



Southwest Tennessee Local Plan Modification Program Years 2022 – 2024

The Southwest Tennessee Local Workforce Development Area, serving Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, and McNairy Counties, has prepared a Local Plan for the 2022-2024 program years.

**The Southwest TN Local Plan is
OPEN FOR PUBLIC COMMENT April 5, 2022 - April 19, 2022**
and will be available at any American Job Center or online at www.swtncareers.org during this time.
Submit comments or questions in writing to Kena Hamm at 1527 White Ave., Henderson, TN 38340.

A Public Listening Session has been scheduled for
April 14, 2022 AT 5:30 PM

Google Meet joining info

Video call link: <https://meet.google.com/uts-ugzw-sen>

Or dial: (US) +1 617-675-4444 PIN: 247 537 874 0920#

All meetings are open to the public. For additional information on joining the meeting,
contact Kena Hamm at kena.hamm@swhra.org or 731-983-3687.

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EOE. Auxiliary aids/services available upon request. TDD# 711.*

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Operating Systems and Strategies

1a. Provide information regarding service strategies implemented both in the physical AJCs, as well as virtually:

To ensure comprehensive service delivery, under the oversight of the One-Stop Operator (OSO), all American Job Center (AJC) partner staff participate in one of three functional teams: Welcome Function, Business Services, and Skills and Training. These teams help facilitate co-enrollment between programs and ensure information sharing between partners. Partners who are not physically located in an AJC attend these team meetings via conference call, and all teams have the capability to meet virtually when the need arises. Each functional team is tasked with completing a monthly report that details their activities, progress towards Key Performance Indicator (KPI) goals, outreach efforts, and success stories. In the coming program year, these teams will be tasked with increased outreach goals in order to reach more customers in the local area.

Monthly AJC management meetings are held virtually to allow program leads and the OSO the opportunity to discuss KPI progress, initiatives, outreach strategies, referrals and co-enrollment, AJC traffic, customer survey results, upcoming events, as well as any issues or needs. AJC core partner meetings are held quarterly to address any IFA or MOU updates, as well as area-wide goals or initiatives. The OSO also coordinates Quarterly Cross Training for all AJC partner staff to ensure that all partners are cross trained on AJC programs and services.

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

In the Southwest area, the following are steps being taken by each partner to integrate technology focused operations:

- To improve community outreach efforts, all AJC partners are equipped with laptops and technology to conduct community outreach and virtual enrollments. Partners, such as Titles I, III, and IV, have teamed up with other providers and local partners to attend community events to conduct outreach or provide material that can be distributed during events to job seekers. All programs have been cross-trained and have basic knowledge of AJC partner programs and can complete referrals virtually to create a warm hand-off to the appropriate partners. Customers can complete application signatures virtually, and staff have the capability to complete meetings and conduct follow-ups and other case management duties via phone or video call.
- Various tools and platforms are utilized to improve integrated technology, such as:
 - The Premier Virtual platform is used to conduct job fairs, career exploration events, and workshops. A new goal for this platform is to utilize it to conduct a reverse job fair for special populations.
 - The Virtual AJC is used to reach individuals who may not be able to reach a physical AJC.
 - Adult Education (AE) partners have implemented a virtual orientation and classes when possible. This includes registration and TABE testing through a computer or tablet from a client's home.
 - Social media is used by all partners to increase community awareness of available services and events.
 - Vocational Rehabilitation (VR) has worked over the past year to implement a new case management system that supports business processes and increases efficiency for both staff and customers. The new system went live in July 2021 and will set the stage for future technology transformations.
- Looking towards the future, over the next year the Southwest local area plans to expand the usage of the Coursera platform to assist employers with their training needs specifically for Incumbent Worker Training. The Coursera platform will also be used to provide easily accessible training for job seekers. In addition, another goal of the area is to market the platform to local schools for career exploration activities and additional training opportunities for students.

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

All partners in the Southwest area are committed to meeting clients where they are and working with every client individually to ensure they receive the services best suited to their needs. Some examples include:

- Vocational Rehabilitation (VR) is in the process of restructuring its program on many levels. This has required that positions be revamped, and new positions be created. With these actions, it is felt that VR will be in a better position not only to serve its current customers in a more holistic approach but to also better educate the community on the services that VR can provide to improve lives.
- For improved regional alignment and in keeping with other area's best practices, the Southwest Local Workforce Development Board (SW LWDB) is in the process of updating local policies to implement incentives for paid work experience participants to improve completion rates. The board also plans to expand the local supportive service policy to include incentives for Adult Education students in all Title I programs (Adult, Dislocated Worker, and Youth). In the past, these incentives have been limited to youth participants only. Title I is also offering transportation and childcare assistance to all On-the-Job Training (OJT) participants to assist with the first month of employment barriers as customers transition into the workforce.
- Adult Education (AE) partners have implemented virtual orientation and expanded online opportunities such as HiSET Academy and Zoom class in some counties.
- Title I & AE partners have increased accessibility to services in the Hardin and Henderson County jails through Adult Education classes and testing, funding for training programs in partnership with TCAT, and work release programs and OJT with local employers. Over the next year, the SW LWDB plans to expand these programs to additional counties. An additional program is already in process of being planned in the Haywood County jail.
- All partners are increasing outreach to non-profits, community resources, and re-entry locations, such as conducting workshops and regularly scheduled on-site staff assistance at RIFA, Aspell Recovery, A Mother's Love, Goodwill Career Solutions, Jackson Day Reporting Center, and Probation and Parole. Partners are also increasing participation in community events by having AJC booths at the Jackson International Food and Art Festival, Jackson Pride, and others. Over the next six months, a goal is to expand to additional rural and at-risk community partners in all counties, especially through partnerships with the TANF Opportunity Grant.

