county area, which struggles to achieve parity within the labor force. The Board is now involved in numerous activities that will make a direct impact in lifting those in poverty while setting in place processes that will positively impact systemic change. The Board, along with its partners, is building programs, teams and initiatives through targeted funding and support that follows a four-step process. The Board first establishes key leaders focused on a specific area and develops a regional coalition. Second, the Board reviews the data and conducts diagnostic analysis. Third, the Board sets talent and equity goals for the coalition. Lastly, it implements plans and processes to achieve equity among the population.

To accomplish its objectives the Board has applied for additional grants such as the Good Jobs Challenge, the Governors Investment in Vocational Education (GIVE) as well as multiple Temporary Assistance for Needy Families (TANF) Community grants. Leveraging, as well as adding resources and funding allows flexibility and additional processes to eliminate barriers especially for equity challenged populations. A few examples, but not all-inclusive, of Northern Middles initiatives to implement programs targeting priority populations are listed below.

The Governors Investment in Vocational Education (GIVE) has taken a two-pronged approach to instill in-demand skill sets in the Advanced Manufacturing sector to adults who are justice involved as well as high school CTE students. This two-pronged approach is focusing its efforts in Houston County, Stewart County and Montgomery County High Schools as well as justice-involved individuals in all three counties. It should be noted that Houston County is the only at-risk county in the NMWA with zero distressed counties. The CTE students within the high schools attend classes on advanced manufacturing techniques and principles providing them a direct connection to a career pathway with business and industry partners such as Hendrickson, Bridgestone and LG. The students also receive OSHA 10 certification and go on industry tours to learn processes such as machine tool and die techniques. The students also attend manufacturing summer camps and partner with Austin Peay State University for a week summer program on manufacturing skills while receiving hands on manufacturing training experience. This is especially beneficial for those Houston County residents due to the county being an 'at risk' county for the Board's targeted rural development focus. Nashville State Community College, through the GIVE program, has also conducted two-week Industrial Readiness Training courses within the Houston and Stewart County jails to male and female inmates.

Another unique strategy of the Board is its process to assist transitioning soldiers and spouses as they leave Fort Campbell. Tennessee has a high population of veterans across the state and ranks seventh overall in numbers of residents who have served in the armed forces. On average, Fort Campbell discharges approximately 400 soldiers per month in a variety of ranks, years of service and specialty skill sets. This is a ready-made pipeline of workers. The demand for soldiers of all skill sets with the



experience in teamwork and soft skills is highly desirable to employers. The Board worked with the Garrison Command on Fort Campbell, partnering with the Transition Assistance Program and our career service provider, to establish an outreach program to recruit transitioning soldiers. Targeted specifically are first term soldiers that are ‘most at risk’ to not having the support and workforce plan to successfully transition into civilian life. Spouses of these soldiers are also qualified as Dislocated Workers under Federal guidelines. Thus, the Board’s initiative is able to assist the entire family unit as they begin their workforce transition. This military connection has also developed into an economic development pipeline for prospective businesses.

AJC partners, such as VR, continues to partner with TDOC, attending job fairs for recently released individuals and visiting the Day Reporting Centers to educate on VR services and conduct intakes. VR is supporting the State goals by revitalizing its Pre-Employment Transition Services program to better connect with in-school youth and ensure they have access to the following services: Career Exploration Counseling, Workplace Readiness Training, Self-Advocacy Instruction, Work-Based Learning, Counseling on Enrollment Opportunities (Job Corps, Post-Secondary).

TANF uses a Two-Generation Approach service delivery model with all customers in all aspects of case management and service delivery. While the Employment and Case Management services delivered by Career Coaches in the AJC are primarily within Education and Employment, the approach still focuses to address poverty from a whole-family centered approach that focuses equally and intentionally on services and opportunities. This approach builds on four (4) components (i.e. education: early childhood and postsecondary, economic assets, health and well-being, social capital) to create a legacy of economic security that can positively impact the next generation and those to follow.

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

Northern Middle has several existing partnerships and collaborations in place and is constantly working to build and establish new partnerships that benefit workforce development in the area. An example is the Hardhat in Hand program. This is a partnership between Sumner County AJC, Facebook, DPR Construction, and Volunteer State Community College. The eight-week training program is an “earn while you learn” opportunity and is conducted at the Facebook construction site in Gallatin. Training consists of both classroom classes and on the job training. The goal of Hardhat in Hand is to expand the local skilled trades talent pipeline, increase diversity in the construction industry and provide a path to reliable, well-paid job opportunities in a growing industry.

In an effort to expand services in Davidson County Northern Middle partnered with McGruder Community Center and Napier Envision Center. McGruder Center is an access point and serves as host to a pre-apprenticeship plumbing program facilitated by Lee Company. The Napier Envision Center serves as a specialized AJC focusing on low-income residents within the Napier housing community. Multiple partners such as Nashville Metropolitan Development and Housing Agency (MDHA), Department of Human Services (DHS), Vocational Rehabilitation (VR), Adult Education (AE), and Title I and Title III partners have all come together to provide onsite services at Napier.

Northern Middle has also collaborated with Clarksville Montgomery County School Systems (CMCSS) to offer the first ever teacher apprenticeship program. This initiative allows individuals to work as

educational assistants receiving hands on experience while earning their teaching degree and certification. NMWB plans to work with other local school systems in our area who are interested in replicating this apprenticeship program.

In addition, Northern Middle partnered with Nashville State Community College (NSCC) and two local jails within our area to deliver Industrial Readiness Training to inmates who are pending release in the near future. Participants receive a certificate from NSCC along with an OSHA 10 card upon successful completion and AJC staff coordinate with local manufacturers for job placement. The NMWB has applied for a justice-involved grant in partnership with Upper Cumberland, and Southern Middle, to implement this regional training.

Aligned with Rutherford Works and Rutherford County Schools, the Northern Middle Workforce Board leveraged funding to create career pathways for eligible young adults. The goal is to create a pipeline of workers through enhanced career counseling, work based learning, credentialing, and employer focused on-the-job training. WIOA partners on staff at the Murfreesboro AJC, provide support services, employer services, and conduct workshops within two identified high school AJCs. AJC partner, EDSI, provides one full time equivalent career advisor to support the Job Center located in Lavergne and Riverdale High Schools. Eligible students are enrolled into the WIOA in-school youth program and qualify for work-based learning through paid work experience and on-the-job training opportunities.

