

# 18



# WIOA ANNUAL NARRATIVE

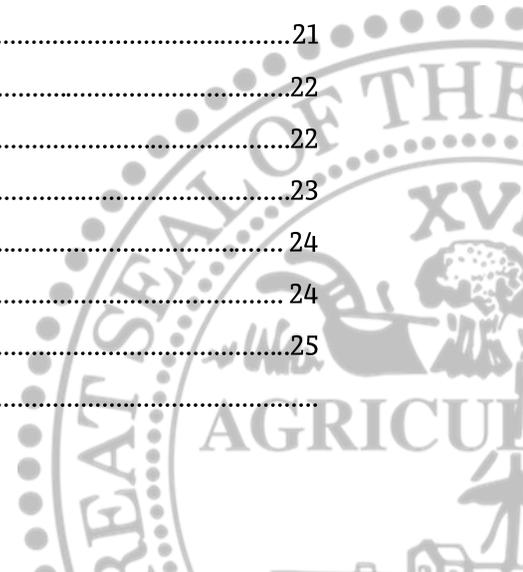
Tennessee's Performance Report  
July 1, 2018—June 30, 2019

Tennessee Department of Labor & Workforce Development  
Bill Lee, Governor  
Jeff McCord, Commissioner  
Kenyatta Lovett, Assistant Commissioner of Workforce Services



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## Letter to the Governor



**STATE OF TENNESSEE  
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT  
220 French Landing Drive  
Nashville, TN 37243  
(615) 741-6642**

**BILL LEE  
GOVERNOR**

**JEFF MCCORD  
COMMISSIONER**

November 8, 2019

The Honorable Bill Lee  
State Capitol, First Floor  
Nashville, TN 37243

Dear Governor Lee:

The Tennessee State Workforce Development Board is pleased to provide you with our Annual Report for program year 2018. Under the leadership of Commissioner Jeff McCord and Board Chair Tim Berry, Dollywood, we are proud to share with you many activities and accomplishments that highlight another successful year of connecting people with job opportunities and hiring employers. As our economy in Tennessee continues to thrive, the most recent realignment efforts will continue to drive efficiency in both service strategy and service delivery. The work of the State Workforce Development Board serves as a major catalyst to align and advocate for policies and new approaches towards addressing worker shortages and creating an effective pipeline to skilled workers in Tennessee.

Through a federal allocation that funds the public workforce system in Tennessee, we operate an effective collaborative and network of American Job Centers and Jobs4TN employment portal that serves to help Tennessee citizens' identify jobs and training opportunities that lead to employment.

The Board would like to recognize the efforts of our public and private sector partners and express our gratitude for their continued cooperation and collaboration from all levels of business, government and education, as well as the citizens of Tennessee. We appreciate and look forward to continuing to serve our communities and State citizens as we work to maximize innovation and efficiency within the Workforce Innovation and Opportunity Act.

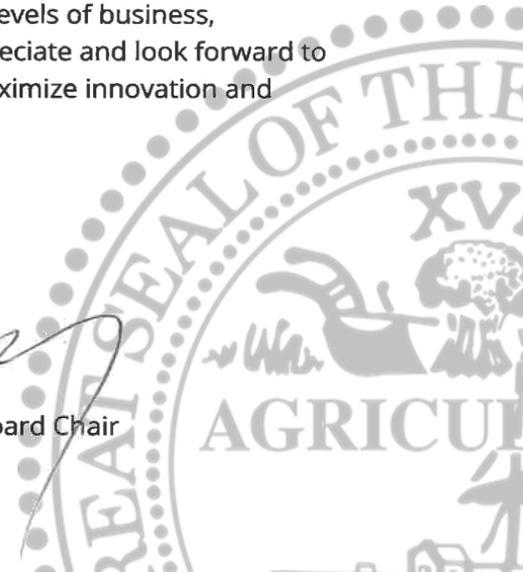
Sincerely,

A handwritten signature in black ink, appearing to be "J. McCord".

Jeff McCord  
Commissioner, TDL&WD

A handwritten signature in black ink, appearing to be "Tim Berry".

Tim Berry  
State Workforce Board Chair



## Executive Summary

The priority is for Tennessee to have the nation's premier workforce system. Our Workforce Innovation and Opportunity Act (WIOA) plan embodies the essence of the state's vision. By leveraging our existing assets in each local workforce development area, we have been able to attract new businesses while helping our existing businesses expand and remain competitive. Equally as important, the services we provide across the state have allowed Tennesseans to successfully enter the workforce, despite numerous barriers to employment. By providing services to employers and citizens, we are paving the way for a brighter future for all Tennesseans.

The WIOA plan focuses on four key elements:

- Improving skills and credential attainment by expanding vocational education and workforce development programs;
- Support regional and rural economic development strategies;
- Enhance services and opportunities for justice-involved citizens; and
- Streamline the delivery of support services in workforce development by collaborating with key agencies and organizations

As a result of the realignment of the Local Workforce Development Areas (LWDA), our local leaders and partners are able to work together in the areas of workforce, education, and economic development. The effort has allowed communities to increase access to higher education and training opportunities. The realignment has also enabled Tennessee's state agencies to deliver services and manage public resources in a sound, fiscally conservative manner. As we move into the future, Tennessee recognizes a rapidly changing world in technology, workforce, and business. The state also acknowledges emerging challenges faced by citizens to participate in the workforce, due to changing employer demands for specific skills. These principles will guide Tennessee's long-term success.

The development of this year's WIOA plan serves as the necessary opportunity to evaluate all aspects of our workforce system to chart a promising path toward our goal. Through a focus on intentional collaboration with essential partners, we strive to carry forward our work in a more intentional and meaningful manner, for the benefit of the state and the citizens we serve.



## State Workforce Development Board

The Tennessee State Workforce Development Board (SWDB) provides leadership and guidance to Tennessee's Workforce System along with oversight of the Local Workforce Development Boards (LWDBs). The Board assures coordination of collaborative activities and monitors continuous performance improvement within the state's workforce system.

The SWDB consists of 24 members representing businesses, state agencies, and local and city government. The Governor is a board member along with four members of his cabinet. Through leadership from the Board, Tennessee has created a seamless system for service delivery to participants seeking employment, unemployment benefits, or training to attain skill upgrades through Tennessee's American Job Centers. Services are also developed to address the needs of local employers.

The three working committees of the SWDB include the Oversight Committee, Operations Committee and Innovation Committee. These committees provide the essential guidance needed to carry-out the governor's vision for the workforce system.

### Oversight Committee

- Advises the governor on program and policy changes under WIOA
- Leads the development, maintenance and modification of state, regional and local plans
- Serves as an advisor to review statewide program alignment
- Reviews and makes recommendations on program funding allocations
- Leads review of statewide Workforce System

### Operations Committee

- Oversees the continuous improvement of WIOA programs and activities
- Oversees all special projects and initiatives specifically related to Youth and Adults
- Monitors State performance/accountability
- Coordinates policies and provision of WIOA services
- Reviews and makes recommendations for performance reporting, including Labor Market Information

### Innovation Committee

- Identifies and shares Workforce System best practices
- Develops strategies for technology alignment and integration
- Reviews service-model strategies in WIOA programs

### The Board will continue to evaluate:

- Enhancements of mobile and virtual service delivery
- Increased performance of local workforce boards
- Specific implementation of successful workforce modeling for priority populations
- Further integration and alignment of workforce partnership through greater community engagement

## American Job Centers Tennessee

The American Job Centers (AJCs) of Tennessee combine local, state, and federal workforce development services through a customer-centered approach. Businesses can readily find the workers they need and jobseekers have the opportunity to receive training assistance and the latest career information. Each AJC offers: phone and internet access, job application workspace, automated Labor Market information, technical assistance in navigating Jobs4tn.gov (Tennessee's public jobs database), meaningful Unemployment Insurance assistance, workshops, job placement, recruitment and training referral services.

The re-designed welcome function allows an opportunity for staff to connect sooner with jobseekers during visits. Once registered in Jobs4tn.gov, staff determines an individual's needs to be addressed and begins documentation of any barriers to employment. Those that can be remedied in a short time are handled on the spot. Otherwise, a "warm handoff" is completed to another staff person to provide more one-on-one assistance. The days of long lines and wait times are over, many services are delivered with no wait time at all.

Business services teams (BST) work across programs and schedule employers to recruit on-site. Based on the onboarding needs of the employer, jobseekers with the desired qualifications are invited to the American Job Center. As a result, the employers get to meet with individuals that are determined to be the best candidates. The BST reviews job vacancy reports in Jobs4tn.gov to determine those positions that are unfilled after 30 days. This information is vital in determining which companies and or sectors require the services of the team. Using this model, Tennessee produce greater outcomes.



### Virtual American Job Center

The Virtual American Job Center (V-AJC) is a proactive outreach program with the goal of putting job seekers in touch with Career Specialists in their area to make them WIOA program participants. The V-AJC leverages existing resources to create and open an additional line of communication between individuals with barriers to employment and resources within the workforce system. By using a workflow concept similar to a brick and mortar American Job Center, the V-AJC allows WIOA programs and services to be more accessible to all individuals. V-AJC staff can reach every user who lands on a trigger page within [www.Jobs4TN.gov](http://www.Jobs4TN.gov).

The V-AJC Program will expand to provide virtual services across the state within all core programs of WIOA. As the Virtual program continues expansion, it will support all partner programs incorporating them over time. The goal is to provide many Title I, II, III and IV services virtually. Eventually, the V-AJC will allow clients to receive services, to include developing IEPs, conduct training and attend workshops all in a virtual space.

The vision of the Virtual American Job Center is to develop a dynamic and adaptable system designed to foster cooperation between internal and external partner programs. In so doing, it will live up to the expectations of our clients by providing consistently high quality services. Overall, rendering a measurable positive impact on the state as a whole, especially in distressed and rural communities, and to individuals who lack physical access to an American Job Center.

Virtual American Job Center Pilot Program														
	Days Worked on V-AJC	Total Visitors Contacted	Average Number Contacted Per Day	No Response	Response	Referrals	Participants	Rate of No Response	Rate of Response	Contact Referral Rate	Response Referral Rate	Referral to Participant Rate	Response to Participant Rate	Contact to Participant Conversion Rate
Q1 2019 Totals	39	1121	31	1013	198	92	67	83.6%	16.3%	7.6%	46.4%	72.8%	33.8%	5.5%
Q2 2019 Totals	35	690	20	570	120	57	38	82.6%	17.3%	8.2%	47.5%	66.7%	31.6%	5.5%
Q3 2019 Totals	60	1164	19	970	194	57	16	83.3%	16.6%	4.9%	29.3%	28.0%	8.2%	1.3%
2019 Aggregate	134	3065	23	2553	512	206	121	83.3%	16.7%	6.7%	40.2%	58.7%	23.6%	3.9%
2019 Goals								<85%	>15%	10.0%	50.0%	75.0%	40.0%	6.0%



Program Definitions			
Rate of No Response	The number of visitors who did not respond divided by the total number of visitors contacted. (No Response/Total Number of Visitors Contacted)	Days worked on V-AJC	Number of actual days that work has been done in the Virtual AJC
Rate of Response	The number of responses divided by the total number of visitors contacted. (Responses/Total Visitors Contacted)	Contact Referral Rate	Referrals Divided by Total Visitors Contacted. Ratio of the total number of contacted individuals to those who are referred to the V-AJC expressed as a percentage.
Responses	Number of Contacted Visitors who respond to V-AJC proactive chat	Contact/Participant Conversion Rate	Participants divided by total visitors contacted. The ratio of participants created by the V-AJC to the number of contacted visitors expressed as a percentage. (Participants/Total Visitors Contacted)
Referrals	Number of visitors who responded and were referred to V-AJC Career Specialists.	Average number of users contacted per day	Total number of users contacted divided by the number of days it took to contact all of them.
Response Referral Rate	Referrals divided by responses. The ratio of visitors who are referred to the V-AJC Career Specialist to those who respond to V-AJC Proactive chat expressed as a percentage. (Referrals/Responses)	Projected number of Participants created in a calendar year by V-AJC	Projected number of users contacted this year times the contact / participant conversion rate.
Referral to Participant rate	Participants divided by referrals. Ratio of referrals that become participants expressed as a percentage. (Participants/Referrals)	Response to Participant Rate	Ratio of Participants created by V-AJC to Number of responses from visitors. (Participants/Responses)
Participants	Referrals who enter participation as a result of the V-AJC		



### Mobile American Job Centers

The Mobile American Job Centers offer services similar to those found in an American Job Center (AJC). These Mobile AJCs provide internet, a computer lab, and an adaptable venue for workshops, resume assistance and interviewing skills. Our Mobile AJCs can also serve as recruiting centers for new and expanding businesses. They are also certified mobile High School Equivalency Test (HISET) testing sites along with their staff certified as examiners and proctors. During PY 2018, the Mobile AJCs administered 159 tests to 44 students in areas that lacked a testing site.

In PY 2018, the six (6) Mobile AJCs served 7,456 participants at mobile events across the state. The Mobile American Job Centers conducted 779 events, and visited 81 counties across the state. Many of those counties were rural and below the poverty level. The Mobile AJCs serve as a support system for numerous job fairs, HiSet testing and other events across the state.

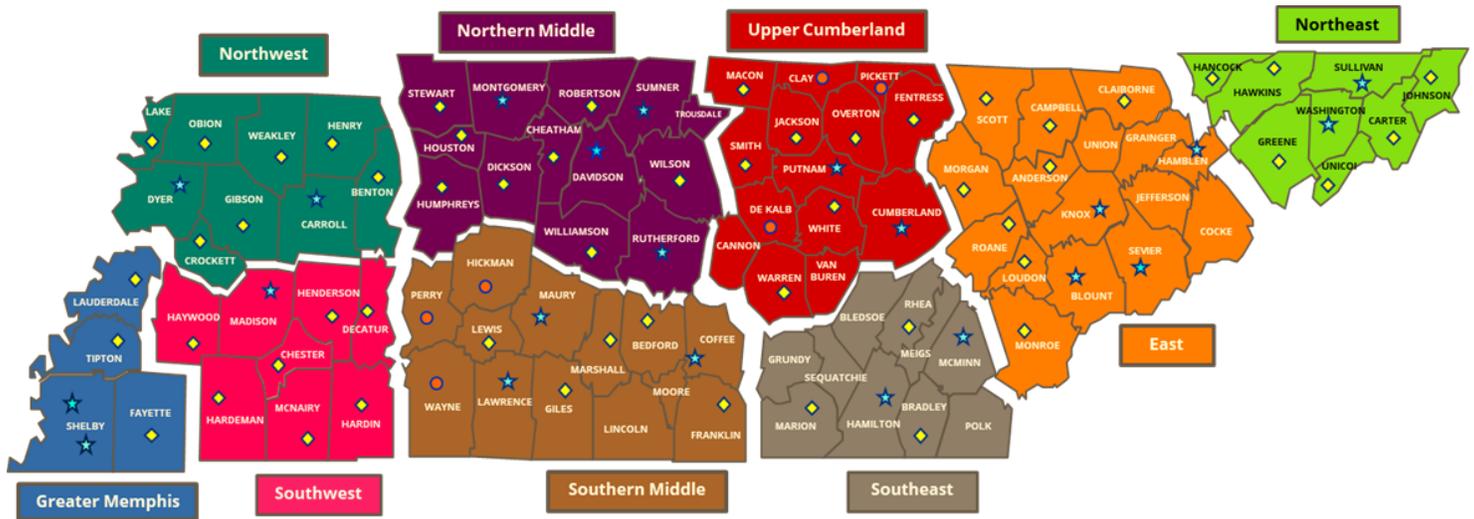
The units also serve as rapid response centers for dislocated workers and employers during mass lay-offs and natural disasters. In September of 2018, two of the Mobile American Job Centers were dispatched to South Carolina to assist with Hurricane Florence recovery efforts. Four TDLWD staff spent 21 days with South Carolina Department of Employment and Workforce Development staff assisting the people of South Carolina with services such as filing unemployment claims and seeking employment.