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

- A new staff orientation is launching in Quarter 4 of Program Year (PY) 2022 that will be required for all partner staff and will include information on the Southwest AJC system, partners, and processes. This concept is already being viewed as a best practice with other areas following suit to create their own orientations.
- Technology is used to foster more collaboration among partners. Zoom, WEB-EX, and other technology-based conferencing plays a great part in connecting partners and programs. For example, these platforms are used to hold partner meetings, Business Services Team Meetings, staff Quarterly Cross Trainings, and other collaborations.
- Vocational Rehabilitation Services is currently implementing a statewide cloud-based phone system to allow a more efficient method of receiving phone calls with the ability to provide real-time responses to customer inquiries across program areas.
- The AJC referral process can be completed entirely virtually to allow for seamless service delivery.
- Adult Education accessibility continues to increase for justice-involved individuals with the implementation of the American Prison Data System (APDS) tablets, known as Project REAP, in county jails.

All of these advances assist in improved communication amongst workforce partners in order to provide quality, streamlined services to clients in an ever-changing environment.

2a. 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:

As a LWDB, the Southwest area takes the lead for the strategies and goals laid out in the TN Combined State Plan. The board's goal is for all local AJCs to work together and align their services to meet the strategies laid out in the State Plan. Under the direction of the OSO, all core and non-core partner program staff are cross-trained to provide referrals to other programs to ensure seamless service delivery and braiding of funds and services to eliminate duplication. Common intake forms are used to screen all customers for potential eligibility for partner programs so all needed referrals can be made.

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

- To adopt a best practice from other West Region partners, the Southwest board plans to update the local supportive service policy in the next six months to include the one-time purchase of laptops for customers completing training programs.
- In keeping with Greater Memphis' best practice, SW LWDB will expand access to AJC services by creating access points across the local area. Considerations include high schools, libraries, non-profit agencies, DHS offices, post-secondary institutions, and other locations that reach target populations. Specific details and plans for these access points will be forthcoming after further discussion with county stakeholders, board members, and other partners to ensure these are placed in the most accessible locations.
- VR has put an emphasis on not only improving outreach to increase the community's knowledge of the program, but also more accessibility and quicker response times to promote successful employment outcomes for individuals. This will be accomplished through the addition of staff, and areas that do not have access to training facilities/programs may be able to find services through VR's mobile or virtual services through the Tennessee Rehabilitation Centers (TRCs).
- Title I, II, and III partners have increased and plan to continue outreach to priority populations through partnerships with community non-profit agencies such as the Hope Recovery Center, A Mother's Love, the Scarlet Rope Project, Jack Gene Shelter for Men and Women, United Way of West TN, and others.
- Title III has a designated Re-entry staff person who is spearheading outreach to the justice-involved populations.
- The Southwest area continues outreach to justice-involved individuals through training programs, such as those in the Henderson and Hardin County jails. These reentry programs were part of a goal outlined in the 2020 local plan, and we plan to expand these programs to other counties. For example, a Haywood County program is currently in the planning phase.
- To reach more veterans in our area, the Southwest DVOP currently serves on a regional veteran's coalition, and other AJC staff are involved in local community veteran's organizations.
- The Southwest area plans to extend pre-apprenticeship and apprenticeship opportunities through expanded OJT and work experience. We are also working with VR to ensure accessible apprenticeship opportunities for all.
- The local area is in the process of launching a faith-based initiative with a goal of increasing awareness of AJC services and reaching more target populations. This initiative will include meeting with local faith-based organizations and ministerial groups to learn more about their community's needs and how the AJC network of partners can provide assistance.

2c. 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 (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

- The Southwest area's jail program model allows for the creation of career pathways by incorporating Adult Education services, the Work Keys platform, in-demand credential programs through TCAT and Title I, leading to employment opportunities through partnerships with local employers by utilizing OJT and work experience. The goal is to continue to expand this model across the area, as well as incorporate additional partner services as appropriate.
- The local area has been fortunate to not have any closures or layoffs which would result in a Trade petition being filed, however, should one occur, processes are in place and staff have been cross trained to ensure co-enrollment with appropriate partners.
- All AJC partners have been cross trained on best practices to braid resources and funding to ensure successful completion of credential programs.
- The local area is partnering with Jackson State Community College and other training providers to bring training opportunities to individuals and businesses through Individual Training Accounts (ITA) and Incumbent Worker Training (IWT).
- Southwest's Eligible Training Provider List (ETPL) includes several certificate programs for in-demand fields such as healthcare, manufacturing, transportation, and construction to allow jobseekers to quickly enter the workforce.
- Ford Motor Company is in the beginning stages of creating approximately 6,000 new jobs in the West region. As final details are released around this exciting project, the SW area will work with training providers to develop programs to meet the needs of Blue Oval City.
- A main focus of the Skills and Training functional team is to ensure that customers are connected to appropriate career pathways and training programs leading to industry recognized credentials through the use of ITAs.

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

Engagement of area partners and stakeholders is critical in the execution of successful employer and business services strategies. On a board level, our business services team (BST) is made up of core AJC partners, TNECD, TN Pathways, Corrections, post-secondary partners, board members, private employers, and Chambers of Commerce and functions as a work group to set strategies and develop solutions to positively impact our business community, while aligning with the initiatives of the West Regional Business Services subcommittee. In turn, our functional business services team aligns with initiatives of the board team and is made up of representatives from all core AJC partners. The area is especially excited about the recent additions of two new Business Employment Consultants (BEC) for Vocational Rehabilitation. This team also oversees job fairs and hiring events for the area.