In partnership with the United Way of Greater Nashville, The Family Collective (TFC), serves five counties in the NM Region: Davidson, Robertson, Cheatham, Rutherford and Williamson. The primary goal of TFC is to address homelessness, connect families to sustainable opportunities and disrupt cycles of poverty. Families enter programs within The Family Collective while experiencing a housing crisis or while receiving services at one of the TFC hubs, community centers or schools, where they receive at least one core wrap-around service and select the service mix that best meets their needs. To enable care coordination across partner agencies, data is shared in a centralized database. The Family Collective gives power back to families by providing space for families to get the help they need while providers work alongside each other to build trust, infrastructure (ex. coordinated entry systems, landlord networks, etc.) and have courageous conversations with all stakeholders in each community. Families work collaboratively with their coaches to: find and maintain permanent, stable housing; build social connections; receive mental health counseling; access financial counseling; connect with quality, affordable childcare; work to increase income, education and job training opportunities. The role of Employment Navigator (EN) within TFC is served out of the AJCs. EN's assist to develop and improve resumes and cover letters; connect to employers; discover educational and training opportunities, increase income and provide interview prep and skills assessment. EN's work alongside the AJC staff to provide additional resources and connections to additional community partners.

The consortium of Adult Education and literacy partners in the NMWA consists of the Nashville Adult Literacy Council, Volunteer State Community College, Nashville State Community College, Workforce Essentials, and the local county school systems. The organizations provide a seamless blanket of educational services across the area including instruction in literacy and adult education, HiSet testing, Integrated English Literacy/Civics (IELC) and English as a Second Language (ESL). This partnership serves as a labor force pipeline for business and industry. Adult Education classes are being offered in most local jails in the NMWA.

All thirteen AJCs are members of the local Chamber of Commerce. This ensures that all AJC partner staff are aware of what is going on in their local communities and provides the opportunity to network with local employers and agencies and to promote AJC services to other chamber members.

VR, in partnership with Dept. Mental Health and Substance Abuse, is working with Dismas House in Nashville to develop an Individual Placement & Support (IPS) program in their facility to work with justice-involved individuals with substance abuse diagnoses and other disabilities.

Adult Education has strived to develop new partnerships in Nashville and surrounding counties to increase AE class locations and ultimately expand Adult Education enrollment to better position adult learners for success. New partnerships have been made with the following sites:

- Legacy Mission Village
- Tyson
- Lee Company
- Assurant
- Hope Houses in Dickson, Waverly and McEwen
- Martha O'Brien Center
- Metro Nashville Public Schools
- Williamson County Public Schools
- Franklin Special Public Schools
- Robertson County Public Schools
- Davidson County Jail

The TANF partner in Northern Middle has been innovative in applying for additional services to bring value to the workforce system to include:

- Workforce Essentials is a partner with the TANF Opportunity Act planning grant with Martha O' Bryan to serve six of the counties in the NM region. The grant, if awarded, would allow the TN Alliance for Economic Mobility (TAEM), a public-private partnership comprised of 31 organizations and counting, to develop and test an innovative and scalable solution with 800-1000 families throughout six counties in Middle Tennessee that will transform the Tennessee Safety Net and ultimately improve low-income families' capacity to thrive.
- Through the TN Alliance for Economic Mobility, families earning \$0-\$55,000 will access a transitional benefit that will mitigate the impact of the benefits cliff and increase caregivers' incentive to earn more. As a result of the transitional benefit, community-driven wrap-around supports, family centered coaching/care coordination, and employment training and career pathway connections, low-income Tennesseans will increase their self-sufficiency and career placement and advancement, reducing their dependency on Government benefits. Several of the positions needed to deliver the service provided by the grant will be delivered out of the AJCs.
- In addition to TAEM, a TANF Community Grant application was submitted to further fund the Teacher Apprenticeship Program and specifically serve the low-income population to increase diversity in the classroom. The TEACH (Teacher Education Apprenticeship Community Hubs) initiative will primarily focus on the second TANF purpose to end dependency of needy parents

on government benefits through work, job preparation and marriage. TEACH will provide an apprenticeship pathway to become classroom educators for those interested in a non-traditional approach to a degree or certification while earning a livable wage. The selected apprentices will work as educational assistants who contribute to excellence by providing instructional and non-instructional support to students while learning best practices for a career in education from an existing outstanding educator. TEACH will provide an effective pathway to economic security through post-secondary education and job supports.

#### **5.b. Question removed**

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

The NMWB has always believed in an entrepreneurial spirit. Fee-for-services has been a part of the business structure for numerous years. In an effort to decrease infrastructure costs, the Board has entered into tenant agreements with multiple local and non-profit entities to reduce the AJC operating expenses. Tenants include:

- Williamson County School System
- Dickson County Veteran's Services Agency
- Mid-Cumberland Community Action Agency
- Forward Sumner Economic Develop Agency

In addition, fiscal agent Workforce Essentials, provides drug free workforce administration for employers in Tennessee. This TN Department of Labor program offers employers up to a 5% discount on their worker's compensation premiums if they implement a drug and alcohol testing program. This is a perfect opportunity for AJCs to connect with employers, as they are utilizing the premises for hiring events then applicants can immediately be drug tested upon a job offer.

A more recent partnership with the Rutherford County Chamber of Commerce promoted a four-part leadership training series to its membership. Fiscal agent for the NMWB, Workforce Essentials, provided the curriculum and facilitator for the sessions. The program offered totaling \$200 included sessions on:

- Successful Coaching
- Coaching to Improve Employee Performance
- GROW Coaching Model
- Two-way Communication

Although the Board has never charged employers, it has experience in providing human resources consulting services and could easily establish a line of business services. The NMWB has been diligent to separate grant and fee-for-services as to not create audit or monitoring issues.