## Realignment of Local Workforce Development Areas

Tennessee conducted a comprehensive review of its workforce development system in order to best match resources workforce trends, career pathways, and the needs of WIOA customers. Through this extensive analysis—including input from locally-elected officials, local workforce development board chairs, and community leaders across the state, the SWDB adopted the nine Economic and Community Development Base Camps as the ideal model for realignment.

This year’s transition has been difficult, and in some instances realignment is ongoing, but realizing the governor’s vision of streamlining and aligning regional service delivery is well worth it. By distributing funds where they are needed most, we are already beginning to see more funds go directly to participants.

### Realigned Workforce System to ECD Base Camps



## Achieving Tennessee’s State Strategic Vision and Goals

In addition to providing employment and training services, adult education, and programs to assist individuals with disabilities (direct impact), WIOA expenditures flow through the local and state economy spurring the production of goods and services, supporting employee income (indirect impact), and helping generate local, state, and federal tax revenue (induced impact). Total Impact is the sum of the direct, indirect, and induced effects. Below is a list of the initiatives that the Tennessee Workforce System has engaged to accomplish these collaborative efforts.

## Strategic Vision and Goals

- Fast Track initiatives** - a governor's initiative to support Tennessee's recruitment and retention efforts in order to assist with new expansions, locations or relocations.
- Incumbent Worker Training grants** - a targeted lay-off aversion strategy to Tennessee businesses to address the dynamic workplace with emphasis on skill upgrades and credentials.
- Registered Apprenticeship Assistance grants** - a targeted opportunity to increase registered apprentices in Tennessee.
- Tennessee Pathways** - Tennessee Pathways is the K-12 initiative under Tennessee's Drive to 55. The Drive to 55 was created to ensure at least 55 percent of Tennesseans have a college degree or certificate by 2025 and can access more career opportunities in their communities across the state. Tennessee Pathways supports alignment among K-12, postsecondary, and industry to provide students with relevant education and training to jumpstart their postsecondary degrees and credentials. Students, with their certificate, degree or credential, can transition seamlessly into the workforce and contribute to the success of our economy."
- Governor's Children Sub-cabinet** - to have a multi-partner approach to assist parents in achieving self-sufficiency and create a better quality of life for themselves and their families.
- Governor's Workforce Sub-Cabinet** – a collaborative team dedicated to develop and oversee implementation of a three year strategic plan that aligns state resources to attain the Drive to 55 goals.
- P-20-** a collaboration with several agencies around longitudinal data collection systems.
- Governor's Rural Task Force** - to bring resources together from a wide range of organizations to advance rural communities and economic development throughout Tennessee.
- Realignment of Local Workforce Development Boards** - the (13) LWDBs have realigned with the nine Economic and Community Development Base Camps supporting the governor's vision of streamlining and aligning regional service delivery.
- Employment First Task Force** - the task force is comprised of people with disabilities, their families, state agencies who provide supports for people with disabilities, advocacy groups and other stakeholders who have a common mission of improving employment outcomes for people with intellectual and developmental disabilities, physical disabilities, behavioral health diagnoses including mental illness, substance abuse disorders, and co-occurring disorders, and other disabilities.

## Tennessee Pathways Drive to 55

Drive to 55 is a governor's initiative that concentrates Tennessee's efforts to work to promote post-secondary opportunities. The goal is that by 2025, 55 percent of Tennesseans will have a postsecondary degree. This initiative includes three primary programs:

**Tennessee Promise** is both a scholarship and a mentoring program focused on increasing the number of students that attend and complete college. It provides a last-dollar scholarship to any high school graduate to attend thirteen Community Colleges and mentors to assist students navigate the college admission process. Tennessee Promise participants must complete and submit eight hours of community service per term enrolled, as well as maintain satisfactory academic progress (2.0 GPA) at their respective institution.

**Tennessee Reconnect** which targets adults who did not complete a credential or certificate and want to do so at one of our 27 Tennessee Colleges of Applied Technology. Tennessee Department of Labor and Workforce Development (TDLWD) supports this initiative by training staff to become Tennessee Reconnect Ambassadors.

**Tennessee Labor Education Alignment Program (LEAP)** is the third initiative under the Drive to 55 umbrella which is a grant program which recognizes the need of students to graduate with the skills employers demand. Tennessee LEAP ensures that businesses have a direct input into higher education.

Thanks to WIOA and the increased collaboration between the education and workforce system, Tennessee is on a pathway to meet our Drive to 55 goal by 2023, two years ahead of schedule. For more information please visit <https://www.tn.gov/content/tn/education/pathwaystn.html/> .

## Sector Strategies and Career Pathways

K-12: Tennessee Pathways regional coordinators will operate in the nine economic regions of the state to lead the alignment of local education institutions and employers. Regional coordinators act as the "glue" between school districts, postsecondary institutions, employers, and community leaders facilitating communication and collaboration. A successful model would be a student completing a TN Pathway at their high school with college credits or an industry-recognized credential and then WIOA assists with the transition into post-secondary to obtain their degree or certification. Work Based Learning (WBL) aligns with the TN Pathways and the coordination is the same; Tennessee Department of Education (TDOE) Regional & WBL coordinators will assist in finding students valuable high quality work experiences to gain employability skills and career exploration opportunities.

Supplemental Nutrition Assistance Program Education and Training (SNAP E&T) career pathway development through Step into Work initiative that aligns with Supplemental Nutrition Assistance Program's (SNAP) vision and purpose to help SNAP recipients to meet work requirements; to gain skills, training, or experience to increase the SNAP recipient's ability to obtain regular employment and; reduce dependence on SNAP benefits and other public assistance. Example would be: SNAP E&T pays for a participant to receive CNA certification which is currently a non-approved training program under WIOA and then WIOA moves the participant into licensed practical nurse (LPN) or another health care occupation.

## Waivers

In program year 2018 Tennessee had three WIOA waivers that were approved. The following identifies each waiver and the waiver's intentions to affect performance outcomes:

**Waiver of the obligation of eligible training providers (ETPs) to collect performance data on all students in a training program - effective July 1, 2018 to June 30, 2020.**

Tennessee will continue to collect data from ETPs on their WIOA-funded participants and will submit that data via TDLWD's annual report to USDOL.

Connects education and training strategies by reducing the reporting burden on ETPs, thus allowing them to focus more time and resources on producing successful outcomes for WIOA-funded participants, it further protects the privacy rights of students who are not WIOA participants. ETPs were better prepared to submit data on their WIOA-funded students and to remain in the ETP program, subsequently allowing TDLWD to continue with its effective and consistent customer service delivery.

Tennessee has successfully submitted 833 programs for the federal annual report for PY2018. The waiver has helped the Eligible Training Providers to focus more time and resources on producing a successful and accurate performance report.

**Waiver associated with the requirement that local areas expend 75 percent of local formula youth funds on out-of-school youth - effective October 1, 2018 to June 30, 2020.**

The approval of this waiver permits LWDBs the opportunity to determine how best to meet the educational and training needs of youth with other barriers regardless of school status, and specific to the population, geographical location, and economic and employment conditions within each LWDA. Additionally, increasing outreach to in-school youth (ISY) while maintaining a focus on serving out of school youth (OSY) will help develop a larger pool of young people qualified and prepared to meet the current and future needs of employers in their workforce areas and throughout Tennessee.

This waiver allowed local areas to consider their demographic needs and provide direct resources to in-school youth populations determined to have the highest need; in turn creating a stronger workforce pipeline. For several of the areas, ISY enrollment has increased more than 100%.

**Waiver to allow WIOA Individual Training Accounts (ITAs) for in-school-youth - effective October 1, 2018 to June 30, 2020.**

Increases the number of at-risk youth receiving ITAs in work-based programs—especially pre-apprenticeship programs; helps companies develop new skills based on the need of business to develop young talent; provides hands-on experience for youth and encourages work-based services thereby addressing the talent shortage of local businesses and promotes youth accessible pre-apprenticeship programs.

Since the start of the waiver, TN has issued about 1,100 ITAs for In-School Youth with 32% resulting in successful completion.

## Plan on Evaluation and Research

The state of Tennessee contracted Ernst & Young to assess the organizational fitness and operational controls to position the workforce development system in Tennessee for success. The statewide evaluation of the workforce development system is intended to meet the following goals outlined below: A comprehensive monitoring review will occur in order to assess organizational capability, efficient and effective internal controls, and technology driven decisions which ensure transparency and accountability among the nine workforce development areas mirroring the governor's nine Economic Development Job Base Camps.

### **Segments to be monitored in each of the local areas, as well as state operations, include:**

Roles and Responsibilities will be reviewed to determine appropriate levels of oversight and monitoring, segregation of incompatible duties, and clear lines of authority. 2) Competencies of key decision-makers will be evaluated to determine skills and competencies of workforce development staff. 3) Policies and procedures will be examined to determine both the efficiency and effectiveness of process and internal controls. 4) Controls will be reviewed to confirm processes are being followed, as well as to ensure statutory and regulatory requirements are met, and accurate reporting processes. 5) Data Analysis review will occur to define how data is being leveraged to help monitor efforts and provide informed decision-making 6) An evaluation will occur on how the use of technology/automation assists with increasing efficiency and reducing manual error in data entry and reporting.

Reported outcomes will include a RACI (Responsible, Accountable, Consulted, Informed) matrix, benchmarks of best practices, resource requirements documentation, communication and training strategies, policy/procedure observations and recommendations, control matrix, testing documentation and results, Key Performance Indicators observations/recommendations, vendor risk assessment processes, and an automation road map.

The report is available here: <https://www.tn.gov/workforce/lwda-assessment>

## Approach to Customer Satisfaction

A key part of customer outreach and satisfaction is connectivity, expectation, and communication. This is accomplished through the modernization of our state's labor exchange functions housed within the Jobs4TN platform. This platform provides customers with real-time labor market information, virtual recruitment, resume matching, case management and more recently the addition of the unemployment insurance module where all customer workforce functions are housed in a central electronic tool.

Workforce One-touch has revolutionized workforce system communication and management resulting in transformational results across Tennessee. A major feature of Workforce One-Touch is Zendesk, a multi-channel customer service tool that streamlines communications throughout the Department. This system allows TDLWD to store all support questions and requests in one place for staff assistance and reference. Within assigned groups or divisions in the system, staff can quickly respond to businesses and customer requests for assistance or easily assign the request to the appropriate staff member. The ease in sharing such requests allows the Department to render quicker, better customer service. It also provides a record of progress for various communications to increase collaboration and streamline all responses. Finally, this system provides customer service and satisfaction metrics that will aim in workflow improvements and increase efficiencies across the board.

TDLWD implemented Workforce OneTouch, the help desk feature to provide immediate guidance to related topics including Unemployment Insurance (UI) information, Labor laws, labor exchange services, etc. Title III staff throughout the state have been trained on the functionality of Workforce OneTouch to allow the subject matter experts to address specific questions under the guise of TDLWD. Zendesk is a cloud-based customer service platform that provides the fastest path of communication to our internal and external customers. This is a one-stop customer service tool to streamline tools like ticket views, triggers, and automation. Zopim Chat allows for immediate, real-time interaction between the customer and the agent.

As a part of the certification of the American Job Centers, each local area is responsible to develop and implement customer satisfaction surveys. In addition to creating participant surveys, staff at the AJCs were trained on Zendesk to mitigate the needs of individual and business customers.

## Performance Accountability System

### Data Collection and Reporting Processes through Virtual One Stop

The state of Tennessee continues to build on our state Management Information System (MIS) known as the Virtual One-Stop (VOS) system. This system builds on Tennessee's Labor Market Information and jobs portal by adding an integrated case management system which allows us to capture and report data across numerous programs. Some of these programs include, but are not limited to the following:

- Title I (Adult, Dislocated Worker and Youth)
- Title II (Adult Education)
- Title III (Wagner Peyser)
- Trade Adjustment Assistance
- Migrant Seasonal Farmworkers and H2A-B
- Supplemental Nutrition Assistance Program

- Unemployment Insurance
- Re-Employment Services and Eligibility Assessment
- Senior Community Service Employment Program
- Reintegration of Justice-Involved (Adult and Youth) Program
- Jobs for Veterans State Grant

The VOS system has proven to be an invaluable resource when ensuring the accuracy of data reported to the USDOL. The system provides Tennessee with adaptability while remaining compliant by working through a national vendor (Geographic Solutions) to support federal reporting requirements. Tennessee continues to develop, maintain and modify guidance and policy to ensure that participant data is collected timely and accurately, along with the supporting documentation required for data validation and monitoring.

## Data Validation

Tennessee has established processes for data validation that meet all federal guidelines issued by USDOL to include TEGL 7-18 Guidance for Validating Jointly Required Performance Data Submitted under the Workforce Innovation and Opportunity Act (WIOA). For data validation purposes the state requires that the Local Workforce Development Areas (LWDA) upload documents into VOS upon receipt from the participants. This digital medium streamlines the process by eliminating the need to maintain paper documents while allowing the validation process to be conducted remotely, accurately and more frequently than in prior program years. Tennessee has a policy in place to ensure that all documentation is in VOS by the end of the applicable program year.

TDLWD Workforce Services Division pulls a random sample of files quarterly and annually. The samples contain files from all LWDAs for all Title I and Title III programs.

*Quarterly*- First the information from the extract file is checked against the state MIS to ensure the information contained in all federal extract files is accurate. This is done prior to their submission in the federal reporting system Workforce Integrated Performance System (WIPS). Then the participant's eligibility is verified against source documentation to ensure requirements have been met. This proactive approach, conducted on a quarterly basis, assists the local areas to identify issues and provide technical assistance all year round.

*Annual*-The annual data validation is primarily for training local area staff and sharing best practices among the areas. Local area staff members come into central office to train on what, why and how data validation works. They are then required to perform data validation on other local area files. This shows staff what they are required to have within their own records and allows the sharing of best practices, which they may use within their own LWDA. Central Office program management staff is available for any questions or issues that arise during this training.