Strategies include various types of hiring events, job postings, pre-screening of applicants, providing labor market information, social media engagement, speaking engagements to employer organizations such as the Society of Human Resource Managers (SHRM) and Chambers of Commerce, apprenticeships, OJT, IWT, and the development of talent pipelines through models that include youth and WBL opportunities, reentry programs, and others.

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

- Apprenticeship TN: The SW LWDB partners with the West Regional Apprenticeship TN Director to lead the effort in growing registered apprenticeship programs and increasing the overall number of apprentices in the Southwest region. For example, the area has successfully established apprenticeships in the electrical, construction, education, manufacturing, finance, and utilities sectors to name a few. A goal of Southwest is to expand to the transportation sector to replicate the model in the Upper Cumberland area.
- Incumbent Worker Training (IWT): The Southwest area has had good success with IWT when funding is available. For example, SW LWDB's strategy for the recent Layoff Aversion Grant is to utilize those funds for IWT since there is such a large need for employers in the area. The board also plans to utilize the Coursera platform as a resource for IWT.
- On-the-Job Training (OJT): The Southwest area utilizes OJT to assist new and existing employers in in-demand sectors with their new hire training needs. Southwest has recently partnered with BradenHealth to provide OJT for their Haywood County Community Hospital project. This project will reopen a rural hospital and restore jobs that were lost in 2016. This will have a major impact in providing health services to residents in the county that will house Blue Oval City. A goal is to expand the reach by establishing OJT contracts to all counties in the local area.
- Customized Training: Southwest partners with training providers such as Jackson State Community College, TCAT, University of TN at Martin, and others to create customized training for employers in the area to include programs related to electrical circuits, robotics, leadership training, Microsoft Office applications, problem-solving, Lean Manufacturing, and more.
- Industry and Sector Strategies: The local board's strategy is to host hiring and career exploration events focused on specific in-demand industries in the area such as manufacturing, healthcare, and transportation. The area plans to continue to offer these events with a goal of one sector-specific event each quarter, such as a manufacturing sector event in October to coincide with Manufacturing Day/Month.
- Career Pathways: As a MOU partner, the LWDB has partnered with TCAT Crump and TCAT Jackson on their GIVE grants for the development of career pathways. In addition, SW LWDB utilized a career exploration grant to create videos detailing career opportunities in logistics, industrial maintenance, welding, production technician, machinist, and industrial electrician. These videos were used in an event hosted on the Premier Virtual platform to reach youth and their parents in all eight counties of the area. This event also provided an opportunity to engage with local training providers, employers, and AJC partners. These videos will continue to be used in career exploration events moving forward. The partnership with TN Pathways assisted with promotion and helped this event have a successful return on investment.

3c. Include the utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of employers in the corresponding region in support of the business service strategy.

- Through a partnership with the TN Home Builders Association, the Southwest area successfully launched a construction career pathway program in a local jail. The board plans to replicate this model in additional counties to assist with growing the talent pipeline for Blue Oval City.
- The Chambers of Commerce throughout the area act as successful intermediaries by providing partnerships between their members and the area's workforce team. For example, in conjunction with county chambers, as well as local government officials, the Business Services Team hosts employer roundtable events to hear first-hand what needs local employers have and connect them with appropriate services and solutions to meet those needs. Previous events have included an overview of the standard menu of business services, and plans are currently being made to host future events that take a deeper dive into connecting with and/or developing various talent pipelines based on interest from the first round of meetings. The area has received positive

feedback on this initiative, especially in the rural and at-risk communities, and looks forward to future discussions as the workforce needs for existing industries continue to increase with the announcement of Blue Oval City.

- Chambers of Commerce are also utilized to promote various job fairs, events, and services to their members and communities. The chambers make referrals and connections to the Business Services Team as employers call on them for workforce-related needs. The Business Services Team is also able to provide labor market information and other information to these entities as needed.
- As ECD meets with clients, they refer to the AJC's capabilities as it relates to connecting employers with employees for services and potential funding such as OJT or IWT. The Southwest Business Services Team also makes referrals to ECD partners in order for them to reach out and offer their services. The relationship has been beneficial for both agencies.
- Southwest workforce team members also regularly participate in ECD's Quarterly Partner Meetings to collaborate with stakeholders and share resources in order to best serve employers throughout the area.

3d. 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.

To measure the effectiveness of the region's business service strategies, the Southwest area is:

- Utilizing employer and job seeker customer surveys to track effectiveness and outcomes.
- Compiling a weekly report with information surrounding employer outreach
- Utilizing Jobs4TN to track services provided to employers. Our area will begin compiling a revised quarterly dashboard that will incorporate additional information such as activities provided for employers, job orders, etc. and will allow our board to ensure that services are being reported correctly in Jobs4TN.
- Capturing outcomes from job fairs and hiring events, job club events, new OJT and paid work experience contracts through a monthly report compiled by our business services functional team.

The Southwest area is supporting an increase in labor force participation by:

- Evaluating existing supportive service policies and expanding them to better eliminate barriers for job seekers. We are especially focused on barriers to transportation and childcare. As our Business Services Team is meeting with employers and consulting on their struggles regarding employee retention and morale, the team is offering innovative ideas regarding employer sponsored transportation, child care assistance, etc. The Southwest area is also encouraging maximum co-enrollment between AJC partners to ensure braiding of funds and resources.
- Participating in Phase 2 of the Labor Force Participation Project for some of the area's rural counties. This will consist of meeting with local elected officials and stakeholders to identify factors contributing to low labor force participation and bringing the right partners to the table to implement initiatives that can assist in addressing those barriers.
- Looking at additional ways to better reach the justice-involved population through continued partnerships with the TN Department of Corrections, local county jails, the Jackson Day Reporting Center, and local recovery centers.