#### **6.a. How will your LWDB increase physical/programmatic access for each of the 14 SBE groups as outlined within Workforce Services Policy-Key Performance Indicators Section 1(B)?**

As described in question 2.b, the NMWB is adamant in serving individuals with significant barriers to employment to include:

- Displaced homemakers
- Low-Income individuals
- Native Americans
- Individuals with all abilities
- 55 Years and Older
- Justice Involved Individuals
- Homeless
- Youth with foster care involvement
- English Language Learners, low literacy or cultural barriers
- Migrant and Seasonal Farmworkers
- TANF (within two years of exhausting services)
- Single parents
- Long-term unemployed (27 or more weeks)
- Other identified groups

Based upon current year data, 97% of enrollees are in WIOA categories 1 or 2 meaning they are veterans, eligible spouses or non-covered persons who are public assistance recipients or low income or basic skills deficient. In addition, workforce services have been provided to eighty homeless individuals. Twenty-five percent of our service strategy is comprised of justice-involved individuals and single parents make up 23% of the enrollments. Ninety active TANF cases fall into the two-year window of case closure due to exhausted benefits.

Please see attached table for specific outreach and service delivery strategies.

**6.b. 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.**

## **Local Plan - Performance Goals and Evaluation**

**6.a. 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)?**

**6.b. 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>	<ul style="list-style-type: none"> <li>WIOA Title I (Dislocated Worker &amp; National Dislocated Worker) Career Service Provider</li> </ul>	<ul style="list-style-type: none"> <li>Individualized Career and Training Services provided at the physical AJCs and the virtual AJC by skilled Career Advisors employed by the Career Service Provider</li> <li>Access Point on post at Fort Campbell to provide Career and Training Services to spouses experiencing military transition</li> </ul>	<ul style="list-style-type: none"> <li>Linkages to community services</li> <li>Assistance with transportation</li> <li>Assistance with child and dependent care</li> <li>Assistance with housing</li> <li>Legal aid services</li> <li>Assistance with employment and training costs to include tuition, tests, certifications, uniforms, tools, eyeglasses and other necessary and required items</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring is an ongoing process for the LWDB and is the joint responsibility of quality assurance, fiscal and other administrative staff - At a minimum, monitoring is conducted quarterly through desktop reviews, report reviews, testing and observations, participant interviews, etc. to ensure quality and program compliance</li> <li>The One Stop Operator conducts both monthly and quarterly monitoring on enrollments, co-enrollments into partner programs, outreach activities and compliance within the one stop system</li> </ul>
<b>Low-income individuals/recipients of income-based public assistance</b>	<ul style="list-style-type: none"> <li>SNAP E&amp;T</li> </ul> <p>Supported by: CSP, TANF, etc.</p>	<ul style="list-style-type: none"> <li>Career and Training Services provided at the physical AJCs and the virtual AJC by trained Case Managers</li> <li>Referrals made to partner programs such as Title I (Adult, Dislocated Worker &amp; Youth) and TANF to leverage resources</li> </ul>	<ul style="list-style-type: none"> <li>Linkages to community services</li> <li>Assistance with transportation</li> <li>Assistance with child and dependent care</li> <li>Assistance with housing</li> <li>Legal aid services</li> <li>Assistance with employment and training costs to include tests, certifications, uniforms, tools, eyeglasses and other necessary and required items</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring is an ongoing process for the LWDB and is the joint responsibility of quality assurance, fiscal and other administrative staff - At a minimum, monitoring is conducted quarterly through desktop reviews, report reviews, testing and observations, participant interviews, etc. to ensure quality and program compliance</li> <li>The One Stop Operator conducts both monthly and quarterly monitoring on enrollments, co-enrollments into partner programs,</li> </ul>

				outreach activities and compliance within the one stop system
<b>Native Americans</b>	<ul style="list-style-type: none"> <li>• Native American Indian Association (NAIA) of Tennessee</li> </ul>	<ul style="list-style-type: none"> <li>• Employment, Training and Career Counseling services provided onsite in Smyrna by trained Case Managers</li> <li>• Referrals made to Title I (Adult, Dislocated Worker &amp; Youth) to leverage resources</li> </ul>	<ul style="list-style-type: none"> <li>• Assistance with transportation</li> <li>• Assistance with childcare</li> <li>• Tools &amp; equipment</li> <li>• Housing assistance including utilities</li> <li>• Testing/certifications</li> <li>• Tuition, books, supplies and fees</li> </ul>	<ul style="list-style-type: none"> <li>• The One Stop Operator conducts both monthly and quarterly monitoring on enrollments, co-enrollments into partner programs, outreach activities and compliance within the one stop system</li> </ul>
<b>Individuals with mental or physical disabilities, including the recipients of Social Security Disability Insurance</b>	<ul style="list-style-type: none"> <li>• Vocational Rehabilitation</li> </ul>	<ul style="list-style-type: none"> <li>• To build innovative &amp; effective service delivery models to support business and individuals with disabilities in driving achievement of their employment goals</li> <li>• Referrals made to partner programs such as Title I (Adult, Youth), Ticket to Work, and the Disabled Veteran Outreach Program to leverage resources</li> </ul>	<ul style="list-style-type: none"> <li>• Reasonable accommodations for individuals with disabilities</li> <li>• Maintenance and Transportation</li> <li>• Rehabilitation Technology Services</li> <li>• Housing/Meal Assistance</li> <li>• Assistance with training costs such as books, uniforms &amp; supplies</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring is conducted on a monthly basis to track progress on completion of the Customer Focused Government Goals</li> </ul>
<b>Those age 55 and older</b>	<ul style="list-style-type: none"> <li>• Senior Work Experience Program (SCSEP)</li> </ul>	<ul style="list-style-type: none"> <li>• Work-based job training program for low-income, unemployed seniors</li> </ul>	<ul style="list-style-type: none"> <li>• Health and medical services</li> <li>• Special job related and personal counseling</li> <li>• Incidentals such as work shoes, badges, uniforms, eyeglasses and tools</li> <li>• Assistance with dependent care</li> </ul>	<ul style="list-style-type: none"> <li>• At a minimum, monitoring is conducted monthly through report reviews on enrollments, exits, follow-ups and budget analysis as well as onsite visits</li> </ul>