### Statewide Performance Goals and Outcome Tables

The VOS system provides statewide metrics and participant data along with performance reports just for the unique Local Workforce Development Areas (LWDA) and American Job Centers. The system offers a large array of reports to help staff track performance for their designated area and focus on ensuring continuous improvement as well as serving the individuals most in need of our services. The system allows the options to filter the information to specific reporting common measures or specific demographics, as well as the option of a statewide summary. The information available within the reporting features of VOS, and the flexibility of the content within these reports, play an intricate part in the success of performance and outcomes for TDLWD.

The following table displays the state's common measure goals and the actual outcomes for the Program Year 2018:

# PROGRAM YEAR 2018 OUTCOMES

## WAGNER-PEYSER

PY2018	Negotiated Targets	Actual Outcomes
Reportable	NA	147,497
Participants	NA	30,704
Employment Rate 2nd Qtr after Exit	65.0%	72.7%
Employment Rate 4th Qtr after Exit	65.0%	71.9%
Median Earnings	\$4,587	\$5,327
Repeat Business Customer Rate	Baseline	32.1%
Employer Penetration Rate	Baseline	8.6%

## ADULT

PY2018	Negotiated Targets	Actual Outcomes
Participants	NA	7,984
Employment Rate 2nd Qtr after Exit	83%	86.2%
Employment Rate 4th Qtr after Exit	83%	84.6%
Median Earnings	\$6,633	\$7,015
Credential Attainment Rate	58%	70.9%
Measurable Skills Gain	Baseline	63.2%

# PROGRAM YEAR 2018 OUTCOMES

## DISLOCATED WORKER

PY2018	Negotiated Targets	Actual Outcomes
Participants	NA	2,798
Employment Rate 2nd Qtr after Exit	81%	86.8%
Employment Rate 4th Qtr after Exit	81%	86.3%
Median Earnings	\$6,900	\$8,190
Credential Attainment Rate	68.5%	69.6%
Measurable Skills Gain	Baseline	60.8%

## YOUTH

PY2018	Negotiated Targets	Actual Outcomes
Participants	NA	4,595
Employment Rate 2nd Qtr after Exit	79%	80.9%
Employment Rate 4th Qtr after Exit	75%	80.5%
Median Earnings	Baseline	\$3,520
Credential Attainment Rate	70%	70.9%
Measurable Skills Gain	Baseline	56%

## Deficiencies on the Primary Indicators of Performance

The state of Tennessee reached or exceeded all negotiated targets for the program year 2018.

### Effectiveness in Serving Tennessee's Employers

Tennessee has chosen the two following measures within this performance measure:

1. **Repeat Business Customers** - the percentage of repeat employers using services within the previous three years. This approach tracks the percentage of employers who receive services that use core program services more than once. Tennessee chose this measure as it may prove useful in determining whether employers who received WIOA services are satisfied with those services and become repeat customers. This approach helps Tennessee assess the workforce system's ability to develop and maintain strong relationships with employers over extended periods of time.

For PY2018 the Repeat Business Customer Rate was **32.10%** factored with **8,136/25,323**

2. **Employer Penetration Rate** - the percentage of employers using services out of all employers in the state. This approach tracks the percentage of employers who are using the core program services out of all employers represented in an area or state served by the public workforce system (i.e., employers served). American Job Centers keep track of the number of establishments served within a program year, and Tennessee will collect that data and compare it to the aggregate number of employers in our state. This approach is useful in determining whether the core programs are serving a large portion of employers in a specific area and are adequately meeting the workforce needs of the area in regards to in-demand occupations.

For PY2018 the Employer Penetration Rate is **8.6%** factored with **14,343/166,151**

At this time Tennessee has not chosen to add any additional state-established measurements concerning the effectiveness of employers.

## Business Services

### WARN and Rapid Response

In Fiscal Year 2019, 46 Worker Adjustment and Retraining Notification Act (WARN) advance notices were received affecting 6,517 workers. Timely rapid response services were then provided to 888 workers. Tennessee collaborates programmatically with local partners to coordinate services can include training, supportive services, career advisement, and assistance with filing UI claims—providing immediate aid to both companies and their affected workers. Tennessee's proactive approach may minimize the negative economic impacts of the layoffs and help localize the event.

If the layoff or closure is trade affected, the rapid response coordinator works with the company and TAA to file a trade petition with the U.S. DOL. Affected employees are informed of eligible TAA benefits and these benefits may be braided with Title I wrap-around services. This also helps to drive co-enrollment between TAA and Title I.

Part of Tennessee's Rapid Response plan is the Consolidated Business Grant (CBG). Through this grant, the state has been able to allow our local boards to use part of the governor's set-aside funds to help businesses grow and develop based on the needs of the local area. Under the CBG, LWDA's can choose to fund Incumbent Worker Training (IWT), On-the-Job Training (OJT), and the Apprenticeship Training Program (ATG). The CBG provides an additional funding stream outside the LWDA formula funds, which increases the availability of money for training. Part of Tennessee's Rapid Response plan is the Consolidated Business Grant (CBG). Through this grant, the state has been able to allow our local boards to use part of the governors set aside to help business grow and develop based on the needs of the local area.

## Consolidated Business Grant - including IWT, APT, and OJT

Tennessee implements WIOA in order to establish a framework to assist youth, unemployed adults and dislocated workers attain employment with economically self-sufficient wages. The TDLWD and the SWDB have established policies to assist businesses by providing their workers an opportunity to enroll in training programs such as Incumbent Worker Training (IWT), On-the-Job Training (OJT), and Apprenticeship Training Grants (ATG). These programs provide the skills necessary for workers to compete in tomorrow's economic environment. The Consolidated Business Grant (CBG) provides block monies to LWDAs. By promoting LWDA autonomy, the appropriate training product is used based on a combination of local knowledge and the specific training needs of the business.

The CBG was proposed to the SWDB as an initiative funded through the governor's set-aside fund to provide more work-based training opportunities across the state of Tennessee in order to be aligned with the governor's vision. Originally, LWDAs could support only a limited number of training grants because of the budget constraints of their formula funds. The SWDB authorized \$5,000,000 to fund the CBG program. These monies were split evenly between the 9 LWDAs across the state, providing a much larger budget to fund training opportunities for local businesses. The CBG has seen great success across the state. Some of the LWDAs had to request additional funding to meet the needs of local employers.

During the FY2019, CBG funds were obligated to 217 companies to train 3,903 Incumbent Workers for a total of over \$824,000. Additionally, there have been 4 contracts approved to fund training for 128 apprentices totaling of over \$97,000. Lastly, 52 contracts were approved for OJTs, resulting in the placement of 218 individuals into training totaling over \$303,000. There have been numerous inquiries about the program and more applications and approvals are expected during the continuation of the grant.

The success of the CBG initiative stems from the decentralized use of the grant's funds, which have been disseminated to the LWDAs. LWDAs are responsible for reviewing and approving contracts with local businesses, deciding what is eligible to fund, and how much. For grants up to \$25,000, no additional oversight by the state is required. Requests exceeding \$25,000 will require review from the state to ensure the utilization of funds is appropriate and in accordance with regional and local plans.

## Work Opportunity Tax Credit Program

In December of 2015, Congress re-authorized the Work Opportunity Tax Credit (WOTC) Program through 2019. In early 2016, TDLWD completed the automation of the submission and approval process, replacing paper applications with an online WOTC portal. The portal increases efficiency, facilitating a 24 to 48-hour decision on new tax credit applications. The creation of this portal allowed for the elimination of more than 3 million pieces of paper, making enough space for an additional conference room. During the calendar year 2017, 138,388 certifications were issued for a potential of \$361,187,000 in tax credits to employers. In the calendar year, 2018 TDLWD issued 66,613 certifications for a potential of \$176,961,000 in tax credits to employers. From January 2019 to September 2019 TDLWD issued 53,763 certifications for a potential of \$152,358,200 in tax credit savings. In total, since the inception and implementation of the online portal, over 250,000 certifications have been issued with a potential tax savings of over \$690,000,000 to Tennessee employers.

## Trade Adjustment Assistance

Since the reauthorization of Trade Adjustment Assistance Reauthorization Act of 2015, Tennessee has continued to see substantial increases in the number of Trade petitions filed and certified. During FY 2017 there were 61 active petitions certified affecting almost 4,225 people. During the same period, the Trade Adjustment Assistance Program (TAA) had 663 dislocated workers enrolled, with 383 being new participants.

Total TAA allowances were \$17,539,417, which included funds for fiscal years 2016, 2017, and 2018. Total expenditures for the TAA program were \$2,263,556. Entered Employment Rate was 78.5%, Employment Retention Rate 94.3%, and 6-month Average Earnings was \$17,446.

Under WIOA, Tennessee included TAA in the combined state plan making them a required partner in all comprehensive American Job Centers established throughout the state. With TAA as a partner, Tennessee hopes to increase service to trade-impacted workers by providing seamless services. Tennessee's goal is to ensure all trade-impacted workers receive the services and benefits offered by the TAA program so that they have the opportunity to become reemployed quickly and enhance their lives now and in the future.

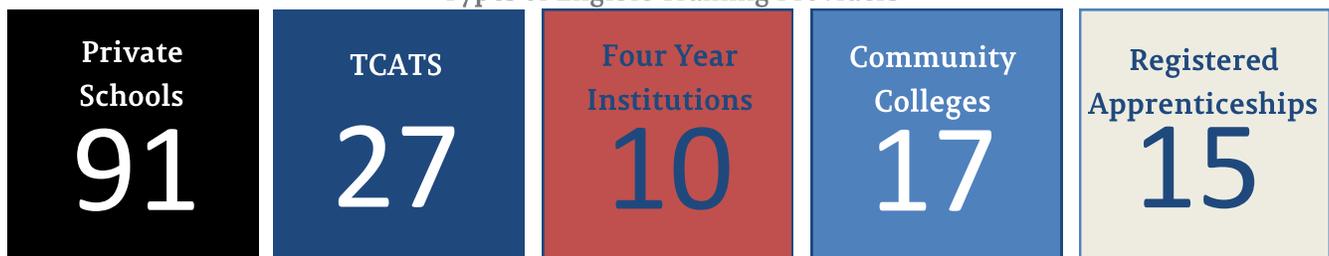
## Workforce Innovation and Opportunity Act Programs in Tennessee

### Eligible Training Provider List (ETPL)

Tennessee continues to develop, maintain and modify a list of training providers and programs that are certified to receive students using WIOA funds through an Individual Training Account (ITA). Tennessee maintains a policy to provide direction for the Eligible Training Provider (ETP) process, Initial Eligibility, Application Procedures, Appeal Process, Dissemination of the ETPL and Performance Reporting.

Tennessee's LWDBs are responsible for certifying all applications including out-of-state providers for initial eligibility to the statewide list. The LWDBs are responsible as well to certify any programs that need to be added to the ETPL including registered Apprenticeships Programs. The LWDA then submits all the required information to TDLWD to compile a single list of providers available through the VOS system. Tennessee has 162 providers on our ETPL.

Types of Eligible Training Providers



All providers, with the exception of Registered Apprenticeships are required to submit performance reports to TDLWD quarterly: January 15th, April 15th, July 15th and October 15th. These reports contain individual-level data for all participants in programs offered by ETPs that have serviced at least one (1) student with the assistance of WIOA funding. Tennessee's ETPL toolkit, developed by TDLWD, instructs providers on how to securely report and submit via the VOS system. If an ETP did not have any WIOA students, but would like to remain on the ETPL they must submit an exception form as explained within the ETPL toolkit. Each program year any program that has received at least 10 WIOA students should meet the minimum performance levels

established by Tennessee to remain on the statewide ETPL. Tennessee’s four performance standards are as follows:

1. *WIOA student* completion rate for each program must be  $\geq 40\%$ .
2. *All students* completion rate for each program must  $\geq 40\%$ .
3. *WIOA student* placement rate for each program must be  $\geq 70\%$ .
4. *All students* placement rate for each program must be  $\geq 70\%$ .

### Migrant Seasonal Farmworkers and H2A-B

Tennessee is a non-significant state. If a state does not have an MSFW population that makes up ten percent (10%) or more of annual participants in employment services, that state is considered non-significant. The state Monitor Advocate (SMA) coordinates efforts with Tennessee Opportunity Programs (TOPS) quarterly, earlier when possible, to share data, brainstorm ideas, sharing best practices and address any issues that need resolving.

### Senior Community Service Employment Program

The Senior Community Service Employment Program in Tennessee is comprised of six sub-grantees—which are administered by two national grantees and TDLWD. Four of the state sub-grantees are located with the administrative entities for the LWDA, placing them in a direct partnership with WIOA. Sub-grantees are required to develop an Individual Employment Plan (IEP) at the time the participant is enrolled. During enrollment other potential barriers are assessed and if needed, the participant is referred to the appropriate programs for further service.

Tennessee has quarterly conference calls with all the sub-grantees and is collaborating with the SNAP E&T in an effort to increase the co-enrollment numbers and fill all the SCSEP participant slots. Additionally, recruitment efforts have been increased in rural areas in an attempt to align with the governor’s initiative. Several counties in the state are served by both the state sub-grantees and the national grantees. The following table provides the name of the state sub-grantee, counties covered, and the number of slots assigned for 2018.

	Counties Covered	No. of assigned slots assigned for 2017-18
<b>Northeast</b> , Alliance for Business and Training	<i>Carter, Johnson, Sullivan, Washington</i>	23
<b>East</b> , East Tennessee Human Resource Agency	<i>Campbell, Claiborne, Morgan, Scott, Union</i>	30
<b>Upper Cumberland</b> , Upper Cumberland Human Resource Agency	<i>Cumberland, Fentress, Jackson, Macon, Putnam, VanBuren</i>	20
<b>Northwest and Northwest Middle</b> , Tennessee Community Service Agency	<i>Cheatham, Houston, Humphreys, Montgomery, Stewart, Dyer, Henry, Obion, Weakley</i>	28
<b>Southwest</b> , Southwest Tennessee HRA	<i>Chester, Hardeman, Hardin, McNairy</i>	20
<b>Greater Memphis</b> , Meritan Inc.	<i>Shelby</i>	46
<b>TOTAL SLOTS</b>		167

## (SNAP) Employment and Training

### **Program Description**

The Food and Nutrition Act requires all states provide Employment and/or Training opportunities for Individuals who are determined eligible for USDA's Supplemental Nutrition Assistance Program (SNAP). In Tennessee, the Tennessee Department of Human Services (TDHS) determines eligibility for SNAP benefits. Participants who are receiving SNAP benefits, not receiving TANF cash assistance and able and willing to work upon program completion, have the option to volunteer for Employment and Training Services. If interested the eligible participant is referred by the TDHS to the Tennessee Department of Labor and Workforce Development (TDLWD) for SNAP E&T services.

TDLWD Career Specialists assess referred volunteer individuals and assists in completing an individual employment plan to identify steps to reach their overall vocational goal with a wage which has the potential to significantly reduce or eliminate the need for Government assistance. The duration of each participant's engagement depends on their vocational goal.