4a. In relation to the Governor's key priorities, provide an overview of current and/or new strategies being implemented by your Local Workforce Development Board (LWDB) to ensure workforce partners collaborate on – Collaboration is key to all of the work the Southwest local area accomplishes. All initiatives are the result of partnerships across multiple programs in order to leverage resources. Specific examples and goals relative to the Governor's key priorities such as serving rural communities, criminal justice reform, vocational and workforce development, and other priority populations are listed below.

4b. Implementation of programs to best serve rural communities (distressed/at-risk); criminal justice reform, vocational & workforce development; and other individuals in priority populations.

Rural Communities:

- With the exception of Madison County, all other seven counties in the local workforce area are considered rural, and five of those are considered at-risk. Because of this, most of the efforts of the board are focused on rural areas.
- There is currently a physical AJC presence in all counties in the local area to ensure accessibility for job seekers and employers. Over the past year and a half, SW LWDB has adjusted five AJCs to specialized centers to allow staff the opportunity to conduct more community outreach. In an effort to continue to broaden our presence, the local board has a goal to create access points in our rural and at-risk counties over the next year.
- The Mobile American Job Centers are also utilized for job search, resume assistance, and other services delivered remotely, as well as to facilitate hiring events and screening for employers, especially in rural areas.
- TCAT Jackson and TCAT Crump have campuses located in rural counties to provide access to workforce development/training activities. AJC staff regularly partner with the TCATs to offer AJC services such as workshops, ITAs for students, and hiring events.
- Over the past year, the SW Business Services Team has hosted employer roundtables in partnership with local Chambers of Commerce and local government officials in an effort to seek employer engagement and insight on the needs of our area. Plans are to continue these discussions as outlined in the business services strategies above.

Criminal Justice Reform:

- The Southwest area is currently a partner for two reentry programs replicated after NW's best practice model, the RAMP Program. These programs are located in at-risk, rural counties (Henderson County and Hardin County), and we have a goal of expanding these programs to additional counties. For example, the area is involved in discussions of starting a program in the Haywood County jail in partnership with TCAT Jackson to address workforce needs for Blue Oval City.
- The Jackson AJC has a strong partnership with TDOC and the Jackson Day Reporting Center. AJC staff offer workshops for their clients on topics such as re-entering the workforce after incarceration, interview preparation, and resume assistance.
- Adult Education partners have increased accessibility to services in the Hardin and Henderson County jails through AE classes and testing, funding for training programs in partnership with TCAT, and work release programs and OJT with local employers. Over the next year, the LWDB's goal is to expand these programs to additional counties. The board plans to leverage existing connections by AE providers in the Chester and Decatur County jails to expand service offerings, including building career pathway programs in in-demand sectors such as transportation and construction.
- Southwest is increasing partnerships with recovery centers in the area. AJC staff regularly visit Aspell Recovery Center (Madison County), A Mother's Love (Madison County), the Jack Gene Shelter for Men and Women (Hardin County), and drug treatment courts in multiple counties to enroll individuals in AJC programs and to offer career readiness workshops.
- The area has had several "Second Chance" events to better assist the justice-involved population. April is designated as "Second Chance Month," and the Jackson AJC will be hosting a job fair and resource event for justice-involved individuals.
- A designated Title III staff person has been identified to focus on justice-involved individuals.
- The Southwest area has a goal of hosting an expungement fair for the local area in the next 6 months.

Vocational and Workforce Development:

- SW LWDB and the AJCs will continue to partner with area organizations to celebrate Manufacturing Day each October to create awareness around this in-demand sector and the careers available. 2020 and 2021 consisted of virtual opportunities, due to COVID, in partnership with TCAT, Jackson State Community College, TN Pathways, and the Jackson Chamber. These opportunities, which included a social media blitz, were offered to students throughout the region and also targeted parents, educators, and other community members.
- SW LWDB is an MOU partner in the GIVE 2.0 grants with TCAT-Jackson in the Partnership for Allied Care Expansion (PACE) program and TCAT-Crump for both the Decatur County Technical Center and the McNairy County Partnership in Advancing Construction Technology. Through the MOU, the area provides support through LMI, referrals, and the continuation to serve in whatever workforce capacity is needed to ensure the goals of those awards are achieved. The local board will continue partnerships with entities applying for and receiving GIVE grants, as well as other THEC grants and initiatives.
- Southwest will continue to partner with secondary schools and stakeholders to expand work-based learning (WBL) opportunities. Utilizing the nationally recognized model known as the Local Options and Opportunities Program (LOOP) in Madison County, and in partnership with TN Pathways and others, similar programs have been implemented in McNairy, Henderson, and Decatur Counties. Preliminary discussions have also started in Haywood County with a goal of starting a program next school year. While each program has its own unique name, the concept is the same. These programs seek to assist local employers with filling open positions, while working to build a more skilled workforce through training high school students in entry-level positions. Students attend school for a portion of the day (morning or afternoon) and work at a local business the other portion.
- The local area will continue to utilize the manufacturing career videos, created through a career exploration grant as previously discussed above, to educate youth and adults about the career pathways available in the area. The videos have already been successfully utilized in virtual events, presentations to student leadership groups, and Manufacturing Day and will be incorporated in similar activities in the future. The area hopes to seek out additional funding opportunities to expand the catalog of pathway options.
- Other initiatives include the utilization of Coursera for training and skills development with jobseekers and incumbent workers.
- The Southwest area also plans to host an ETPL Fair before Fall 2022 to collaborate and ensure training providers in the area are aware of the full range of services available through the AJC and are making proper referrals.