			<ul style="list-style-type: none"> <li>• Assistance with housing including temporary shelter</li> <li>• Needs related payment</li> </ul>	
<b>Justice-Involved Individuals</b>	<ul style="list-style-type: none"> <li>• TDL&amp;WD Re-Entry Staff</li> </ul> <p>Supported by: WIOA Title I,II &amp; III</p>	<ul style="list-style-type: none"> <li>• Individualized Career and Training Services provided at the physical AJCs including the Specialized AJC at Hartsville due to its close proximity to the Core Civic prison, the virtual AJC and onsite at local jails and correctional facilities</li> <li>• Referrals made to partner programs and community based organizations such as Project Return and Title II Adult Education, who provides Industrial Readiness Training and prepares justice involved individuals for careers in advanced manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>• Linkages to community services</li> <li>• Assistance with transportation</li> <li>• Assistance with child and dependent care</li> <li>• Assistance with housing</li> <li>• Legal aid services to include expungement assistance</li> <li>• Assistance with employment and training costs to include tuition, tests, certifications, uniforms, tools, eyeglasses and other necessary and required items</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring is an ongoing process for the LWDB and is the joint responsibility of quality assurance, fiscal and other administrative staff - At a minimum, monitoring is conducted quarterly through desktop reviews, report reviews, testing and observations, participant interviews, etc. to ensure quality and program compliance</li> <li>• The One Stop Operator conducts both monthly and quarterly monitoring on enrollments, co-enrollments into partner programs, outreach activities and compliance within the one stop system</li> </ul>
<b>Individuals experiencing or have experienced homelessness</b>	<ul style="list-style-type: none"> <li>• WIOA Title I (Adult, Youth) Career Service Provider</li> </ul>	<ul style="list-style-type: none"> <li>• Individualized Career Services provided at the physical AJCs and the virtual AJC by skilled Career Advisors employed by the Career Service Provider</li> <li>• Referrals made to partner programs and</li> </ul>	<ul style="list-style-type: none"> <li>• Linkages to community service</li> <li>• Assistance with housing</li> <li>• Assistance with transportation</li> <li>• Assistance with child and dependent care</li> <li>• Legal aid services</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring is an ongoing process for the LWDB and is the joint responsibility of quality assurance, fiscal and other administrative staff - At a minimum, monitoring is conducted quarterly through desktop reviews, report reviews, testing and observations, participant</li> </ul>

		community based organizations such as Operation Standdown (Veterans), Youth Villages	<ul style="list-style-type: none"> <li>• Assistance with employment and training costs to include tuition, tests, certifications, uniforms, tools, eyeglasses and other necessary and required items</li> </ul>	<p>interviews, etc. to ensure quality and program compliance</p> <ul style="list-style-type: none"> <li>• The One Stop Operator conducts both monthly and quarterly monitoring on enrollments, co-enrollments into partner programs, outreach activities and compliance within the one stop system</li> </ul>
<b>Youth in or have aged out of the foster care system</b>	<ul style="list-style-type: none"> <li>• WIOA Title I (Youth, Adult)</li> </ul> <p>Supported by Children’s Services and TANF.</p>	<ul style="list-style-type: none"> <li>• Individualized Career and Training Services provided at the physical AJCs and the virtual AJC by skilled Career Advisors, employed by the Career Service provider</li> <li>• Referrals made to partner programs and community based organizations such as Youth Villages, Bledsoe Youth Academy and DHS</li> </ul>	<ul style="list-style-type: none"> <li>• Linkages to community services</li> <li>• Assistance with transportation</li> <li>• Assistance with child care and dependent care</li> <li>• Legal aid services</li> <li>• Assistance with employment and training costs to include tuition, tests, certifications, uniforms, tools, eyeglasses and other necessary and required items</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring is an ongoing process for the LWDB and is the joint responsibility of quality assurance, fiscal and other administrative staff - At a minimum, monitoring is conducted quarterly through desktop reviews, report reviews, testing and observations, participant interviews, etc. to ensure quality and program compliance</li> <li>• The One Stop Operator conducts both monthly and quarterly monitoring on enrollments, co-enrollments into partner programs, outreach activities and compliance within the one stop system</li> </ul>
<b>Individuals who are English language learners, individuals who have low levels of literacy, individuals facing substantial cultural barriers</b>	<ul style="list-style-type: none"> <li>• Title II - Adult Education &amp; Literacy Service Provider</li> </ul>	<ul style="list-style-type: none"> <li>• High school equivalency preparation, English as a Second Language (ESL) and Integrated English Literacy &amp; Civics (IELC) classes available onsite at AJCs as well as online</li> </ul>	<ul style="list-style-type: none"> <li>• Referrals made to partner programs such as Title I (Adult, Youth) for Incentives based on Educational Functional Level (EFL) gains, HiSET voucher and HiSET attainment as well as Supportive Services to include assistance with transportation, childcare and</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring is an ongoing process for the LWDB that is conducted on a monthly and quarterly basis. Reviews include enrollments, attendance, post-testing, advancement, credential attainment, classroom observations, and student surveys</li> <li>• The One Stop Operator conducts both monthly and quarterly monitoring on enrollments, co-</li> </ul>

			other necessary and required costs associated with employment and training	enrollments into partner programs, outreach activities and compliance within the one stop system
<b>Eligible Migrant and Seasonal Farmworkers</b>	<ul style="list-style-type: none"> <li>• Title III Wagner - Peyser</li> </ul>	<ul style="list-style-type: none"> <li>• To improve the living and working conditions of those farmworkers and their families who prefer to remain in the farm labor market</li> <li>• Farmworker rights and labor law information, Job Development, Complaint Resolution, Counseling &amp; other services provided by case managers at the physical AJCs and the virtual AJC</li> </ul>	<ul style="list-style-type: none"> <li>• Referrals made to partner programs and other community based organizations</li> </ul>	<ul style="list-style-type: none"> <li>• The One Stop Operator conducts both monthly and quarterly monitoring on enrollments, co-enrollments into partner programs, outreach activities and compliance within the one stop system</li> </ul>
<b>Individuals within two years of exhausting lifetime TANF eligibility</b>	<ul style="list-style-type: none"> <li>• TANF Service Provider</li> </ul>	<ul style="list-style-type: none"> <li>• Employment and Case Management services</li> <li>• Referrals made to partner programs such as WIOA Title I (Adult, Youth), Title III Wagner-Peyser and SNAP E&amp;T</li> </ul>	<ul style="list-style-type: none"> <li>• Cash assistance</li> <li>• Linkages to community services</li> <li>• Assistance with transportation</li> <li>• Assistance with child and dependent care</li> <li>• Legal aid services</li> <li>• Assistance with employment and training costs to include tests, certifications, uniforms, tools, eyeglasses and other necessary and required items</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring is conducted using a multiple tiered approach to certify quality, compliance and accuracy for financials, case documentation and client participation</li> </ul>