### **Component Options**

SNAP E&T offers the following components/activities to increase an individual's skills, educational level, or employability:

1. Basic Adult Education
2. Job Search Training
3. Career/Technical Education
4. Work Experience
5. Work Readiness
6. Job Retention

### **Service Locations**

SNAP E&T services are offered as a voluntary program in all 95 counties.

### **Partnerships**

Partnerships are also established with community based organizations and colleges/universities. These partners, referred to as Third Party Partners (TPPs), serve E&T volunteers and receive a 50% reimbursement from USDA for serving E&T participants. The organizations that currently partner with SNAP E&T are:

#### Intermediaries

1. University of Tennessee Extension
  - A. The Refuge
2. United Way of Middle Tennessee
  - A. Martha O'Brien
  - B. Project Return

#### Direct Partners

1. Center for Employment Opportunities (CEO)
2. Goodwill Excel – Memphis
3. Goodwill Knoxville

## Jobs for Veterans State Grant Program

The Jobs for Veterans State Grant (JVSG), or “Veterans Program” consists of 53 staff dedicated to serving veterans across the state. The JVSG staff is comprised of five distinct positions:

1. Veterans’ Services Program Coordinator
2. Intensive Services Coordinator (ISC)
3. Local Veterans Employment Representative (LVER)
4. Disabled Veterans Outreach Program Specialist (DVOP)
5. Consolidated Veterans’ Employment Position

Veterans’ Services Program Coordinator facilitates the programmatic requirements of the JVSG program between its federal monitor (VETS) and the administrator of the grant (The Tennessee Department of Labor and Workforce Development).

The Intensive Services Coordinator ensures the proper delivery of intensive services of DVOP(s) to remove employment barriers for participants of the program.

The Local Veterans Employment Representative (LVER) is tasked with conducting outreach activities to employers to inform them of the many benefits of hiring a veteran. The benefits of hiring a veteran include natural leadership, strong work ethics, education & training, paid relocation, and tax credits.

The Disabled Veterans Outreach Program Specialist (DVOP) works directly with qualified veterans and other eligible persons to remove any significant barriers to employment by administering intensive services. This process provides the employer with a job-ready candidate and increases retention.

The Consolidated Position performs the services of the LVER and DVOP. This position was created to allow for the integration of services to the service members and potential employers. Members of this position are located primarily in rural areas, with a low number of eligible veterans.

These staff members provided services to over 1,360 veterans, other eligible persons, and transitioning service members. The JVSG achieved a 61% Entered Employment Rate in the second quarter after exit for veterans, and an Employment Retention Rate in the fourth quarter after exit of 58.8%, with six-month median earnings of \$5,782.00.

## Campbell Strong Workforce Partnership

Tennessee was awarded a dislocated worker grant from the US DOL and is referred to as The Campbell Strong Workforce Partnership (CSWP). The CSWP assists separating military and qualified spouses in their search for a successful transition into civilian life. They are placed in high-demand occupations within expanding, or emerging jobs, by providing them with enhanced career services, job preparation training, and work-based learning. A joint TN-KY AJC, designated as a specialty center located near Fort Campbell will collaborate with existing agencies and community organizations to deliver appropriate support services.

The specialized AJC will provide numerous Veterans’ Services including business engagement on via the Local Veteran’s Employment Representatives and case management from the Disabled Veteran’s Outreach Programs. The staff members provided services to over 354 participants. It achieved a 91.7% Entered Employment Rate second-quarter after exit, an Employment Retention Rate fourth-quarter after exiting of 91.7%, and six months median earnings of \$6,053.00. (possible table)

## Re-Employment Services and Eligibility Assessment

The Re-employment Services and Eligibility Assessment (RESEA) Program is designed to serve individuals who have been determined most likely to exhaust their unemployment benefits. The goal of the program is to connect these individuals to services in the AJCs that will help with their reemployment. Along with serving those most likely to exhaust their unemployment benefits, each state is required to serve transitioning veterans receiving Unemployment Compensation for Ex-Service Members.

RESEA serves individuals across all 95 counties and currently operates in 50 American Job Centers (AJCs). During the initial orientation, the participants receive a program description, an eligibility review for unemployment benefits, an assessment of needs and barriers, and an Employment Development Plan (EDP). Each participant is required to attend this orientation and a follow-up visit two weeks after the orientation to maintain unemployment benefits. The orientation is automatically scheduled when selected and the subsequent visit is scheduled by the RESEA coordinator in the AJC.

Participants of RESEA are selected based on a statistical model that determines who are most likely to exhaust their benefits. This selection process happens through a batch process that runs every Wednesday night. Once selected, the unemployment claimant receives a letter with an orientation date, time, and location that is 10-15 days from the moment they were selected. The five criteria that determine the selection, in order of significance, are:

1. Wage Replacement
2. Duration of Tenure in Months of the Previous Job
3. Number of Base Period Employers
4. The Length of Time Between Employment and Filing a Claim
5. Availability of a Vehicle to Drive to a New Job

In PY 2018, 18,419 unemployment claimants were selected for the RESEA program across the state. Of those selected, 12,169 attended their orientation. Of those who attended their orientation, 9,221 attended their follow-up RESEA session. There are 2,364 individuals who found employment while participating in the program or shortly after completion.

## Reentry

While being justice involved can qualify an individual for youth services, serving all that are justice involved though the workforce has been identified as a top priority by TN Governor Bill Lee. Employment is widely seen by practitioners, researchers, and policymakers as crucial to successful reentry by reducing the risk of recidivism. Meaningful employment can help individuals succeed in the community after release from incarceration because it refocuses their time and efforts on pro-social activities. Improving local reentry outcomes requires TN Dept. of Labor & Workforce Development (TDLWD), TN Dept. of Corrections (TDOC), Local Workforce Development Boards (LWDB), and other partners to better align and integrate services across the criminal justice and workforce systems.

## Youth

Tennessee has been strengthening relationships with Tennessee Department of Education (TDOE) to identify Work-Based Learning opportunities for high-school students to support the state's goal of creating a seamless path from high school, post-secondary education or training, into the workforce. This cooperation has helped foster the creation of a registered apprenticeship for high school students in the industry of automotive manufacturing. TDLWD collaborated with several state partners to develop a Memorandum of Understanding regarding transitional services for youth with disabilities. Collaboration with Tennessee Pathways has also fostered working relationships with Pathways Regional Coordinators and TDLWD Regional Directors to help identify support opportunities for both entities and, in turn, reducing duplication of services.

Tennessee hosted the first joint SNAP E&T/WIOA Title I Youth conference in September 2019. Conference included presentations from partner programs and agencies to emphasize co-enrollment and service delivery that works in unison to provide participants with comprehensive services to foster successful outcomes. Conference also included success stories of participants in both programs. (<https://www.tn.gov/workforce/jobs-and-education/services-by-group/services-by-group-redirect/youth-services.html>)

# PROMISING PRACTICES



Registered Electrical Apprenticeship Preparation



## REAP Program “Shocks and Awes” Ten Graduates

The Amteck Registered Electrical Apprenticeship Preparation (REAP) program included an aggressive employer-driven awareness campaign, a hands-on orientation, and a two-week pre-apprenticeship work experience program. The NWTNWB Business Service Team and Amteck traveled to eight (8) high schools across the region to “showcase” the electrical apprenticeship occupation to graduating seniors. “Our high schools counselors were super enthusiastic about the opportunity Amteck was offering these students”, said Lana Wood, Business Service Representative. “We even had one counselor text the kids to make sure they made it to the early morning Saturday event on time!” During the “showcase” Amteck employees provided hundreds of students an overview of the occupation, employer expectations, working conditions, wages, and hands-on activities with a mobile lab full of electrical equipment used in the profession. Potential applicants who were interested in learning more about the electrical apprenticeship were invited to an all day Saturday hands-on orientation. The Amteck “Shock & Awe!” Day (students were literally “shocked” with low voltage electricity and “awed” as they traveled 50+ feet above ground level in a bucket truck) provided an insight into the day in the life of an Electrician. Amteck also included some limited assessments and observations to determine interest and aptitude of the eighteen (18) students in attendance. Amteck covered the full cost of all “Showcases” and the “Shock & Awe” day. Eleven (11) young adults ultimately enrolled in a jointly funded WIOA/Amteck two-week Pre-Apprenticeship program to determine if they really wanted to pursue becoming an Electrician and for the employer to gauge their ability and desire to learn the necessary skills. Through a series of classroom and hands-on work experiences and assessments, designed by the employer, the participants were able to “learn and earn” for 80 hours in the Amteck shop. Participants learned basic math skills for electrical work, electrical

safety, hand tool usage, material identification and uses, installation practices, bending conduit, and simple circuit wiring for commercial construction applications. REAP participants earned wages through WIOA Title I, as well as, received supportive services including uniforms, tools, and gas cards to assist with transportation. According to Connie Stewart, Executive Director Workforce Services, Amteck was more than just an employer. “The local employees at Amteck took special interest in mentoring these young adults and making sure they would succeed. They provided encouragement, assisted one young man with lunch money and bought one a bicycle to get back and forth to training.” Ten (10) of the eleven (11) enrolled, completed REAP, the two-week pre-apprenticeship program. Margaret Prater, NWTNWB Senior Executive Advisor, was pleased with the results. “We made some modifications from last year’s pilot that produced great results. Amteck and our staff spent a lot of time upfront, but the end result is 10 young adults have an opportunity to start employment with Amteck and enroll in the Amteck University Registered Electrical Apprenticeship program. We plan to replicate this model with other employers/sectors next year.” Due to employment assignments requiring travel to out-of-state construction sites, several will remain on work experience locally with Amteck until they are financially ready for assignment. Those who choose to accept employment with Amteck will earn \$12.50 per hour, with a 10% increase twice per year for completion of apprenticeship benchmarks on their way to becoming a Licensed Electrician.

*Since 1977, Amteck has built a reputation of delivering a quality product, in a cost-effective manner, while maintaining a safe work environment throughout a project's duration. Amteck's commitment to customer service, its safety program, and family atmosphere has grown the company into one of the most prominent electrical contractors in the southeast.*

# PROMISING PRACTICES

## "Workhouse" Model Provides Effective Transition from Jail to Job

The Re-Entry Advanced Manufacturing Program (RAMP) has offered inmates in 3 county jails an opportunity to learn manufacturing skills to prepare them to go to work. In partnership with the Sheriff's Office and higher education providers, the NWTNWB and AJC provides funding for the Manufacturing Skills Standard Council's Certified Production Technician (CPT) training. The training offered inside the jails includes online course work in Safety, Quality, Manufacturing Processes and Maintenance Awareness supplemented by demonstrations with hands-on equipment. During the first year, RAMP enrolled 111 total inmates in 10 classes at the 3 facilities. "As a pilot program, we learned a lot with each class that completed," commented Margaret Prater, Senior Executive Advisor for the NWTNWB and the coordinator of the program. "Working with 3 jails we were able to build on best practices, such as selection criteria, method of instruction, and use of hands-on equipment."

Our largest program in Gibson County served 58 inmates with 49 (88%) of the 56 who made it through the first module, Safety, also earning the full Certified Production Technician credential. This qualifies them not only for a job, but also for advanced standing for enrollment in local TCATs and 12 college credit hours in DSCC's Engineering Systems Technology Degree." Tennessee legislation was just passed to award a 60 day sentence reduction credit for completion of RAMP. The American Job Center staff, probation and parole, training providers, and Sheriff's Offices are all working to help secure employment for the graduates. While complete employment results are not available yet, early indications are that graduates who are released are getting jobs. According to Gibson County Sheriff Paul Thomas he has already seen a reduction in recidivism in the past year. "Of the program graduates so far we have only had two return back to jail. That's a success story on its own."

Combining RAMP with the previous Dyer County Jail2Jobs "workhouse" model, where inmates work in the private sector while

still incarcerated, has given the inmates an opportunity to earn wages to pay room and board, outstanding fines, child support, and build a savings account for when released. "Sheriff Box in Dyer County has developed a "correctional" model that not only helps reduce recidivism, but also meets the needs of local employers." explains Executive Director, Jennifer Bane. "During this tight employment market, local employers participating in the "workhouse" program know that they will have an employee that shows up on time everyday, is drug free and wants to be there. When this program is coupled with the RAMP program graduates, they also get employees with manufacturing skill training." The "workhouse" model is now being utilized with all three RAMP programs. The Business Service Team works with employers to provide information on federal bonding, the Work Opportunity Tax Credit, and can provide training reimbursement up to 50% for those qualified for On-the-Job training.

Partnerships with faith based organizations like United Group and the Vineyard Church in Gibson County are providing the final piece of the puzzle for RAMP - counseling and a stable environment once released. The Orchard House, a 120 bed men's transitional facility will be opening this fall on the old Arsenal property in Milan. RAMP graduates and other inmates have donated thousands of hours to renovating the building, along with local businesses and individuals donating equipment and other services. "The men will have a stable place to sleep, eat and receive spiritual guidance after released", said Trevor Thompson, President of FW United Group. "We will also find them jobs, provide transportation to work, administer drug testing to keep them healthy and help them manage their earnings." Sheriff Paul Thomas will work with the local justice system to refer inmates who complete RAMP to The Orchard House.



**Local Workforce Development Area  
Performance Outcomes, Promising  
Practices & Success Stories**

# EAST Tennessee Local Workforce Development Board

Executive Director: Bill Walker

Regional Director: Charlotte Dar Ely

## PY 2018-2019 WIOA TITLE I SERVICE LEVELS

<u>TARGET AUDIENCES</u>	<u>TOTAL CUSTOMERS</u>	<u>COST PER CUSTOMER</u>
ADULT	1,697	\$1,089.90
DISLOCATED WORKER	483	\$1,666.69
YOUTH	847	\$1,453.38
<b>TOTAL</b>	<b>3,027</b>	<b>\$1,283.75</b>
CBG	662	

Realignment of the former Local Workforce Development Areas 2, 3, and 4 into the East Tennessee Local Workforce Development Area, ETLWDA, was realized during Program Year 2018-2019. The East Tennessee Local Workforce Development Board chose the East Tennessee Human Resource Agency as its fiscal agent/staff to the board and Mid Cumberland Human Resource Agency as its One-Stop-Operator and Career Services Provider. The melding of policies, personnel, and practices from three distinct LWDA into one LWDA serving sixteen counties was promoted by ETLWDA stakeholders including but not limited to local elected officials, staff to the board, contractors, and contributory and non-contributory partners to the infrastructure funding agreement.