Other individuals in priority populations:

- By having VR counselors co-located with the AJCs, VR is able to play an active role in helping to connect individuals with community opportunities and services. VR counselors housed within AJCs are also able to build a stronger team approach for individuals, and it has also allowed that information to be brought back in-house to counselors to educate them on services available in the area. VR Business Employment Consultants (BECs) focus on building relationships with employers to engage businesses in different ways. Due to the state of the current job market with so many open positions, more opportunities now exist for VR clients to find suitable long-term employment.
- To reach more veterans in our area, the Southwest DVOP currently serves on a regional veteran's coalition and other AJC staff are involved in local community veteran's organizations. Job fairs are currently being planned for the three stops in Southwest for the Veterans Advantage: Cycle Across Tennessee event in April in order to connect employers with veterans and create awareness around AJC services.
- In alignment with the West Regional Plan, the AJC plans to conduct reverse job fairs for special populations to connect with employment opportunities utilizing the Premier Virtual platform, as well as in-person events. With

Premier Virtual, candidates will be able to build their “booth” to display their resume and other credentials, and the Business Services Team will assist in marketing the event to employers to allow them the opportunity to meet, and potentially virtually interview, candidates.

- A ramp up of Work Experience (WEX) opportunities to better serve the youth population is also underway.

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

- All SW AJC partners are increasing outreach to non-profits, community resources, and re-entry locations, such as conducting workshops and regularly scheduled on-site staff assistance at RIFA, Aspell Recovery, A Mother's Love, Goodwill Career Solutions, Jackson Day Reporting Center, and Probation and Parole. Partners are also increasing participation in community events by having AJC booths at the Jackson International Food and Art Festival, Jackson Pride, and others. Over the next six months there are plans to expand to additional rural and at-risk community partners in all counties, especially through partnerships with the TANF Opportunity Grant.
- With the past success of employer roundtables hosted by our Business Solutions Team, there are plans to continue these roundtables with a focus on various workforce pipelines to include special emphasis on Adult Education pipelines, Vocational Rehabilitation pipelines, Apprenticeships, Re-entry pipelines, and others.
- Southwest's Business Services Team is also being tasked with increasing outreach and partnerships with the faith-based community in the area. Discussions are beginning with local ministerial associations and groups to increase awareness of workforce services to previously unreached or underserved populations.

5b. How is the local area leveraging these valuable partnerships?

- The area is leveraging the partnerships named in 5a to increase awareness of the services offered by AJC partners. These community partners are valuable referral sources for AJC programs.
- By partnering with organizations that serve target populations, the area is looking to have greater success in exceeding KPI goals.
- Southwest is also using additional community partnerships to further braid services and funds beyond the mandated AJC partners. For example, the newly launched Financial Empowerment Center, in partnership with United Way of West TN, is a strong partner to provide financial literacy services and resources for AJC clients.

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

The SW LWDB does not currently utilize a fee for service model, but the area is having internal discussions about the possibility of implementing this model. The board is also open to best practices from other areas that may be utilizing this model.

[Performance Goals and Evaluation](#)

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

- The SW LWDB plans to increase the number of access points in the area in order to better serve individuals with barriers. Some key areas of focus are libraries, jails, schools (secondary and post-secondary), and community based non-profit organizations, especially in at-risk and rural counties.

- The local board is also in the process of reviewing and updating local policies to address any programmatic barriers. For example, the board recently increased the length of time a participant can be enrolled in a paid work experience and removed limitations for OJT.
- The City of Jackson is currently in the process of building a permanent homeless shelter, and SW AJCs will serve as a referral partner for the education and workforce needs of their residents.

6b. 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.

Significant Barriers to Employment (SBE) group	Lead Organization	Narrative Strategy	Primary supportive services catered to the SBE’s specific needs	Monitoring Methodology/Frequency
Displaced Homemakers	-Career Service Provider (CSP)- Dislocated Worker -Other AJC partners as needed	-Career/training services are available in-person and virtually at all AJCs in our region. -All staff are cross trained to provide the highest level of service for displaced workers. -Workshops are available to assist displaced homemakers in preparing to (re)enter the workforce.	-ITAs -Transportation assistance -Child care assistance - Housing/utilities, - Testing, fees, books, etc., -Uniforms -Medical care (glasses, dental, hearing aids, etc.)	The Board monitors at least a 15% sample of CSP enrollments quarterly. The OSO provides a quarterly report to the Board regarding outreach activities, enrollments and services. The OSO is tasked with referral data and ensures that services are offered when appropriate.
Low-income individuals/recipients of income-based public assistance	-CSP -SNAP E&T -TANF (Workforce Essentials) -TN Department of Human Services (DHS)	-Career/training services are available in-person and virtually at all AJCs in our region. -All staff are cross-trained to ensure co-enrollments and referrals are made	-ITAs -Transportation assistance -Child care assistance - Housing/utilities, - Testing, fees, books, etc., -Uniforms	The Board monitors at least a 15% sample of CSP enrollments quarterly. The OSO provides a quarterly report to the Board regarding outreach activities, enrollments and