<p><b>Single parents, including pregnant women</b></p>	<ul style="list-style-type: none"> <li>• TANF</li> </ul> <p>Supported by Title I, II and III</p>	<ul style="list-style-type: none"> <li>• Employment and Case Management services</li> <li>• Referrals made to partner programs such as WIOA Title I (Adult, Youth), Title III Wagner-Peyser and SNAP E&amp;T</li> </ul>	<ul style="list-style-type: none"> <li>• Cash assistance</li> <li>• Linkages to community services</li> <li>• Assistance with transportation</li> <li>• Assistance with child and dependent care</li> <li>• Legal aid services</li> <li>• Assistance with employment and training costs to include tests, certifications, uniforms, tools, eyeglasses and other necessary and required items</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring is conducted using a multiple tiered approach to certify quality, compliance and accuracy for financials, case documentation and client participation</li> </ul>
<p><b>Long-term unemployed (unemployed for 27 or more consecutive weeks)</b></p>	<ul style="list-style-type: none"> <li>• WIOA Title I (Adult, Dislocated Worker, National Dislocated Worker) Service Provider</li> </ul>	<ul style="list-style-type: none"> <li>• Individualized Career and Training Services provided at the physical AJCs and the virtual AJC by skilled Career Advisors employed by the Career Service Provider</li> <li>• Referrals made to partner programs such as Title III Wagner-Peyser and local employers for Work Based Learning Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Linkages to community services</li> <li>• Assistance with transportation</li> <li>• Assistance with child and dependent care</li> <li>• Legal aid services</li> <li>• Assistance with employment and training costs to include tuition, tests, certifications, uniforms, tools, eyeglasses and other necessary and required items</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring is an ongoing process for the LWDB and is the joint responsibility of quality assurance, fiscal and other administrative staff - At a minimum, monitoring is conducted quarterly through desktop reviews, report reviews, testing and observations, participant interviews, etc.</li> <li>• The One Stop Operator conducts both monthly and quarterly monitoring on enrollments, co-enrollments into partner programs, outreach activities and compliance within the one stop system</li> </ul>
<p><b>Other groups as the Governor determines to have barriers to employment</b></p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>



**7.a. Budget Information** Provide a detailed budget that lists the sources and uses of TDLWD pass-through funds and all non-federal matching funds by completing a provided budget toolkit (424a).

**BUDGET INFORMATION - Non-Construction Programs**

**SECTION A - BUDGET SUMMARY**

		Estimated Unobligated Funds		New or Revised Budget		
	Grant Program	Federal	Non-Federal	Federal	Non-Federal	Total
1.	Funds through TDLWD - Workforce Services	\$ -	\$ -	\$ 18,417,689.50	\$ -	\$ 18,417,689.50
2.	Funds through other resources	\$ -	\$ -	\$ -	\$ -	\$ -
3.	Funds through other State Agencies	\$ -	\$ -	\$ 27,404,747.00	\$ -	\$ 27,404,747.00
4.		\$ -	\$ -	\$ -	\$ -	\$ -
5.	<b>Totals</b>	\$ -	\$ -	\$ 45,822,436.50	\$ -	\$ 45,822,436.50

**SECTION B - BUDGET CATEGORIES**

6.	Object Class Categories	(1)	(2)	(3)	(4)	Total
	a. Personnel			\$ -	\$ -	\$ -
	b. Fringe Benefits			\$ -	\$ -	\$ -
	c. Travel			\$ -	\$ -	\$ -
	d. Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
	e. Supplies			\$ -	\$ -	\$ -
	f. Contractual	\$ 4,145,861.52	\$ 3,674,575.38	\$ -	\$ -	\$ 7,820,436.90
	g. Construction	\$ -	\$ -	\$ -	\$ -	\$ -
	h. Other	\$ 18,429,889.86	\$ 17,730,340.79	\$ -	\$ -	\$ 36,160,230.65
	i. Total Direct Charges (sum of 6a - 6h)	\$ 22,575,751.38	\$ 21,404,916.17	\$ -	\$ -	\$ 43,980,667.55
	j. Indirect Charges	\$ 985,931.03	\$ 855,837.92	\$ -	\$ -	\$ 1,841,768.95
	<b>k TOTALS (sum of 6i and 6 j)</b>	\$ 23,561,682.41	\$ 22,260,754.09	\$ -	\$ -	\$ 45,822,436.50
7.	Program Income	\$ -	\$ -	\$ -	\$ -	\$ -

SECTION C - NON-FEDERAL RESOURCES						
(a) Grant Program		(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS	
8.		\$ -	\$ -	\$ -	\$ -	
9.		\$ -	\$ -	\$ -	\$ -	
10.		\$ -	\$ -	\$ -	\$ -	
11.		\$ -	\$ -	\$ -	\$ -	
12.	<b>TOTAL (sum of lines 8 - 11)</b>	\$ -	\$ -	\$ -	\$ -	
SECTION D - FORECASTED CASH NEEDS						
(a) Grant Program		Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13.	Funds through TDLWD - Workforce Services	\$ 9,859,310.26	\$ 2,464,827.57	\$ 2,464,827.57	\$ 2,464,827.57	\$ 2,464,827.57
14.	Funds through other resources	\$ -	\$ -	\$ -	\$ -	\$ -
15.	Funds through other State Agencies	\$ 13,702,372.15	\$ 3,425,593.04	\$ 3,425,593.04	\$ 3,425,593.04	\$ 3,425,593.04
16.						
17.	<b>TOTAL (sum of lines 13 and 14)</b>	\$ 23,561,682.41	\$ 5,890,420.60	\$ 5,890,420.60	\$ 5,890,420.60	\$ 5,890,420.60
SECTION E - BUDGET ESTIMATES FOR FEDERAL FUNDS FOR BALANCE OF THE PROJECT						
(a) Grant Program		(b) First Year	(c) Second Year	(d) Third Year	(e) Fourth Year	
18.	Funds through TDLWD - Workforce Services	\$ 8,558,379.24				
19.	Funds through other resources	\$ -				
20.	Funds through other State Agencies	\$ 13,702,374.85				
21.		\$ -	\$ -			
22.	<b>TOTAL (sum of lines 16 - 19)</b>	\$ 22,260,754.09	\$ -	\$ -	\$ -	
SECTION F - OTHER BUDGET INFORMATION						
23. Direct Charges	\$	43,980,667.55	24. Indirect Charges	\$	1,841,768.95	
See Budget Narrative						
25. Remarks						
See Budget Narrative						