Noteworthy program initiatives undertaken during PY 2018-2019 include

1. **Expansion of holistic workforce development services in all sixteen ETLWDA counties for justice-involved individuals (JII).** WIOA Title I, II, and III, employees—as well as partners in the American Job Center service delivery network—provided basic and intensive career services to JII in venues including but not limited to county jails/detention centers; day reporting centers; Tennessee Department of Correction facilities; probation and parole offices; and the court system, including drug recovery courts, juvenile courts, child support courts, and Vet courts. Workforce services delivered to JII included vocational orientation and assessment; job readiness/job club; high school equivalency preparation and adult basic education; post-secondary training; case management including occupational, substance abuse, and parenting counseling; and job placement.
2. **Funding of Registered Apprenticeship.** During the program year, the ETLWDA utilized Consolidated Business Grant funds to underwrite one Registered Apprenticeship at a cost of \$25,000.00.
3. **Addressed Rural Opioid Addiction.** Working with the lead agency University of Tennessee and community-based partners, the ETLWDB entered into a MOU with the Rural Communities Opioid Response Program for East Tennessee (RCORP-ET) for the purposes of mitigating the destruction and decreasing the occurrence of opioid use disorder (OUD) and overdose deaths in the following ETLWDA counties: **Campbell, Claiborne, Cocke, Grainger, Hamblen, Jefferson, Morgan, Scott, and Union** (distressed and at-risk counties appear in bold font).

During PY 2018-2019, in excess of 94,000 customers visited twelve American Job Centers in the ETLWDA, and the area recorded a Minimum Participant Cost Rate of 55.0%.

**HEADLINE: RECENT LOCAL HIGH SCHOOL GRADUATE FINDS SUCCESS THROUGH CAREER CENTER**

**By Crystal Huskey, The LaFollette Press**

Library assistant Sheyanne Taylor was “tailor-made” for this job, according to her boss Mark Tidwell, director of the Jellico Public Library.

Taylor visited the American Job Center in Jacksboro when she needed an alternative to her nursing program early this summer. The Center offers paid work experience opportunities to youth and adults in nonprofit and private sectors.

“This is really a blessing, is what you would call it,” said Taylor.

This is Taylor’s first job. She graduated from Jellico High School in May and visited the Jacksboro Center because she needed to gain some work skills. Once it was approved by Tidwell, she was placed as the library assistant at the Jellico Library.

“Kimber Monday was the assistant for 13 years,” said Tidwell, “but she took another position as city clerk. That left me without an assistant librarian.”

It takes a very special person to step into the library world, according to Tidwell.

“There’s a lot to deal with,” he said. “It’s a different work atmosphere. You have to keep things confidential, you have to be able to switch mental gears and you have to keep people happy.”

Because he needed someone quickly, he worked with career specialist Randy Brown at the Center.

“He said he had a girl that was really talented and smart,” Tidwell said.

Brown asked if Tidwell could take her on at 30 hours a week for a total of 330 hours, and Tidwell said that he would talk with her and give her a chance.

“I’ve been proud to have her,” he said. “She’s really good with kids. She’s artistically inclined, can draw and paint and comes up with art projects.”

She even built a new website for the library.

They’re diametrically opposed in one area though.

“I’m a dedicated right-hander and she’s a dedicated left-hander,” he joked. “So when I have to take over the desk, I’m literally out of hand. She has everything on the left.”

Taylor, 19, graduated in the top 10 percent at Jellico High School, according to Tidwell.

“People really like her,” he said. “She also rearranged the children’s area and had me purchase the big activity mat for the kids. They love it! She is very artsy and talented and can think a lot of work scenarios through to a good outcome.”

And Brown at the Center checks in about every week to make sure things are going well. While her employment is still a partnership between the City of Jellico and the American Job Center, Tidwell has decided to keep her on full-time once her work experience ends.

“When I first started, I found out I was good at it,” Taylor said. “I was very timid, but Mark treats me like family. It was easy to warm up to all of them.”

She enjoys what she’s doing and has become more social, she says.

“Getting to speak with everybody every day is a big enjoyment,” she said.

For more information about finding employment through the American Job Center, stop by 106 Main Street, Jacksboro, or call 423. 566. 3300.

East Tennessee 47125		
<b>Adult Program</b>	<b>Negotiated Targets</b>	<b>Actual Outcomes</b>
Participants	NA	1697
Employment Rate 2 <sup>nd</sup> quarter after Exit	83%	87%
Employment Rate 4 <sup>th</sup> quarter after Exit	83%	85.5%
Median Earnings	\$6,633	\$6,662
Credential Attainment Rate	58%	70.8%
<b>Dislocated Worker Program</b>	<b>Negotiated Targets</b>	<b>Actual Outcomes</b>
Participants	NA	483
Employment Rate 2 <sup>nd</sup> quarter after Exit	81%	83.5%
Employment Rate 4 <sup>th</sup> quarter after Exit	81%	86%
Median Earnings	\$6,900	\$6,760
Credential Attainment Rate	68.5%	72.2%
<b>Youth Program</b>	<b>Negotiated Targets</b>	<b>Actual Outcomes</b>
Participants	NA	845
Employment Rate 2 <sup>nd</sup> quarter after Exit	79%	82.1%
Employment Rate 4 <sup>th</sup> quarter after Exit	75%	79%
Median Earnings	Baseline	N/A
Credential Attainment Rate	70%	65.5%

## NORTHEAST Tennessee Local Workforce Development Board

Executive Director: Kathy Pierce

Regional Director: Steve Vinsant

### ➤ NEILWDA primary objectives for 2018-19:

- Focus on promoting integrated AJC services to address Governor Lee's focus areas of Re-Entry, Rural Development, Substance Abuse and Career/Technical Education;
- Create 8 county Coordination Team to leverage broader stakeholder network and to provide multi-disciplinary training and technical assistance to partnering agencies, including outreach to community based organizations to strengthen relationships and referral/follow up systems
- Convene Education to Employment (E2E) Event which brings together representatives from business, education, workforce development and economic development to conduct regional strategic planning
- Attain performance outcomes and provide excellent customer services to impact individual lives;
- Continue superior service delivery for NETLWDA employees.

- NETLWDA conducted procurement for a new One Stop Operator and Career Services Provider. The outcome of this process resulted in the selection of East TN State University to serve as OSO and CSP and successful transition from the former OSO and CSP provider, Knoxville/Knox County Community Action Committee to ETSU. Board staff is providing ongoing, detailed Technical Assistance to the new sub-recipient to ensure participant success and organizational accountability.

### ➤ Career/Technical Education Participant Success:

- Amanda Chappell was referred to the SNAP E&T Program in May of 2018 from Title 1. Amanda is a single mother and graduated from the Northeast State Community College's LPN-RN Bridge program in May 2019. She took the time to send an email to the Team Lead in the Johnson City American Job Center, to praise the staff in the



center – primarily Sangela Blue – who helped her achieve her goal. Amanda stated, “If it was not for God putting Sangela in my path, I do not know how I would have made it through. She was always there when I needed her and she never made me feel insignificant or like I was less than her. I really appreciate her compassion and understanding through my school experience.” Amanda sent us a picture of her and her kids, taken on the day of her pinning. She said, “I am a single mom of 3. And when I say single, it literally means solo. I do not receive child support for my children. I wanted to be a nurse so I could make a small difference in the lives of people. You know, an actual purpose to go to work. I struggled financially to get through LPN school and with 3 children I knew I needed to pursue my dream and further my education. How? Is this possible? With God all things are possible. If it was not for this program I could not have made it through. It was a struggle every day to study with 3 hours of sleep and be every role I had to play on a daily basis. But, one thing I hope to display from all the sleepless nights, tears, and near insanity is single moms can be more!!! I felt very guilty for the time I had to sacrifice with my children because mom is too busy studying to watch that show, or pass the football, or color. All of that guilt has since left me because my daughter graduated kindergarten a week after my graduation in May of 2019. I took her out to eat with a gift card I had received for my graduation. While sitting at the table awaiting our food I asked her how she felt to graduate. She replied with "I feel like a mom". My struggle was noticed by my children and I hope in hard times they always remember that difficult time in our lives and remember that their mom did it and so can they.” Pictured above are Amanda and her children at her “pinning” ceremony in celebration of her success in the nursing program.

- **Employer service:** working in conjunction with the AJC’s Business Services Team, NETLWDA served more than 600 individuals and invested an estimated \$724,931 through Consolidated Business Grants and WIOA Formula funding involving incumbent worker and apprenticeship training. Pictured are graduating journeymen from Domtar Paper Company.



- The NETLWDA American Job Center system served 15,696 individuals.
- NETLWDA Re-entry initiatives included active participation in the Tennessee Re-Entry Collaborative (TREC) and onsite service delivery at the Washington County Day Reporting Center.
- Continued outreach to organizations to address substance abuse/opioid addiction such as East TN State University’s Center for Prescription Drug Abuse Prevention and Treatment and the Insight Alliance.
- The Workforce Board staff and AJC Business Services Team participated actively in regional economic development initiatives and served 927 employers.

Northeast 47135		
Adult Program	Negotiated	Actual Outcomes
Participants	NA	464
Employment Rate 2 <sup>nd</sup> quarter after Exit	83%	93.6%
Employment Rate 4 <sup>th</sup> quarter after Exit	83%	92.5%
Median Earnings	\$6,633	\$8,723
Credential Attainment Rate	58%	82.2%
Dislocated Worker Program	Negotiated Targets	Actual Outcomes
Participants	NA	74
Employment Rate 2 <sup>nd</sup> quarter after Exit	81%	86.5%
Employment Rate 4 <sup>th</sup> quarter after Exit	81%	89.1%
Median Earnings	\$6,900	\$7,157
Credential Attainment Rate	68.5%	83.8%
Youth Program	Negotiated Targets	Actual Outcomes
Participants	NA	304
Employment Rate 2 <sup>nd</sup> quarter after Exit	79%	70.9%
Employment Rate 4 <sup>th</sup> quarter after Exit	75%	64.9%
Median Earnings	Baseline	DNA
Credential Attainment Rate	70%	69.7%

# SOUTHEAST Tennessee Local Workforce Development Board

Executive Director: Michele Holt

Regional Director: Virginia Housley

**Program:** The Southeast Tennessee Local Workforce Board expanded services to In-School Youth in PY2018 through a waiver on the WIOA Youth 75% Out-of-School Youth expenditure requirement. The waiver reduced the minimum expenditure rate to 50% so the program could target In-School Youth with significant barriers.

In the 2018 Program Year, a total of 237 youth was enrolled, including 23 Youth offenders, 46 single parents, 197 Out-of-School youth and 40 in-school Youth. A total of 125 youth participated in work experience with approximately \$235,000 invested in Youth earnings.

**On-the-Job Training:** The Southeast Tennessee Local Workforce Board (STLWDB) awarded 13 contracts to employers for On-the-Job Training (OJT) in PY2018. A total of 50 individuals, including 6 youth participants, were trained with an investment of nearly \$149,000. The program offers reimbursement of up to 50% of wages for newly hired employees with little to no experience. OJT provides an incentive to employers to hire individuals and invest in their skill development, and trainees can earn a wage as they learn. It is a critical tool that helps job seekers enter successful employment.

**Rural Initiatives:** Mayor Phillip Cagle, of Pikeville in Bledsoe County, offered space in the newly renovated Pikeville City Hall to ensure residents of Bledsoe County had access to workforce services. Staff from the American Job Centers began meeting with participants for outreach and intake activities in order to expand services to the distressed county. Plans to certify a location as a specialized center or access point are forthcoming.

Grundy County Mayor Michael Brady, Tennessee Economic and Community Development, Grundy County School Board, Southeast Tennessee Local Workforce Board, American Job Centers and Chattanooga State Community College partnered to increase training opportunities for Grundy County residents. In April 2019, the first 80-hour Introduction to Welding course was offered at Grundy County High School.

Funds were made available through the Governor's Three Star Award for Performance, Accountability, and Efficiency which purchased additional equipment to enhance the welding lab at Grundy County High School. Grundy County School Board voted to approve the use of the Grundy County High School's welding lab after school hours. The formal training leads an American Welding Society (AWS) Certification. Ten individuals began the training, eight completed, and three earned an AWS certificate.

This unique collaboration to offer work-ready training for high-demand welding occupations supports the Governor's initiative to provide additional economic and workforce development in Tennessee's distressed and at-risk counties.

**Co-Enrollment Success Story:** A first job is a major accomplishment for everyone, but for some it can mean a lot more. Jacob P. has his first job and what makes this success story special is the journey he took to get there. When Jacob was young, he was diagnosed at a high level on the autism spectrum. The cognitive and communication barriers Jacob faces are extremely difficult to overcome. Fortunately, the support from his family, service providers, and his own strengths have enabled him to succeed.

Jacob could not tell you where he was born, nor could he tell you much about when he was young. His mother was ill-

prepared for a child with special needs. Many of his needs growing

up were provided by schools he attended. He graduated high school with a Special Education Diploma and was enrolled in Vocational Rehabilitation (VR). Soon after, his mother decided that she could no longer care for him and his care was transferred to his aunt Jennifer. She knew he had more to offer than his aptitude scores reflected. Jacob was referred by VR to the Tennessee Rehabilitation Center (TRC) to receive training for custodial and housekeeping services. As they described Jacob, “He won’t just do the work how you show him, he’ll do it better.”

Following his training at TRC, Jacob’s next goal was to apply what he learned. VR referred Jacob to the American Job Center to speak with a career specialist about potential employers. An opportunity to place him in a paid work experience came through Mr. George Thacker, the Rhea County Executive and business owner for the Howard Johnson Hotel in Spring City, TN.

When approached with the opportunity, Mr. Thacker was proud to give him a chance. The skills learned during his training at TRC were apparent. Jacob’s manager, Ms. Freeman, was praising him for his work ethic. She said he put so much effort and detail into his job that she began to tell the other staff members that he set an example for them. Ms. Freeman said “If it wasn’t for this program, we might never have had the chance to work with Jacob. it’s crazy because he truly is one of the best workers we have had.”

Jacob completed a twelve-week work experience assignment in July 2018. In August, he was offered permanent employment at the hotel and his support team couldn’t be prouder of him.

Southeast 47150		
<b>Adult Program</b>	<b>Negotiated</b>	<b>Actual Outcomes</b>
Participants	NA	694
Employment Rate 2 <sup>nd</sup> quarter after Exit	83%	91%
Employment Rate 4 <sup>th</sup> quarter after Exit	83%	88.5%
Median Earnings	\$6,633	\$7,374
Credential Attainment Rate	58%	77%
<b>Dislocated Worker Program</b>	<b>Negotiated Targets</b>	<b>Actual Outcomes</b>
Participants	NA	251
Employment Rate 2 <sup>nd</sup> quarter after Exit	81%	91.9%
Employment Rate 4 <sup>th</sup> quarter after Exit	81%	84.8%
Median Earnings	\$6,900	\$8,362
Credential Attainment Rate	68.5%	76.9%
<b>Youth Program</b>	<b>Negotiated Targets</b>	<b>Actual Outcomes</b>
Participants	NA	495
Employment Rate 2 <sup>nd</sup> quarter after Exit	79%	85.5%
Employment Rate 4 <sup>th</sup> quarter after Exit	75%	75.7%
Median Earnings	Baseline	N/A
Credential Attainment Rate	70%	66.1%

# NORTHERN MIDDLE Tennessee Local Workforce Development Board

Executive Director: Sterling Van der Spuy

Regional Director: John Alexander



**Services to Special Populations:** In October of 2018 the Northern Middle Workforce Board partnered with the West Kentucky Workforce Board and was awarded a \$7.7 million Economic Trade and Transition Grant by USDOL to assist transitioning soldiers and eligible spouses from Fort Campbell to enter the civilian workforce. The grant established a specialized American Job Center just off the Base to serve the military population. The partnership between two states, specifically focusing on the military is the first of its kind in the nation. Over 355 customers were enrolled in the first six months of the project with job placements averaging over \$21 per hour.