		between programs to allow for braiding of funds.	-Medical care (glasses, dental, hearing aids, etc.)	services. The OSO is tasked with referral data and ensures that services are offered when appropriate.
Native Americans	Native American Indian Association of TN (NAIA)	NAIA serves Native American Indian (or descendant), Native Hawaiian, or an Alaska Native AND unemployed or underemployed individuals. Their program helps individuals gain the skills needed to enter a rewarding career in one of today's high-growth, in-demand fields.	-Classroom training -Career counseling, -Job search and placement -Help covering the cost of tuition, books, supplies, and fees.	The Board monitors at least a 15% sample of CSP enrollments quarterly. The OSO provides a quarterly report to the Board regarding outreach activities, enrollments and services. The OSO is tasked with referral data and ensures that services are offered when appropriate.
Individuals with mental or physical disabilities, including the recipients of Social Security Disability Insurance	Vocational Rehabilitation (VR)	Vocational Rehabilitation provides job readiness training and services to individuals with disabilities. The types of services provided are based on the needs of the individual and are designed to help the individual become employable. Vocational Rehabilitation staff assess an individual's needs in order to determine an appropriate employment objective and provide	-Training costs - Transportation services -Adaptive technology - Job training services, - Additional supportive services as needed, based on an individual's needs and goals.	The Board monitors at least a 15% sample of CSP enrollments quarterly. The OSO provides a quarterly report to the Board regarding outreach activities, enrollments and services. The OSO is tasked with referral data and ensures that services are offered when appropriate.

		appropriate services. Certain services depend upon the individual meeting economic need guidelines, while other services may be provided without regard to economic need.		
Those age 55 and older	Senior Community Service Employment Program (SCSEP)	SCSEP provides low-income individuals, aged 55 and older with subsidized, part-time employment in local nonprofits to provide job skills training, with a goal of preparing participants for non-subsidized employment. -AJC staff also provide workshops and training such as computer classes, interview preparation, and resume assistance.	-Medical (dental, vision, hearing) assistance -Work appropriate clothing	The OSO provides a quarterly report to the Board regarding outreach activities, enrollments and services. The OSO is tasked with referral data and ensures that services are offered when appropriate.
Justice-Involved Individuals	-TN Office of Reentry -CSP -TN Department of Correction of Correction (TDOC)	-The SW LWDA has a re-entry coordinator who helps facilitate partnerships with TN Dept. of Corrections, Community Corrections, and other re-entry partners. -AJC staff regularly visit probation and parole orientations to provide an overview of AJC services.	-ITAs -Transportation assistance -Child care assistance - Housing/utilities, - Testing, fees, books, etc., -Uniforms -Medical care (glasses, dental, hearing aids, etc.)	The Board monitors at least a 15% sample of CSP enrollments quarterly. The OSO provides a quarterly report to the Board regarding outreach activities, enrollments and services. The OSO is tasked with referral data and ensures that services are offered

		<p>-AJC staff conduct career readiness workshops on a monthly basis with Community Corrections and the Jackson Day Reporting Center and cover topics such as interview preparation, resume writing, addressing a criminal background during the hiring process, and more.</p> <p>-SW LWDA is also a partner in career pathway programs in the Henderson and Hardin county jails to provide training assistance through ITAs and work experience for program participants.</p>		<p>when appropriate.</p>
<p>Individuals experiencing or have experienced homelessness</p>	<p>TN Homeless Solutions (THS)</p>	<p>-TN Homeless Solutions is the lead agency for services for individuals experiencing homelessness in West TN. THS coordinates the West TN Homeless Hotline which provides connections to services based on an individual's needs.</p> <p>-THS includes information about AJC services in their intake process and AJC staff regularly provides</p>	<p>-Emergency shelter -Hotel vouchers - Continuum of Care - Supportive Services for Veteran Families - Rapid rehousing through Emergency Solutions Grants - Permanent supportive housing (Henderson, Hardin, and Decatur counties).</p>	<p>The Board monitors at least a 15% sample of CSP enrollments quarterly.</p> <p>The OSO provides a quarterly report to the Board regarding outreach activities, enrollments and services.</p> <p>The OSO is tasked with referral data and ensures that services are offered when appropriate.</p>

		referrals for customers.		
<p>Youth in or have aged out of the foster care system</p>	<p>-TN Department of Children's Services (DCS) -CSP- Youth</p>	<p>-DCS' Independent Living Division helps youth in foster care and young adults who age out of foster care prepare for a successful transition into adulthood. They seek to improve opportunities for youth and young adults to build independent living skills, make connections to caring adults, acquire opportunities that generate leadership skills, and in turn, become more confident and productive individuals in society. -The Title I Youth program provides job readiness training, career exploration activities, and training assistance for youth who are in foster care or who have aged out of the foster care program.</p>	<p>DCS: Independent Living Wrap Services -Life Skills Instruction -Education and Training Vouchers -State-funded Bright Futures scholarship for youth ages 16 to 19 Title I: ITA - Transportation assistance -Child care assistance, Housing/utilities, - Testing, fees, books, etc. -Uniforms -Medical care (glasses, dental, hearing aids, etc.</p>	<p>The Board monitors at least a 15% sample of CSP enrollments quarterly.</p> <p>The OSO provides a quarterly report to the Board regarding outreach activities, enrollments and services.</p> <p>The OSO is tasked with referral data and ensures that services are offered when appropriate.</p>