**PLEASE READ: BELOW ARE INSTRUCTIONS ON COST CLASSIFICATION (PERSONNEL, FRINGE, ETC.)**

Object Class Category	Description
Personnel	This refers to wages and salaries paid to employees of the sub-grantee organization who are directly involved in grant implementation. This line item does not include personnel hired by the sub-grantee; those costs are included in the "Contractual" line item
Fringe	The cost of benefits paid to the personnel on the grant, including the cost of employer's share of FICA, health insurance, workers' compensation, and vacation.
Travel	Refers to travel costs of personnel that are reasonable and necessary to effectively manage and carry out grant activities, provide oversight, or measure program
Equipment	Refers to non-expendable personal property that has a useful life of more than one year and a per-unit cost of \$5,000.00 or more. Prior written approval must be attained from the awarding agency prior to the purchase of equipment.
Supplies	All consumable materials costing less than \$5,000.00 per unit; to include, but not limited to, paper, pens, pencils, computers, materials necessary to conduct training.
Contractual	The cost of any contract or sub-grant agreement.
Other (including training)	Direct costs that do not fit any of the previously mentioned categories, such as rent for buildings, utilities, equipment leases, and participant activities such as supportive services and trainings. Non-Workforce Services awards should be listed here as well.
Indirect Costs	Indirect costs may be applied to this grant as long as an indirect cost rate has been approved for the year(s) overseeing the grant.
Administrative Costs	Costs classified as administrative (i.e., costs that have no association or impact on the programmatic and participant activities of the grant. These costs must not exceed the pre-determined administrative costs limitation.















**Object Class Category (h.): OTHER COSTS**

(Including Training Expenses)

Brief Description	Grant Program	# of Units	Unit Type	Cost per Unit	Total Other
Supportive Service - Transportation Assistance	Workforce Services	575	Item/s	\$ 400.00	\$ 230,000.00
Supportive Service - Childcare	Workforce Services	200	Other	\$ 750.00	\$ 150,000.00
Supportive Service - Books & Other SS	Workforce Services	750	Item/s	\$ 814.28	\$ 610,710.00
Instructional Training	Workforce Services	928	Other	\$ 5,000.00	\$ 4,640,000.00
On-the-Job Training	Workforce Services	125	Other	\$ 1,200.00	\$ 150,000.00
Work Experience	Workforce Services	460	Other	\$ 2,500.00	\$ 1,150,000.00
Youth Incentives	Workforce Services	375	Other	\$ 200.00	\$ 75,000.00
National DW - Disaster Relief (Unit = employee)	Workforce Services	14	Other	\$ 18,000.00	\$ 252,000.00
Incumbent Worker Training (Unit = employer)	Workforce Services	40	Other	\$ 15,000.00	\$ 600,000.00
* Local Partner - Job Corp Muhlenberg	Other	1	Other	\$ 36,256.00	\$ 36,256.00
* Local Partner - Native American	Other	1	Other	\$ 471,868.00	\$ 471,868.00
* Local Partner - SCSEP	Other	1	Other	\$ 2,577,518.54	\$ 2,577,518.54
* Local Partner - TANF	Other	1	Other	\$ 2,509,228.10	\$ 2,509,228.10
* Local Partner - TCAT	Other	1	Other	\$ 186,600.00	\$ 186,600.00
* Local Partner - Title II - Adult Education Costs	Other	1	Other	\$ 5,760,000.00	\$ 5,760,000.00
* State Partner - RESEA State	State	1	Other	\$ 701,406.04	\$ 701,406.04
* State Partner - SNAP	State	1	Other	\$ 393,902.58	\$ 393,902.58
* State Partner - TAA	State	1	Other	\$ 47,043.84	\$ 47,043.84
* State Partner - Title III - Wagner Peyser/ReEntry	State	1	Other	\$ 3,606,721.84	\$ 3,606,721.84
* State Partner - Title IV - Vocational Rehabilitation	State	1	Other	\$ 8,865,704.50	\$ 8,865,704.50
* State Partner - Veterans Consolidated	State	1	Other	\$ 92,836.96	\$ 92,836.96
* State Partner - Veterans DVOP	State	1	Other	\$ 1,353,947.28	\$ 1,353,947.28
* State Partner - Veterans LVER	State	1	Other	\$ 801,710.62	\$ 801,710.62
Infrastructure Costs - Career Center Exp	Other	1	Other	\$ 897,776.35	\$ 897,776.35
					\$ -
<b>TOTAL OTHER COSTS</b>					<b>\$ 36,160,230.65</b>

**Budget Narrative: OTHER COSTS** (Responses exceeding 250 characters should use separate sheet)

Northern Middle TN workforce board has budgeted \$4.64M for instructional training. NMTWB will provide the following supportive services up to \$4k per participant: transportation assistance, childcare, and books. The current CSP has a \$10 per day transportation policy with a \$50 per week maximum for participants with this barrier, therefore NMTWB has budgeted \$230k. For participants with the childcare barrier, NMTWB has budgeted \$150k. Approximately \$611k has been set aside to pay for books and other supportive services for participants attending school/trainings where materials are required. Trainings and other programs that work with employers include: OJT, Work Experience, and IWT. Emphasis on Work Experience, budgeted for \$1.15M, is to ensure compliance with the federal Work Experience requirement of 20%. Additional incentives for Youth are budgeted at \$75k. There is increased need in the area for up-skilling and OJT, leading the board to budget OJT's at \$150k. Employers within the local area have emphasized the demand for incumbent worker training. In order to meet this demand, the local board has set aside \$600k funding to address this (estimate of 40 employers at \$15k), while ensuring that the IWT expenditure rate does not exceed the 20% cap prescribed in WIOA. NMTWB continues to administer a National Dislocated Worker grant specific to Waverly flooding and budgets disaster relief direct expenditures at \$252k. Several state and local partners (indicated by \* in the listing above) work together to offer a variety of services within the American Job Centers valued at a total of approximately \$27.4M in the 13 county area. Infrastructure expenses of \$898k including, but not limited to, rent and utilities are projected based on operating trends of the career centers.