Staff with Disability Employment Initiative (DEI) are delivering Ticket to Work services across the Northern Middle area with an active caseload of 183 and 54 new tickets assigned during the PY2018. The Pre-Employment transition services program (Pre-ETS) provides students with disabilities services such as job exploration counseling, work based learning experiences, workplace readiness training, etc. During PY2018, 77 in school youth were provided 1678 unique services. S.E.E.K. was a summer camp that served 22 youth with disabilities in Montgomery County in partnership with Vocational Rehabilitation and Montgomery County School Systems.

**Employer Service:** Working in conjunction with the AJCs Business Services Team, Northern Middle served over 900 individuals and invested more than \$500,000 through Consolidated Business Grants. Northern Middle developed over \$475,000 in on-the-job-training contracts with area employers to train and hire approximately 170 individuals. Staff have worked numerous job fairs such as LG helping them launch start-up operations and leveraging employer funding to provide radio and billboard advertisement promoting AJC Job Fairs. A new state of the art AJC was opened in Sumner County. Rutherford County AJC partnered with Rutherford County Chamber of Commerce in an initiative to work towards national recognition as an ACT Work Ready Community. This will enable the county to document the highly qualified workforce available to area employers.



**Success Story:** Jakob Atkins a 31-year old single father of 2 small boys came to the Stewart County AJC looking for assistance in obtaining employment. Jakob was working part time at McDonald's but not making enough money to provide adequately for his family. The local Highway Department agreed to hire Jakob if he was able to obtain his CDL license. With the assistance of Title I funding, Jakob enrolled into CDL training and commuted over 225 miles every day for a month. While in training, WIOA assisted with transportation and daycare expenses. After completing training, Jakob was hired by the Stewart County Highway Department making \$14/hour. At the end of 1<sup>st</sup> quarter follow up, Jakob's hourly wage had been increased to \$16/hour!

<b>Northern Middle 47140</b>		
<b>Adult Program</b>	<b>Negotiated</b>	<b>Actual Outcomes</b>
Participants	NA	1425
Employment Rate 2 <sup>nd</sup> quarter after Exit	83%	82.4%
Employment Rate 4 <sup>th</sup> quarter after Exit	83%	80.8%
Median Earnings	\$6,633	\$6,285
Credential Attainment Rate	58%	66%
<b>Dislocated Worker Program</b>	<b>Negotiated Targets</b>	<b>Actual Outcomes</b>
Participants	NA	1232
Employment Rate 2 <sup>nd</sup> quarter after Exit	81%	87.6%
Employment Rate 4 <sup>th</sup> quarter after Exit	81%	86.5%
Median Earnings	\$6,900	\$8,939
Credential Attainment Rate	68.5%	62.9%
<b>Youth Program</b>	<b>Negotiated Targets</b>	<b>Actual Outcomes</b>
Participants	NA	953
Employment Rate 2 <sup>nd</sup> quarter after Exit	79%	81.2%
Employment Rate 4 <sup>th</sup> quarter after Exit	75%	82.7%
Median Earnings	Baseline	N/A
Credential Attainment Rate	70%	74.2%

# **SOUTHERN MIDDLE Tennessee Local Workforce Development Board**

**Executive Director: Jerry Mansfield**

**Regional Director: Selina Moore**

Wendi Jones, WIOA Program Director

South Central TN Development District, (the fiscal agent), along with South Central TN Human Resource Agency (the customer service provider) focus on serving Adults, Dislocated Workers and Youth within the thirteen county area. There are three comprehensive centers and will be nine specialized centers beginning in October of 2019 to serve all counties in the Southern Middle Region. During PY 2018-2019, over 13,000 customers visited the American Job Centers.

Southern Middle and the Middle TN Region as a whole has received training in Adverse Childhood Experiences to better understand life choice barriers and to better assist those in re-entry. The Mobile Coach visits the Lawrence County Jail monthly to prepare those for employment before their release date. The Mobile Coach travels to Perry County on a monthly basis to assist with resumes and job search.

There has also been a focus on partnering with the TCATs and community colleges in the area to leverage resources in order to develop seamless paths from training into the workforce. Meetings within our local high schools ensure work base learning to provide the mentorship and soft skills needed to prepare these students for the workforce. All of this will identify and address the "skills gap" in our local workforce.

Southern Middle's business services team has assisted businesses within the workforce region with incumbent worker training. This team has met with several employers and provided incumbent worker training for 500 employees.

Southern Middle has met the core performance measures on Employment Rate (2<sup>nd</sup> Quarter and 4<sup>th</sup> Quarter after exit) and Credential Attainments in Adult and Dislocated Workers in 2019.

Joe was born in February of 1985 in Michigan. At an early age, he fell into the wrong crowd and began to get into trouble at school. He lived in an abusive environment that he was eager to escape. With no guidance or support from family, Joe dropped out of school at 16. With very little formal education and no prospects of meaningful employment, he drifted into a life of illicit activity in order to survive. Joe was arrested for the first time at the age of seventeen and was incarcerated multiple times over the next fifteen years. There was never anyone there to inform him that if he would choose to get his life straight and make the right choices, he could one day have a career and a successful life. Joe ultimately moved to TN to make a new start but quickly found himself arrested again on drug related offenses and spent the next five years in jail. While incarcerated, he participated in a rehabilitation program from which he successfully obtained his GED. This was his first step forward. He chose to convert his life through commitment to Christianity and he has worked very hard to turn his life around. He has built healthy relationships in his life for the first time ever. He is a very proud step father of five glorious children that he assists to provide for and maintain a positive family environment that he never had. Each day he works to be a better person. He successfully obtained employment through US Displays Group in Tullahoma. He realized he needed the necessary skills and certification to achieve his career goals so he chose the industrial maintenance program through the TN College of Applied Technology @ Shelbyville. Joe is doing great in school and has recently obtained new employment at Newell Rubbermaid closer to his school and is earning more pay than before and will graduate in 2020 with the support of the Title I Program. He is very appreciative of the opportunity and the role that WIOA plays in his life and looks forward to a very bright future success.

<b>Southern Middle 47155</b>		
<b>Adult Program</b>	<b>Negotiated</b>	<b>Actual Outcomes</b>
Participants	NA	419
Employment Rate 2 <sup>nd</sup> quarter after Exit	83%	83.3%
Employment Rate 4 <sup>th</sup> quarter after Exit	83%	83.8%
Median Earnings	\$6,633	\$6,842
Credential Attainment Rate	58%	52.2%
<b>Dislocated Worker Program</b>	<b>Negotiated Targets</b>	<b>Actual Outcomes</b>
Participants	NA	144
Employment Rate 2 <sup>nd</sup> quarter after Exit	81%	88%
Employment Rate 4 <sup>th</sup> quarter after Exit	81%	88.1%
Median Earnings	\$6,900	\$7,822
Credential Attainment Rate	68.5%	83.3%
<b>Youth Program</b>	<b>Negotiated Targets</b>	<b>Actual Outcomes</b>
Participants	NA	185
Employment Rate 2 <sup>nd</sup> quarter after Exit	79%	67.2%
Employment Rate 4 <sup>th</sup> quarter after Exit	75%	78.4%
Median Earnings	Baseline	N/A
Credential Attainment Rate	70%	76.9%

# UPPERCUMBERLAND Tennessee Local Workforce Development Board

Executive Director: Becky Hull

Regional Director: Patrick Monday

## WIOA PY18 ANNUAL NARRATIVE

With the majority of the Upper Cumberland composed of rural areas, a promising practice, key to the success of our programs is, to leave the brick and mortar and go out into our communities and meet people where they are, on their terms to educate and inform them of our services. We meet our employers and their employees on site and through a partnership with the local Chambers of Commerce. We assisted 167 employers by conducting 88 job fairs. There were 18 Rapid Response events that assisted 134 affected employees. We invested \$528,00.00 through Consolidated Business Grants to our community. Through Incumbent Worker and On the Job Training, twenty-five employers were able to provide needed training to 1,009 employees.

Dedicated Re-Entry teams meet in our county jails to explain our programs and provide informational packets to inmates who are approaching release. We have ongoing adult education classes in nine of our county jails that are official HiSET testing centers that served 145 participants. Staff members attend Recovery/Veteran courts to offer our programs to new parole/probation individuals.

Our partnership with the Rescue Mission allows staff members the opportunity to go in and meet with individuals to offer specific training to include, soft skills, resume writing, interview tips and computer skills while incorporating financial training provided by our SNAP partners.

A new outreach was participating in the Remote Area Medical Clinic (RAM). RAM is a free clinic that provides medical assistance to individuals in areas with limited access to health care and insurance. The clinic served 966 participants in two days. This clinic provides a target audience for the American Job Center, but we were quick to learn that we need to restructure ourselves and our setup during this event. Plans are underway for the next RAM clinic.

We believe the future in our workforce is within our high schools. Through our Rural Graduation Initiative (RGI) we were able to meet 522 high school seniors in our distressed counties to explain the Title I Youth CAN program and how to identify and overcome barriers to training and employment.

The Highland Pathways partnership identified sector strategies with an overall goal to improve the education attainment level and job readiness of our future workforce.

Sector	High School Participants
Advanced Manufacturing	827
Health Science	2064

IT/Computer Science	576
Teaching as a Profession	513

\* 220 high school students graduated with a Work Ethic Diploma.

Continuing our promising practice to leave the brick and mortar we will collaboratively evaluate program outcomes with our partners, expand the RGI focusing on distressed and at-risk counties and secure new partnerships focusing on training opportunities for the Re-Entry population.

### Participant Success Story

Caleb Harris, a 2018 WIOA Title I participant in Fentress County was awarded the First-ever Governor’s Choice Award



at the SkillsUSA Post-Secondary Welding State Competition. Caleb went on to win the Gold in the Welding Sculpture competition at the National SkillsUSA Championship held in Louisville, KY. Caleb worked nights and weekends while attending the Tennessee College of Applied Technology pursuing a welding degree. WIOA Title I funds provided additional assistance with travel expenses, car repairs and class supplies. Within one week of graduation he attained full time employment.

Pictured: Flora Tydings, Tennessee Board of Regents Chancellor (left), Caleb Harris (center), Tennessee College of Applied Technology President, Dwight Murphy.

Upper Cumberland 47165		
Adult Program	Negotiated	Actual Outcomes
Participants	NA	690
Employment Rate 2 <sup>nd</sup> quarter after Exit	83%	91.5%
Employment Rate 4 <sup>th</sup> quarter after Exit	83%	89.9%
Median Earnings	\$6,633	\$7,747
Credential Attainment Rate	58%	87.9%
Dislocated Worker Program	Negotiated Targets	Actual Outcomes
Participants	NA	285
Employment Rate 2 <sup>nd</sup> quarter after Exit	81%	93.3%
Employment Rate 4 <sup>th</sup> quarter after Exit	81%	91.2%
Median Earnings	\$6,900	\$7,653
Credential Attainment Rate	68.5%	76.9%
Youth Program	Negotiated Targets	Actual Outcomes
Participants	NA	496
Employment Rate 2 <sup>nd</sup> quarter after Exit	79%	89.6%
Employment Rate 4 <sup>th</sup> quarter after Exit	75%	84.2%
Median Earnings	Baseline	N/A
Credential Attainment Rate	70%	63.3%

# **SOUTHWEST Tennessee Local Workforce Development Board**

Executive Director: Gary Damon Jr.

Regional Director: Holly Wood

**Team's Vision:** Preparing for Impact

**Business Services Team:** The Business Services Team (BST) for the Southwest Tennessee Region is comprised of WIOA core partners, business and industry representatives, local stakeholders, and other partnering agencies who collaborate in the delivery of One Stop Services to employers in the area. The BST meets on a monthly basis, except for July, at the American Job Center in Jackson. Mark Chandler coordinates the BST.

Highlights of the past year include 39 job fairs/hiring events with 248 employers represented and nearly 1,700 job seekers attending. Each County hosted at least one event in the Southwest Region. Moreover, the BST assisted 36 employers in the area with On-The-Job (OJT) and Incumbent Worker (IWT) Training contracts that reimbursed employers more than \$800,000. This resulted in more than 1,500 participants trained during the fiscal year 19.

Adult program: Southwest Local Workforce Area has served 644 during the last fiscal year. The Adult Program continues to improve the quality and service of the adult workforce by reducing welfare dependency, along with enhancing the productivity and competitiveness of the workforce. Workforce preparation, career services, classroom training, on-the-job training, job placement assistance, obtainment of industry-recognized credentials, and comprehensive and specialized assessments are services offered to assist adults in securing a job that offers earnings that lead to self-sufficiency.

**Dislocated Workers:** With the current economy conditions and unemployment rate being at an all-time low, fewer dislocated workers received service since last fiscal year at a number of 67. These numbers speak to the strong employer economic stability in our area. The Dislocated Worker Program is available to serve workers who have lost jobs through no fault of their own due to plant closures, company downsizing, or other significant market conditions. Assisting these laid-off workers with finding a new employment with comparable wages, helps minimize the disruption of job transition.

**Youth Program:** The youth program serves to assist young individuals, ages 14-24, who face significant barriers to succeed in the labor. By providing resources and support to overcome barriers, youth are able to successfully transition to self-sufficient adulthood. The Youth Out-of-School Program focuses provides a broad array of activities designed for educational and occupational skills training. These services help enhance job readiness, develop leadership traits, explore career options, participate in adult & peer mentoring opportunities, and take advantage of work experiences. Services are also available for in-school youth as well, however, up to 75% of youth program funds are on out-of-school youth. A historic 439 youth served in Southwest Local Area last fiscal year, and more than 25 partnerships forged with local employers to aid youth with paid work experiences.

**Summer Youth Work Experience Program:** The Summer Youth Work Experience Program was a locally funded initiative between SWHRA, City of Jackson, and Madison County Juvenile Courts. 36-targeted youths ages 15-18, referred by the Madison County Juvenile Court Services. These youth experienced an enriching and empowering summer through subsidized placements in private and public sectors, government agencies, and non-profit organizations. This eight-week program included a three day classroom orientation which features career exploration, soft skills, decision making skills, resume building & writing, communication, the importance of work ethic, and basic finances. SWHRA also collaborated with the City of Jackson to conduct a Summer Youth program for youth with disabilities. Twelve youth participated and learned job readiness education, financial planning, and positive work ethic. All skills that will help aid them in making the necessary transitions for a productive future in today's labor market.

**Senior Community Service Employment Program:** This program provides training for low-income, unemployed seniors aged 55 years or older. Participants have access to employment assistance through American Job Centers while

gaining work experience in a cadre of community services activities at non-profit and public sectors. Participants work an average of 20 hours per week and are paid minimum wage. The training serves as a bridge to unsubsidized employment opportunities for the individual.