<p>Individuals who are English language learners, individuals who have low levels of literacy, individuals facing substantial cultural barriers</p>	<p>Title II- Adult Education (AE)</p>	<p>-Basic and secondary education skills related to improving math, reading, writing, social studies, science skills -Language acquisition related to improving communication skills, writing the English language, and employability skills -Co-enrollment with partner programs -In-person and virtual classes available in all counties in the region, as well as the option to offer classes at employer sites.</p>	<p>-Vouchers for HiSET test -Title I Youth program currently provides incentives for youth for progress towards and attainment of HiSET. (SWLDB will be updating policies to expand these incentives to all Title I programs)</p>	<p>The Board monitors at least a 15% sample of CSP enrollments quarterly.</p> <p>The OSO provides a quarterly report to the Board regarding outreach activities, enrollments and services.</p> <p>The OSO is tasked with referral data and ensures that services are offered when appropriate.</p>
<p>Eligible Migrant and Seasonal Farmworkers</p>	<p>TN Opportunity Programs (TOPS)</p>	<p>Providing Services To Migrant & Seasonal Farmworkers By Core Services, Work Experience, Classroom Training, Career Counseling, Job Search Assistance, Job Placement, Related Assistance, Intensive Services.</p>	<p>-Complaint resolution -Counseling -Farmworker rights and labor law information -Job development -Job search assistance and placement -Referrals to other organizations that serve migrant and seasonal farmworkers -Referrals to supportive services -Registration assistance -Testing -Training opportunities</p>	<p>The Board monitors at least a 15% sample of CSP enrollments quarterly.</p> <p>The OSO provides a quarterly report to the Board regarding outreach activities, enrollments and services.</p> <p>The OSO is tasked with referral data and ensures that services are offered when appropriate.</p>
<p>Individuals within two years of exhausting lifetime TANF</p>	<p>Workforce Essentials</p>	<p>Workforce Essentials administers job placement services to Families First customers</p>	<p>-Cash assistance -Childcare vouchers -Transportation assistance</p>	<p>The Board monitors at least a 15% sample of CSP enrollments quarterly.</p> <p>The OSO provides a</p>

eligibility		in 60 Tennessee Counties. They offer a comprehensive network of services, including career assessments and job search, job readiness skills training, and job placement to help Tennessee's DHS Families First clients succeed	-Job training and placement	quarterly report to the Board regarding outreach activities, enrollments and services. The OSO is tasked with referral data and ensures that services are offered when appropriate.
Single parents, including pregnant women	Workforce Essentials	Workforce Essentials administers job placement services to Families First customers in 60 Tennessee Counties. They offer a comprehensive network of services, including career assessments and job search, job readiness skills training, and job placement to help Tennessee's DHS Families First clients succeed	-Cash assistance -Childcare vouchers -Transportation assistance -Job training and placement	The Board monitors at least a 15% sample of CSP enrollments quarterly. The OSO provides a quarterly report to the Board regarding outreach activities, enrollments and services. The OSO is tasked with referral data and ensures that services are offered when appropriate.
Long-term unemployed (unemployed for 27 or more consecutive weeks)	-CSP- DW -Other AJC partners as needed	-Career/training services are available in-person and virtually at all AJCs in our region. All staff are cross trained to provide the highest level of service for displaced workers. -Workshops are available to assist long term unemployed	-ITAs -Transportation assistance -Child care assistance - Housing/utilities, - Testing, fees, books, etc., -Uniforms -Medical care (glasses, dental, hearing aids, etc.)	The Board monitors at least a 15% sample of CSP enrollments quarterly. The OSO provides a quarterly report to the Board regarding outreach activities, enrollments and services. The OSO is tasked with referral data and ensures

		<p>individuals in preparing to (re)-enter the workforce.</p> <p>-All staff are cross-trained to ensure co-enrollments and referrals are made between programs to allow for braiding of funds</p>		that services are offered when appropriate.
Other groups as the Governor determines to have barriers to employment	N/A	N/A	N/A	N/A

Technical Requirements and Assurances

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

BUDGET INFORMATION - Non-Construction Programs						
SECTION A - BUDGET SUMMARY						
Grant Program	Estimated Unobligated Funds		New or Revised Budget		Total	
	Federal	Non-Federal	Federal	Non-Federal		
1. Funds through TDLWD - Workforce Services	\$ -	\$ -	\$ 1,558,291.41	\$ -	\$ 1,558,291.41	
2. Funds through other resources	\$ -	\$ -	\$ -	\$ -	\$ -	
3. Funds through other State Agencies	\$ -	\$ -	\$ -	\$ -	\$ -	
4.	\$ -	\$ -	\$ -	\$ -	\$ -	
5. Totals	\$ -	\$ -	\$ 1,558,291.41	\$ -	\$ 1,558,291.41	
SECTION B - BUDGET CATEGORIES						
Object Class Categories	(1)	(2)	(3)	(4)	Total	
a. Personnel	\$ 117,806.83	\$ -	\$ -	\$ -	\$ 117,806.83	
b. Fringe Benefits	\$ 41,232.39	\$ -	\$ -	\$ -	\$ 41,232.39	
c. Travel	\$ 2,748.83	\$ -	\$ -	\$ -	\$ 2,748.83	
d. Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	
e. Supplies	\$ 1,178.06	\$ -	\$ -	\$ -	\$ 1,178.06	
f. Contractual	\$ 1,009,772.83	\$ -	\$ -	\$ -	\$ 1,009,772.83	
g. Construction	\$ -	\$ -	\$ -	\$ -	\$ -	
h. Other	\$ 229,723.33	\$ -	\$ -	\$ -	\$ 229,723.33	
i. Total Direct Charges (sum of 6a - 6h)	\$ 1,402,462.27	\$ -	\$ -	\$ -	\$ 1,402,462.27	
j. Indirect Charges	\$ 155,829.14	\$ -	\$ -	\$ -	\$ 155,829.14	
k TOTALS (sum of 6i and 6 j)	\$ 1,558,291.41	\$ -	\$ -	\$ -	\$ 1,558,291.41	
7. Program Income	\$ -	\$ -	\$ -	\$ -	\$ -	
Other includes: Rent & Utilities for AJC's Equipment Leases (ie: copiers) Building Maintenance for AJC's Communications & Technology Staff Training		Contractual includes: CSP Staffing & Operations - Title I Adult, Dislocated Worker & Youth services CSP Participant Costs - DJT's with employers, ITAs, Supportive Services, Paid Work Experience, etc. IFA (includes DSO) - Title I portion of shared infrastructure and other costs				