**Object Class Category (i.): INDIRECT CHARGES**

*Choose one of the following options to apply indirect charges to the grant. Please complete this to determine indirect that will be charged to Federal awards.*

**OPTION A**

**For grantees that have an approved Indirect Cost Rate Agreement**

Federal agency that issued the agreement	DOL
What is the approved rate (%)?	14.21% Provisional
What is the base against which rate is applied? (Note: enter description as specified in the agreement)	Total direct salaries and wages including all applicable fringe benefits.
What is the the base amount (\$)?	
Enter the rate (%) that will be used for this grant	
Enter the amount (\$) that will be used for this grant	\$ -

**OPTION B**

**For grantees that *DO NOT* have an approved Indirect Cost Rate Agreement**

Enter fixed amount (\$) that will be used	\$ 1,841,768.95
<i>(Note: This will be only temporary until your Indirect Cost Rate Application is Submitted and Approved)</i>	
<b>TOTAL WORKFORCE SERVICES GRANTS INDIRECT</b>	<b>\$ 1,841,768.95</b>

**Budget Narrative - INDIRECT CHARGES** (Responses exceeding 250 characters should use separate sheet)

Administrative costs will be pooled and allocated as detailed in Northern Middle's Cost Allocation Plan to each grant based on the grant's related program expenditures as a percentage of total program expenditures as long as funding is available, up to \$1,841,768.95. Administrative overhead expenses are described in Attachment A of the Cost Allocation Plan and include Salaries & Benefits of fiscal staff to the board, Indirect company staff of fiscal agent and staff to the board, travel, supplies, recruiting, facilities overhead, equipment, software and non-inventory equipment for admin, professional expenses (audit, legal, etc), insurance, OSO contract admin cost, and other miscellaneous costs such as training and TN drug free workplace. (See also "Indirect Costs" tab)



## ADMINISTRATIVE COSTS

*Please consult with your awarding agency to verify the administrative cost limitation for the awards included within this budget form. For Workforce Opportunity and Innovation Act (WIOA) awards, refer to 20 CFR 683.205, which specifies a local area administrative limit of ten percent of formula funds.*

### Budget Narrative - ADMINISTRATIVE COSTS

Administrative cost will include the following:

Salaries = \$570,000 administrative staff to the board will be direct charged to the administrative line, consistent with our approved cost allocation plan.

Fringe Benefits = \$199,500.00 of fringe benefits for staff to the board will be charged to the administrative line at a rate of 35% of salaries, consistent with our approved cost allocation plan.

Travel = \$9,500 (some travel will be classified as programmatic, given some travel will be due to conducting outreach with local employers and organizations.

Supplies \$19,000.00

Third Party Administrative = \$957,000 includes shared Workforce Essentials fiscal agent/staff to the board allocated according to the cost allocation plan.

Communications = \$7,600

Other Administrative = \$59,850

Contingency (difference in 10% Admin limitation and budgeted admin costs = \$19,318.95

**Administrative cost limitation (10% of Workforce Services awards): \$1,841,768.95**

**Administrative cost budget: \$1,841,768.95 Does not exceed limit.**

**8.a. Question deleted****8.b. As WIOA Title I 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?**

The Northern Middle Workforce Board continually seeks alternative resources to further sustain the American Job Center system throughout the workforce region. To do this, the Board has sought to work with partner agencies aligned in workforce development to be tenants in the AJC system. This reduces overhead for all partners. Please see question 5.c. for a list of the tenants.

AJC partners are highly encouraged to leverage resources and avoid duplication of effort by co-enrolling individuals. However, as described above in collaborations and partnerships there are other ways to leverage resources to expand services and increase workforce development opportunities with private, non-profit, and other partners not physically located within the AJCs. See below some of the key partnerships for leveraging resources and improving success.

- Title I, SNAP E&T, RESEA, AE, TANF, and TAA combining resources to fund training and support for eligible individuals.
- Napier Envision Center provides office space at no costs and AJC partners such as AE, Title I and III, DHS, and VR provide staff onsite to assist customers and provide services. VR also donated furniture to set up the office space for partners at the Napier Center.
- McGruder Center provides free office space.
- Gallatin AJC partners assist with recruitment and referrals to the Hardhat in Hand program. Title 1 funds the 8-week training for eligible participants. Volunteer State Community College delivers/facilitates the training and DPR Construction and other trade partners pay the participants while they are in training.

Under the direction of the Board, a partnership has been formulated with TCAT Dickson, NSCC, APSU and local school systems in Montgomery, Stewart and Houston (at-risk) counties. High school CTE students are developing skills focused on Advanced Manufacturing. All three high schools conducted summer camps last year and plan to do so again this summer in order to provide hands on instruction in manufacturing techniques. Students are able to tour local manufacturing facilities to get a firsthand look at operations. The GIVE grant has been leveraged to offer \$1,000,000 in workforce services in Northern Middle.

In the summer of 2021, Tyson Foods awarded a \$10,000 grant to Northern Middle's Adult Education Program. The purpose of the award was to upskill current line workers to positions in maintenance. After a rigorous vetting process, a select group of employees was chosen to participate in a Certified Production Training (CPT) program. Employees attended class twice weekly for a period of six months. The class, taught by an Adult Education instructor, included academic and soft skills along with CPT instruction. At the end of the program, all participants passed all four modules of the CPT course! A celebration was held at the Tyson Goodlettsville plant hosted by the plant manager.

By invitation only, Northern Middle's Adult Education Program is currently writing a grant for \$6000 to teach digital literacy skills at the Tyson Goodlettsville plant. As many of the employees are non-native

speakers and are not familiar with the English alphabet, they struggle with accessing Tyson System's such as Workday and Beekeeper. If awarded, the goal is to launch the program during the summer of 2022. Tyson proves to be a great partner and continues to build the skills of their employees.