**Re-Employment Services Eligibility Assessment:** RESEA is a federally funded grant program designed to offer intensive reemployment assistance to individuals who are receiving unemployment benefits and are determined to exhaust their benefits before becoming re-employed. The program’s chief focus is to conduct in-person re-employment, eligibility assessments, and provide customized re-employment services tailored to each claimant’s needs.

**Re-Entry programs: Father’s & Mother’s:** The Inside Out Dad and How To Be a Responsible Mother programs provide incarcerated persons with information and resources that will enable them, upon release, to re-enter society as better parents, spouses, and citizens in their communities. Classes focus on behavioral change, understanding parental roles and responsibilities, emotional intelligence, and the importance of effective communication. Moreover, each program focus on obtaining employment to reduce recidivism and increase job growth. Staff from Mid Cumberland HRA and SWHRA share information regarding local employment and training opportunities, along with wrap around services that may be available. In FY 2018-2019, 76 males and 28 females completed the classes in five counties served by SWHRA. May 2015, 154 males and 57 females have graduated and completed the program.

**Success Story from our Career Service Provider**

Justin came to me because he was homeless and needing help. He was recently divorced and was left with only a few clothing items and his truck. His only means for money was giving plasma so that he could afford to shower at the local truck stops and eat small meals. Justin came to me sad and heartbroken, but had a plan to move forward in his life. He decided to enroll into Drive Train so that he could find employment as a truck driver. I enrolled Justin in the Youth CAN program on July 10, 2019. All of his paperwork, including the RFP for tuition was completed and sent for payment in 5 days after he was enrolled. Justin always contacted me to let me know that he was studying hard so that he could pass all of his tests. Justin studied in his truck while parked at local truck stops. Justin completed the Drive Train program and received his certificate on August 7, 2019, just one month after his enrollment! Justin also received his Commercial Driver License and is employed at Southern Concrete. He states that he is very blessed to have received help from YouthCAN and the AJC. Justin is currently working very hard and loving what he is doing.

Southwest 47160		
<b>Adult Program</b>	<b>Negotiated</b>	<b>Actual Outcomes</b>
Participants	NA	646
Employment Rate 2 <sup>nd</sup> quarter after Exit	83%	92.8%
Employment Rate 4 <sup>th</sup> quarter after Exit	83%	94.3%
Median Earnings	\$6,633	\$7,223
Credential Attainment Rate	58%	71.8%
<b>Dislocated Worker Program</b>	<b>Negotiated Targets</b>	<b>Actual Outcomes</b>
Participants	NA	71
Employment Rate 2 <sup>nd</sup> quarter after Exit	81%	85.3%
Employment Rate 4 <sup>th</sup> quarter after Exit	81%	100%
Median Earnings	\$6,900	\$6,957
Credential Attainment Rate	68.5%	83.3%
<b>Youth Program</b>	<b>Negotiated Targets</b>	<b>Actual Outcomes</b>
Participants	NA	427
Employment Rate 2 <sup>nd</sup> quarter after Exit	79%	69.5%
Employment Rate 4 <sup>th</sup> quarter after Exit	75%	76.1%
Median Earnings	Baseline	N/A
Credential Attainment Rate	70%	60.4%

# NORTHWEST Tennessee Local Workforce Development Board

Executive Director: Jennifer Bane

Regional Director: Kristie Bennett

During PY 2018, the Northwest (NW) area was realigned from 11 counties to 9 counties with Lauderdale and Tipton counties transitioning to the Greater Memphis region. Amidst the loss of two counties, we have still provided significant services to both our employer and jobseeker customers through the American Job Centers (AJCs). Nearly 31,000 jobseekers visited our nine AJCs and received over 42,000 services. Title I served a total of 1,525 enrolled participants, slightly more than the prior year despite the loss of two counties. The NW area exceeded the 40% Minimum Participant Cost Rate with a 48.5% rate, spending over \$751,000 on ITAs, over \$134,000 on transportation and other support services. Employers were reimbursed over \$295,000 for On-the-Job (OJT) and \$290,000 for Incumbent Worker Training (IWT). Investments continued to be focused in the area's target sectors of Manufacturing, Healthcare, Transportation & Logistics, and Business Services. The Northwest TN Workforce Board (NWTNWB) also established policies to allow Work Experience for Adults and Dislocated Workers, and expanded its supportive services offerings to include childcare, housing, legal and medical assistance, and more.

Focusing on the employer as the primary customer of the workforce system, the NW area also concentrated on outreach and services to employers. Over 1,000 employers received nearly 3,900 services through the NW AJCs during the program year, including over 230 job fairs attended by over 1,200 customers. IWT grants provided training for 570 workers and 115 new hires were placed in OJT positions with 17 employers. Margaret Crafton, Training Coordinator for Dana Sealing Products, LLC stated "The OJT new hire training program was a positive experience for our company, giving us means to effectively train our new hires to have a successful probationary period. Since training, the turnover percentage is <0.2%, which is lower than the turnover percentage for our total campus workforce." Rapid response services were also offered to over 400 individuals who were dislocated from the closure of three employers. Services included offering on-site job fairs for affected workers. "The job fair coordinated by the NWTN Workforce Board provided our employees with hope for a brighter future" said Tyler Council, Human Resources Director for Heckethorn Manufacturing. "Overall, it was a resounding success with 18 local employers and over 100 Heckethorn employees in attendance. Moreover, it played a pivotal role in the reallocation of skilled labor within our community" Council added.

We also continued our focus on work experience paying wages of over \$141,000 to 57 out of school youth. By 2028, the NW area's total population is expected to decrease by 1%, while the key working-age population of 25 to 59 is expected to decline by 7% overall. Often times it seems individuals within these age groups leave the area for career opportunities they believe are not available locally. Coupled with low unemployment rates, population loss may negatively impact existing employers', and prospective industries', ability to attract and retain a skilled workforce. The Work Opportunities for Rural Kids (WORK) program, branded as #WORKlife, is a paid Work Experience (WE) program allowing participants to work up to 37.5 hours for up to 6 months. In addition to gaining valuable hands-on experience and learning general work skills (i.e. soft-skills), such as attendance, punctuality, professional communication, teamwork, etc., participants earn the higher of \$8.00 per hour or 80% of the typically wage paid for the position. Ideally, participants are placed in worksites that fit their unique career interests, and are able to learn occupational skills required of that position. Additionally, career opportunities in advanced manufacturing pathway were also promoted to area high schools again this year in conjunction with Manufacturing Day. Over 1,100 students across 20 high schools toured and / or heard presentations from 21 employers and 9 partners to learn about careers available within the advanced manufacturing industry.

The Registered Electrical Apprenticeship Preparation (REAP) program, through a partnership between the NWTNWB, local school systems, the American Job Centers and Amteck, a commercial electrical company, was expanded this year and offered to all counties in the area after being piloted in Lake County during the prior program year. Between January and April 2019, Amteck conducted showcase visits to nine local high schools to promote the program. In April, Shock & Awe Day was held at the Amteck facility in Dyersburg for 18 students expressing interest in the class in order for them to experience hands-on aspects of the job such as safety requirements, being lifted up in bucket trucks, and electrical shocks. Of the 18, 11 students were eligible and elected to participate in the pre-apprenticeship class and work experience opportunity. This year's class, the second of the program, began on July 8, 2019 (PY 20). One student elected to not continue with the class after a few days, but the remaining 10 students graduated on July 19, 2019 and were all offered employment with Amteck with one student beginning his employment on 7/21/19. Those becoming employed with Amteck may participate in an On-the-Job Training (OJT) grant and will be able to participate in the Registered Apprenticeship (RA) program. Individual Training Account (ITA) funds will be used to support the RA program. Upon completion of the RA program, apprentices are prepared to take the exam to become a Journeyman/Licensed Electrician earning an estimated \$70,000 annually.

The NWTNWB also continued its effort to meet the needs of employers in our low unemployment environment and reduce recidivism of incarcerated individuals, through the Re-entry Advanced Manufacturing Program (RAMP). Implemented during the prior program year in two county jails, Dyer and Gibson Counties, the program was expanded this year to also include Henry County. The Sheriffs in these counties partnered with the NWTNWB, American Job Centers, Dyersburg State Community College and TN Colleges of Applied Technology - Jackson and Paris, to train inmates in the Manufacturing Standard Skills Council – Certified Production Technician (CPT) program. Inmates have the opportunity to earn nationally recognized credentials and post-secondary credit in Safety, Quality, Manufacturing Processes and Maintenance Awareness. As of June 30, 2019, 106 students have been enrolled in RAMP across the three county jails. Of those, 91, or 86% have earned at least one credential under the Manufacturing Standard Skills Council's Certified Production Technician (CPT) training with 62, or 58%, earning credentials under all four modules to attain full CPT status so far. Additionally, the program supports the local jails' work-release programs by utilizing OJT, transitional jobs, and / or paid work experience as incentives to employers in the area to hire individuals either during incarceration or upon release. The work-release component of the program not only allows inmates the opportunity to gain valuable work experience and skills, pay fines, court costs, child support, and establish savings while still incarcerated, but it also allows individuals not traditionally in the labor force and meet the needs of employers experiencing difficulty filling positions. The NW area anticipates expanding the program to four additional counties in PY 2020.

Additional information may be found in the appendices below and in the NWTNWB's annual report, available at: [www.NWTNJobs.org/home/annual-reports](http://www.NWTNJobs.org/home/annual-reports)

### Success Stories



**Stephanie Farmer**, 31, came to the Families First (FF) program with a desire to return to school and improve her life for her and her two young sons. Stephanie knew that she wanted to enter the healthcare field, and Workforce Essentials (WFE) and Family Focused Solutions (FFS), helped her realize her desire of earning an LPN certificate. Stephanie got put on the waiting list for the TCAT Paris LPN class to start in January but unfortunately there wasn't an open spot for her. Not to be discouraged, she quickly found a neighboring county that offered the LPN class beginning in May, completing all the necessary paperwork to get financial assistance through WIOA. Unfortunately, Stephanie did not get the letter until the day of a rescheduled, earlier orientation. She called the

school and communicated what happened, offering to attend a different orientation or wait for another LPN class if necessary. Impressed with Stephanie's honesty and her ability to stay calm in a stressful situation, the school allowed her to make up the orientation.

Stephanie faced many difficulties and barriers after starting LPN classes, including childcare and transportation issues, as



well as the death of a close friend. Stephanie never gave up, and her Career Coach referred her to Family Focused Solutions (FFS) to work on her barriers. She also received supportive services through WIOA. After graduation, Stephanie passed her licensing exam the first time, and immediately began looking for jobs. She was hired as an LPN working on the floor of a health and rehabilitation center. Stephanie was then accepted into Jackson State Community College where she will complete the pre-requisites that she needs to be accepted into a LPN-RN bridge program. She started taking these pre-requisite classes in August 2019 and hopes to have them completed and be accepted into the LPN-RN bridge program by December 2020. She is excited to work full-time and complete her education and career goals. Stephanie looks forward to being able to provide a stable home for her children through her hard work. Stephanie credits SNAP, FF, WFE, & FFS with offering her opportunities for assistance, education, and motivation to set and reach her education and career goals. Stephanie knew what she wanted to do with her life and through the assistance she got from the State of Tennessee and WIOA, she was able to make those goals a reality.

**Jearom Obas** wanted to follow in his father's footsteps as a truck driver, but needed assistance to attend training. He came to the American Job Center-Camden, unemployed, ready to enter the workforce and obtain full-time employment. Jearom participated in the WIOA approved training program, and receiving a training voucher and travel assistance. After enrolling in the Truck Driving/CDL training with Drive Train in Jackson in November 2018, he completed later that month at the top of his class and received his CDL, excited to be entering employment with a skill. Jearom is now employed full-time and able to support himself. Jearom was hired by Roadliner/Union Transportation out of Bakersfield, California, earning \$27.00 an hour, with the possibility of co-driving with his father in the future. He says he is very grateful for the opportunity and to WIOA for the assistance and encouragement.

**Cheyenne Phillips** had previously lost her job and filed unemployment insurance, when she saw a flyer in the Dyersburg



AJC for Youth Work Experience, and was referred to a WIOA Career Advisor Kelcey Coble. In April 2019, Cheyenne was made eligible for WIOA services as an out-of-school youth due to her barrier of being 22 and a parent of 3. Her main priority was to provide for herself and her children- so she needed to find employment quickly. She had previous experience as a patient access representative, receptionist, and CNA, but her ultimate goal is to become a family nurse practitioner. Kelcey set up an interview with Gina Johnson at the Northwest TN Workforce Board,

and Cheyenne was selected to start work as an Account Clerk for her work experience assignment in May 2019. Gina says that Cheyenne assisted in fiscal, business services, and performance. She said Cheyenne caught on quickly, was reliable and very smart. Travel assistance and resume assistance helped Cheyenne to successfully complete the program only a month later, and begin a full-time job at the Reelfoot Family Walk-In Clinic on June 25, 2019. Cheyenne says, "We all have our own determination whether we win or lose." She also shares that she loves her job and works with a great team.



**Derek Holyfield, Owner Dyer Station Pharmacy**

"The IWT grant has allowed our pharmacies to learn a new workflow process that saves times, improves customer satisfaction, and benefits cash flow management. The employees who attended the

training were able to come back into the stores and train other employees and streamline our prescription filling process. The improvements have created more time to give immunizations, counsel and educate patients, and monitor our inventory levels. As we continue to fine tune our new procedures, I'm confident that even more benefits will be seen by our staff and patients.”

**Jordan’s Grab ‘n Go**, a Dyersburg convenience store that specializes in quick service food, gelato, and custom desserts,



was founded by the owners to create a job for their 22-year-old daughter, Jordan, who has autism. Jordan’s mother, Cristine Coronado, explains that the family had never run a store before and had no idea what their staffing needs were. Vocational Rehabilitation was a perfect fit, as the family could provide jobs for other special needs individuals and receive reimbursement of employee wages while they grew the business. The American Job Center offered training and provided a special needs employee through the Youth Work Experience Program. The reimbursement of wages provided funding for the employer to use in equipment repair and other unforeseen expenses.

The presence of special needs workers has helped provide awareness so that customers feel good about patronizing the store, and they continue to advertise by word-of-mouth. The store also took advantage of NWTN Workforce Board’s Facebook Live option, providing free advertising during their ribbon cutting in April 2019. The video was viewed over 2,000 times and reached 4,744 people. Jordan’s Grab ‘n Go is a great example of a small business that took advantage of several programs through the N WTN Workforce Board and American Job Centers, and their partners. Through programs such as On-the-Job Training, Incumbent Worker Training, Vocational Rehabilitation, and Business Services’ use of promotional social media, Jordan’s Grab ‘n Go can continue to provide a safe place for Jordan and other special needs employees to work.