SECTION C - NON-FEDERAL RESOURCES						
(a) Grant Program		(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS	
8.		\$ -	\$ -	\$ -	\$ -	
9.		\$ -	\$ -	\$ -	\$ -	
10.		\$ -	\$ -	\$ -	\$ -	
11.		\$ -	\$ -	\$ -	\$ -	
12.	TOTAL (sum of lines 8 - 11)	\$ -	\$ -	\$ -	\$ -	
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	\$ 1,558,291.41	\$ 311,658.28	\$ 415,544.38	\$ 415,544.38	\$ 415,544.37
14.	Funds through other resources	\$ -	\$ -	\$ -	\$ -	\$ -
15.	Funds through other State Agencies	\$ -	\$ -	\$ -	\$ -	\$ -
16.						
17.	TOTAL (sum of lines 13 and 14)	\$ 1,558,291.41	\$ 311,658.28	\$ 415,544.38	\$ 415,544.38	\$ 415,544.37
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	\$ 1,558,291.41				
19.	Funds through other resources	\$ -				
20.	Funds through other State Agencies	\$ -				
21.		\$ -	\$ -			
22.	TOTAL (sum of lines 16 - 19)	\$ 1,558,291.41	\$ -	\$ -	\$ -	
SECTION F - OTHER BUDGET INFORMATION						
23.	Direct Charges	\$	1,402,462.27	24. Indirect Charges	\$ 155,829.14	
See Budget Narrative						
25. Remarks						
Budget for P22 and F23 Funding Only. Carryover funds not included. Administrative costs will be charged directly.						

8a. Describe any local partnerships, new collaborations, or innovative practices you would like to share.
Response addressed in 5a.

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

- SW LWDB has a major focus on co-enrollment between mandated AJC partners and other community partners to ensure maximum collaboration and eliminate the duplication of services. This ensures a maximum return on investment. Staff are regularly cross trained to be able to make referrals and collaborate.
- The area is currently leveraging in-kind contributions from AE to provide TABE testing services for all partners.
- The Southwest area is currently a community partner for two TANF Opportunity Grant applications. If approved, together the area will braid funding and leverage expertise to ensure customers are not only dual-enrolled but rather the services are maximized through both funding mechanisms functioning at a more effective level. It will allow the area to more robustly serve an individual as a whole person, including barriers not typically addressed through WIOA. It also increases the return on investment for the AJCs as a public resource by diversifying the types of services offered and the customers being served.

- At the decision of the Chief Local Elected Official (CLEO) and the other Local Elected Officials (LEO), SW LWDB will be partnering with the Northwest area to consolidate some fiscal and administrative functions directed toward better leveraging funds and resources. The team is also exploring the benefits of consolidating business services functions in order to better serve employer customers.
- In response to the need to effectively move West Tennesseans into economically mobile careers, Opportunity Now! is a collective of the LWDBs in West TN, North Mississippi and Eastern Arkansas, the University of Memphis, University of Mississippi, Le-Moyne Owen College, Lane College and Moore Tech as well as over 50 employer partners to dramatically accelerate the credentialing process for key industry sectors. To meet the workforce needs of the region, especially with the addition of Blue Oval City, Opportunity Now! will create accelerated skills training centers in each of the three LWDA of West TN to facilitate pathways in Advanced Manufacturing, Logistics Technology, and Construction.

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

- With the announcement of Blue Oval City, the board anticipates an increased demand for additional specialized funding to help meet the needs of the employer.
- The SW area has been fortunate to not have any recent closures or layoffs resulting in rapid response events, however layoff aversion through Incumbent Worker Training is a large need for employers in the area.
- With the addition of Blue Oval City to the workforce area, there will be an even greater need for IWT funding and customized training to assist employers with upskilling their existing workforce and backfilling positions.
- To improve and expand career pathways starting on a secondary school level, additional funding for career exploration activities and events would be beneficial to help create awareness of the growing number of opportunities in the area. In regards to the career exploration videos for the manufacturing sector, as previously discussed, the area hopes to seek out additional funding opportunities to expand the catalog of pathway options.
- An emerging best practice for employers is an increased investment in training opportunities through the use of technology such as augmented reality that may require additional funds. This creates an opportunity for the LWDA to be a partner in investing in new and innovative practices.
- There is an increasing need for investment in apprenticeships as interest from local employers grows.

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

- Southwest is a partnering LWDA on two grant initiatives, as discussed in the regional plan – the Opportunity Now! submission for the EDA Good Jobs Challenge and the GROWWTH (Growing Relational and Occupational Wealth in West Tennessee) and DREAM (Develop. Reach. Empower. Assist. Motivate.) projects through the Tennessee Department of Human Services' TANF Opportunity Act.
- Independently, Southwest LWDA has not applied for any additional grants but plans to seek out these opportunities in the future to support efforts around apprenticeships, technology, etc.
- With the upcoming restructuring and stronger partnership with the Northwest area, this would allow the SW and NW areas to collaborate to be more competitive on grant applications and funding opportunities to better serve our rural areas.