National Council on Aging (NCOA) has partnered with the Nashville Public Library for several years. They have provided digital literacy/ basic computer classes to our Davidson County SCSEP participants, which has enabled participants to continue learning new job skills online, apply for jobs and obtain employment. They have provided new laptops to some of our participants through various grants they have received. NCOA will be a partner with NPL on a new RFP that they are applying for: SeniorTrust Digital Literacy and Inclusion for Older Tennesseans grant. This grant will also provide digital literacy training and new laptops for some of our SCSEP participants.

NCOA will be applying for the WorkRise 2022 Pilot Projects for Advancing Economic Mobility RFP. The focus will be on helping minority, low-income, minority, older workers by creating a pathway to employment for those who are looking to gain skills that enable them to move into a field in which they have the potential to earn twice the local minimum wage after training completion. We are seeking to partner with an employer who will hire the graduates at the conclusion of our specialized short-term training classes.

The NMWB leveraged over \$1,000,000 of CARES Act funding to support the workforce development agenda in the workforce area. The funding included an initiative targeting small businesses and a laptop giveaway for individuals needing technology to be connected during the pandemic.

The most recent initiative of the NMWB is a partnership with the Forward Sumner Workforce Cabinet, led by Jimmy Johnston. The \$1,500,000 workforce project is funded through the American Recovery and Reinvestment Act. The project will enhance workforce services to youth through the local CTE program and provide direct work based learning opportunities and job placement.

**8.c. Is your LWDB considering a request for statewide/rapid response funds to support innovation initiatives/ If so, what activities will your LWDB plan to support utilizing SW/RR funds?**

The Board will be requesting additional rapid response funding to support new initiatives generated during the Board's strategic planning session to reinvent AJC operations. Since the arrival of COVID and changes in workplace hiring processes and workplace employment strategies the Northern Middle Board is conducting a formal short and long range strategic planning session this April. Professionally led, this strategic session will lay out short term and long term projects of the Board and its partners for the next few years. The Board will flesh out the projects and prioritize funding for these projects most likely with statewide rapid response dollars to pilot across the Northern Middle region. A few examples of what the Board may pursue are:

- A pay for performance work first project with our TANF partners.
- Applying for a waiver at the state level for the Board to directly operate Title I services.
- A pilot project, in select rural counties, where the Board operates Wagner Peyser services directly.
- Develop and implement a statewide Workforce Specialist Apprenticeship program to increase the knowledge and capacity of AJC staff.

The Northern Middle Board is excited about the upcoming strategic planning session and was unanimously approved by all members of the Board to relook delivery of services with a clean slate and imposing new service strategy as a result of workforce practices, technology options and COVID activities.

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

The Northern Middle Workforce Board is constantly trying to leverage funding and bringing in new partners and opportunities to deliver services to job seekers and businesses. Over the last few years the Board has pursued numerous opportunities to bring in new funding that will allow the Board to conduct better outreach, employee up-skilling and to exceed industry needs. A few examples of the Board applying for other grant opportunities are as follows:

Good Jobs Challenge Grant—The Workforce Board is the backbone agency partnering with the Greater Nashville Regional Council for \$18M via the Federal Economic Development Agency. The focus was to bring equity challenged individuals into the Advanced Manufacturing sector, the HealthCare sector, or the Information Technology sector. Partners include the UT Center for Industrial Service, the Nashville Information Technology Council, the Urban League and many more agencies to include numerous businesses in each sector that have pledged to hire or interview equity cohorts that participate in up skilling within their specified sector. The funding will supplement WIOA and other partners to eliminate individual barriers beyond internal policies and funding streams ensuring success. Funding could be awarded this June.

Pathway Home 3 Grant—Partners with Project Return to help justice-involved individuals access employment, education, training and support services to succeed in the labor market. Project Return will provide wrap around services to people returning throughout the Middle TN region from incarceration. The Northern Middle Board partners to include Title I services will also provide WIOA funding as well as its partner services leveraging funding to focus on innovative and high volume workforce development services. Funding unfortunately was not awarded. However, it has been applied for again in 2022.

Youth Build Grant—Partnering with the Metropolitan Development and Housing Agency (MDHA), the NMWB submitted a grant to establish a Youth Build Program in Nashville and Davidson County. The Board designated its intake point for this grant to be the MDHA Envision Center as an access point to its network of American Job Centers across the region. Youth referrals and co-enrollments into partner services will be through the Envision Center. This grant focuses on starting youth into the construction sector and start them on an in-demand career pathway into the construction field. Tutoring and support services are built into the career plan with individualized services delivered by all partners. This grant is still under consideration.

TANF Community Grant--Proposal has not yet been awarded or reviewed- The TEACH (Teacher Education Apprenticeship Community Hubs) initiative will primarily focus on the second TANF purpose to end dependency of needy parents on government benefits through work, job, preparation and marriage. TEACH will provide an apprenticeship pathway to become classroom educators for those interested in a non-traditional approach to a degree or certification while earning a livable wage. The selected apprentices will work as educational assistants who contribute to excellence by providing instructional and non-instructional support to students while learning best practices for a career in education from an existing outstanding educator. TEACH will provide an effective pathway to economic security through post-secondary education and job supports.

TANF Opportunity Act Planning Grants--Applied and was awarded to Martha O'Bryan Center who the NMWB partners with currently.

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## Signature Page

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SUBJECT: Northern Middle Tennessee Local Workforce Development Board, Local Plan

FROM: Honorable Anthony Holt, Sumner County Mayor  
Chief Local Elected Official, NMTLWDB

Mr. John Zobl, Chairman  
Northern Middle TN Local Workforce Development Board

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The attached WIOA Local Plan represents the Northern Middle Tennessee Local Workforce Development Board's concurrence as part of a thirteen county region to maximize resources available under the Workforce Innovation and Opportunity Act and to coordinate these resources within the region.

We certify that we will operate in accordance with this plan and applicable federal and state laws, as well as regulations.

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Anthony Holt, Sumner County Mayor  
Chief Local Elected Official, NMTLWDB

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Date

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John Zobl, Chairman  
Northern Middle TN Local Workforce Development Board

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Date