Northwest 47145		
<b>Adult Program</b>	<b>Negotiated</b>	<b>Actual Outcomes</b>
Participants	NA	693
Employment Rate 2 <sup>nd</sup> quarter after Exit	85%	93%
Employment Rate 4 <sup>th</sup> quarter after Exit	84%	91.3%
Median Earnings	\$6,483	\$6,791
Credential Attainment Rate	58%	87.2%
<b>Dislocated Worker Program</b>		
	<b>Negotiated Targets</b>	<b>Actual Outcomes</b>
Participants	NA	102
Employment Rate 2 <sup>nd</sup> quarter after Exit	83%	88.3%
Employment Rate 4 <sup>th</sup> quarter after Exit	83%	92.8%
Median Earnings	\$6,800	\$7,853
Credential Attainment Rate	68.5%	83%
<b>Youth Program</b>		
	<b>Negotiated Targets</b>	<b>Actual Outcomes</b>
Participants	NA	212
Employment Rate 2 <sup>nd</sup> quarter after Exit	79%	94.5%
Employment Rate 4 <sup>th</sup> quarter after Exit	75%	92.7%
Median Earnings	Baseline	N/A
Credential Attainment Rate	70%	79.5%

# GREATER MEMPHIS Tennessee Local Workforce Development Board

Executive Director: Kyla Guyette

Regional Director: Darryl Causey

The Greater Memphis Local Workforce Development Area is the designated workforce region set forth by the State of Tennessee to administer federally funded WIOA grant initiatives. GMLWDA is comprised of Shelby, Fayette, Lauderdale and Tipton Counties in West Tennessee.

## VISION

The local board's vision is that the Greater Memphis Local Workforce Development Area will have a world-class workforce development system that enables our businesses to be successful in the global economy. Our mission statement reflects our commitment to supporting the talent component of economic development: Connecting employers to talent. We commit to providing innovative, responsive services that exceed employers' requirements for the jobs of today and the future.

## LOCAL STRATEGIC GOALS

### Local Capacity Goals

- We will continue to develop staff and align training with requirements of WIOA, focusing on strategic employer sectors and targeted jobseeker populations.
- We will increase the investment in and utilization of technology to deliver basic services while mobilizing our human resources for enhanced services to employers and jobseekers.
- We will advocate to the State to improve the efficiency of Jobs4TN to support our efforts and integrate effectively into our systems, including new technology that we adopt to deliver services.
- We will continue to look for ways to diversify revenue streams to support the mission and strategic priorities and create sustainability, including more aggressively approaching grant opportunities and pursuing fee-for-service based on employer needs.

### Sector goals

- We will prioritize our service delivery around sectors that have the most growth opportunities throughout our region: healthcare, advanced manufacturing, and transportation and logistics.
- Services for employers and jobseekers will be stratified based on federal requirements and Greater Memphis will be open and transparent about the differentiation in the level of services we deliver to our business customers.

### Goals around individuals with barriers to employment

- We will form and strengthen partner relationships for the development and prioritization of new services to provide work-ready skills for jobseekers, specifically targeting so-called "soft skills" such as being on time, appropriate workplace communication, etc.
- In addition to reaching out into the community (using strategies such as Mobile Access Points), we will develop agreements to bring partners into our career centers. This strategy will lead to providing additional basic jobseeker services on-site so we can serve those who may not possess the skills to access services online.

### Convening Goals

- The board will step more actively into the role of regional convener of workforce development discussions, including taking a more prominent role in existing groups such as GMAC, EDGE, local Chambers of Commerce, and more. Develop new regional committees, activities and events (regular partner groups, forums, summits), and more.
- We will specifically focus on sector convening in targeted industries to foster and support the establishment of career pathways.
- We will also convene partners on a regular basis to enable collaboration, communication and discuss ways to provide more effective services for key customer groups.

Listed below is the Core program alignment to achieving the strategic vision and goals established by GMLWDA.

- We will align regional resources around targeted industries and sectors by maintaining this focus at all times in discussions about training and workforce investment funding.
- The board will act as a convener specifically for:
  1. Partners to encourage collaboration, dissemination of information from simple availability of services to best practices, and to support elevating the service level for both business and job seekers.
  2. Employers within targeted industries and sectors to 1) encourage and support the definition of common skills criteria, 2) identify the training / education required for those skills, and 3) encourage/support education partners in the development of that curriculum.
- We will provide a greater level of service and support (“more yes”) to business and job seekers alike who are entering target industries or for those job seekers in specific categories with barriers to employment.
- We will seek out and bring partners into our centers to provide services to those with the highest barriers to employment.

How GMLWDA will remain a high-performing workforce board:

- Focus on all internal capacity goals
- Develop clear strategies around the State Board’s designated factors of:
  - Communicating a clear vision
  - Building strategic partnerships
  - Keeping our workforce system accountable
- We will focus on telling success stories of employers, jobseekers and partners in order to communicate the message of the Greater Memphis Local Workforce Area to all constituencies more effectively. We will also create a one-page document for all audiences to tell the AJC story clearly and succinctly.
- We will continue to recruit high-quality talent to the Board of Directors.
- We will create an implementation plan to have senior staff and board leaders conduct more frequent meetings with regional opinion leaders, primarily around sector strategies.

Research is being continuously conducted within the region to ensure our goals align with the most current needs of the communities we serve and within the landscape we operate. GMLWDA is in the process of an extensive re-design of our local system and through that process we will undertake an extensive list of activities including:

- A review of Greater Memphis’ mission and strategic vision.
- Conducting broad regional surveys of employers, jobseekers and partners;
- Convening multiple focus groups with employers, partners, jobseekers and stakeholders.
- Benchmarking best practices of national workforce organizations;
- Interviews with regional opinion leaders to gather perceptions and feedback;
- Strategic vision and long range planning sessions with GMLWDA’s Board and Executive Committee.

## **AMERICAN JOB CENTER**

The American Job Center (AJC) Greater Memphis is a community resource dedicated to improving employment opportunities in Shelby, Fayette, Tipton, and Lauderdale Counties in Tennessee. Funding for this work is provided through federal Workforce Innovation and Opportunity Act delivered to the State of Tennessee and managed through the State of Tennessee Department of Labor and Workforce Development. With multiple locations throughout the Region, the AJC helps match job seekers with local businesses who are hiring and provides residents with services, training, skills, and education to promote personal growth

and professional advancement. Currently there are three comprehensive centers in Shelby County and one each in Fayette, Lauderdale and Tipton Counties.

For the FY 2019 fiscal year, the Greater Memphis Region kiosk calculated 52,598 visitors. These sign-in include the following:

- On-site Job Fairs
- Adult Education
- Vocational Rehabilitation
- Workshops (i.e. Financial Literacy, Soft Skills, Resume Writing)
- Filing of Unemployment Insurance & Weekly Certifications
- Usage of Resource Room (i.e. computer usage, fax machines)

A total of 2,212 individuals were enrolled into services and 1,101 were exited from the system. Of those individuals, 1,084 were new enrollments into Title 1 services. 62% of enrollees were unemployed at the time of enrollment and 37% were employed but in need of another type of assistance. 1% of enrollments entered the system under-employed. 89% of enrollees had obtained a high school diploma before enrolling into services. The top five barriers exhibited by enrollees are: Pregnant/parenting Young Adult, Single Parent Households, Runaway Youth, Offender Histories and Basic Skills Deficiencies.

## AJC Locations

### Breakdown of Attendance by AJC

- 18,237 Walnut Grove
- 4,659 Angelus
- 14,993 Hickory Hill
- 2,130 Somerville
- 8,817 Covington
- 3,762 Ripley

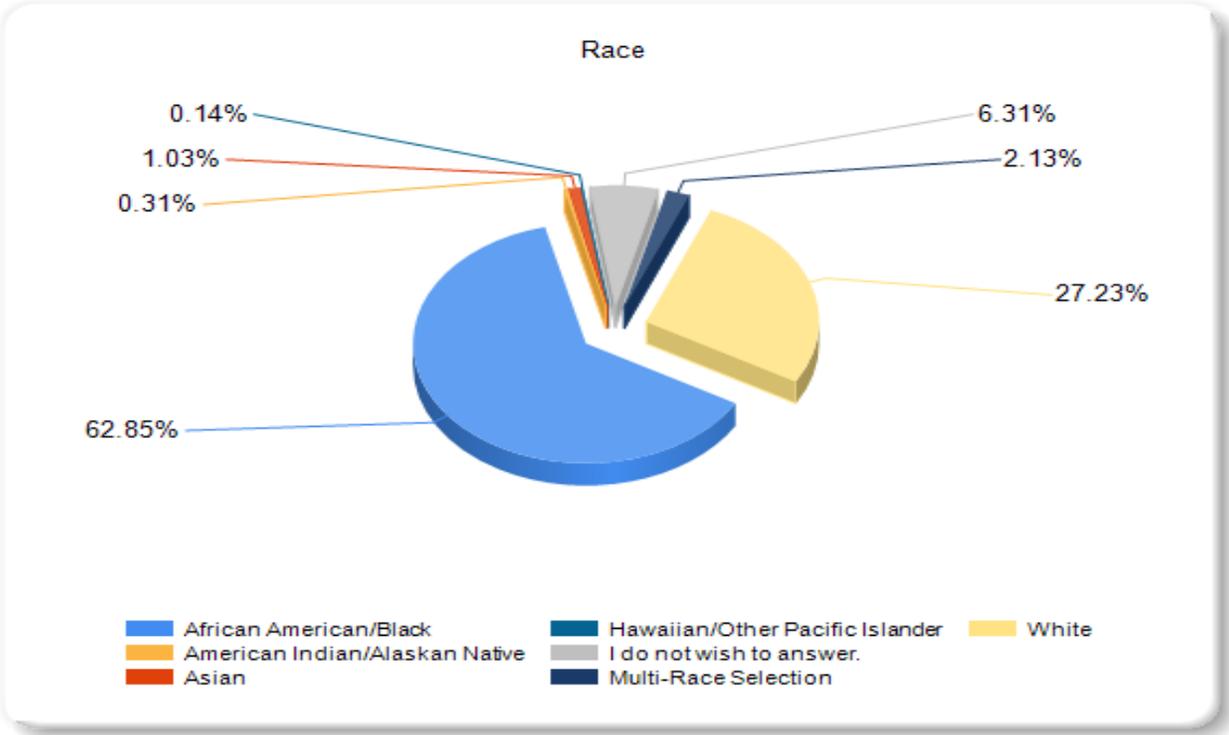
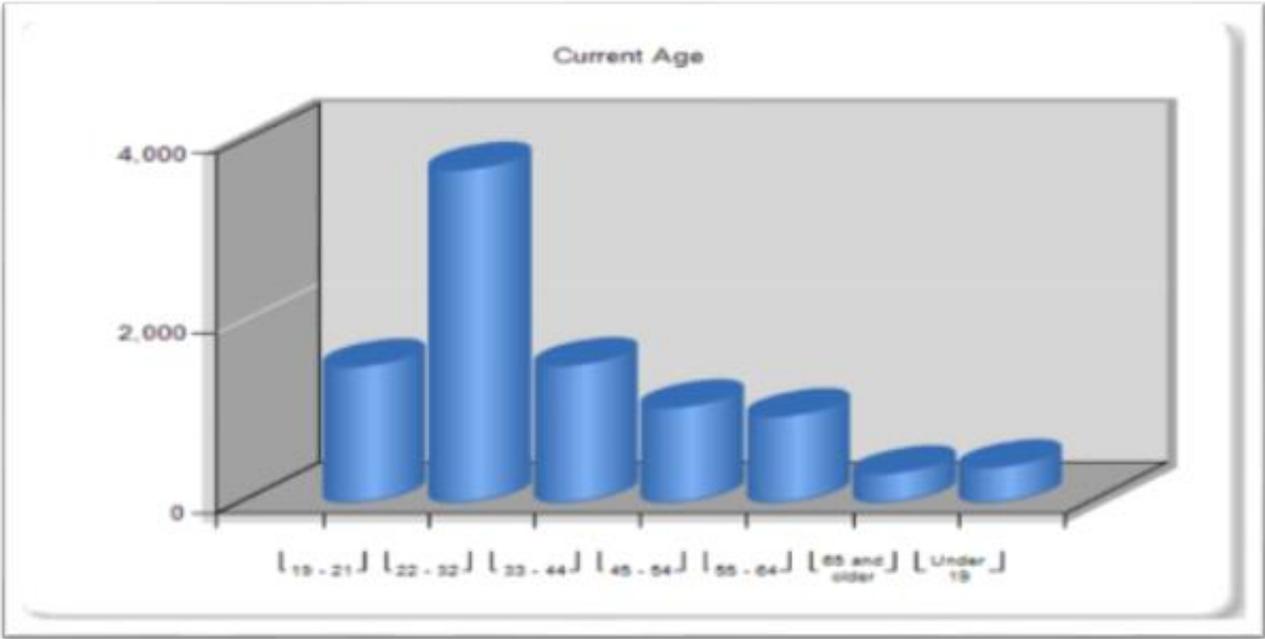
### Summation of programs (ITA)

For July 1, 2018 through June 30, 2019, twenty-two contracted training providers enrolled 512 participants for various programs and 269 of these participants received credentials primarily in the healthcare industry. The total ITA training cost was \$2,301,507.58.

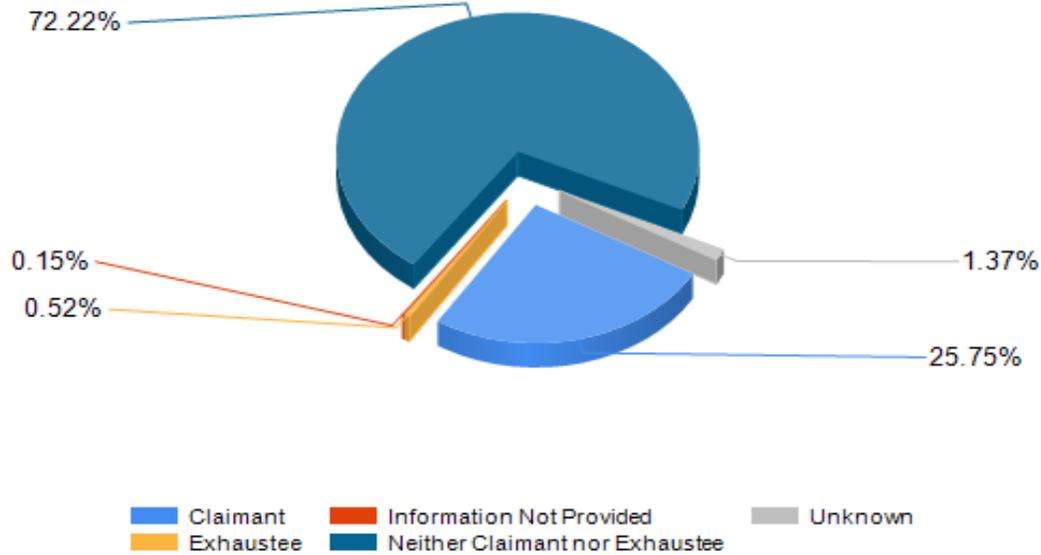
### Participant Demographics<sup>1</sup>

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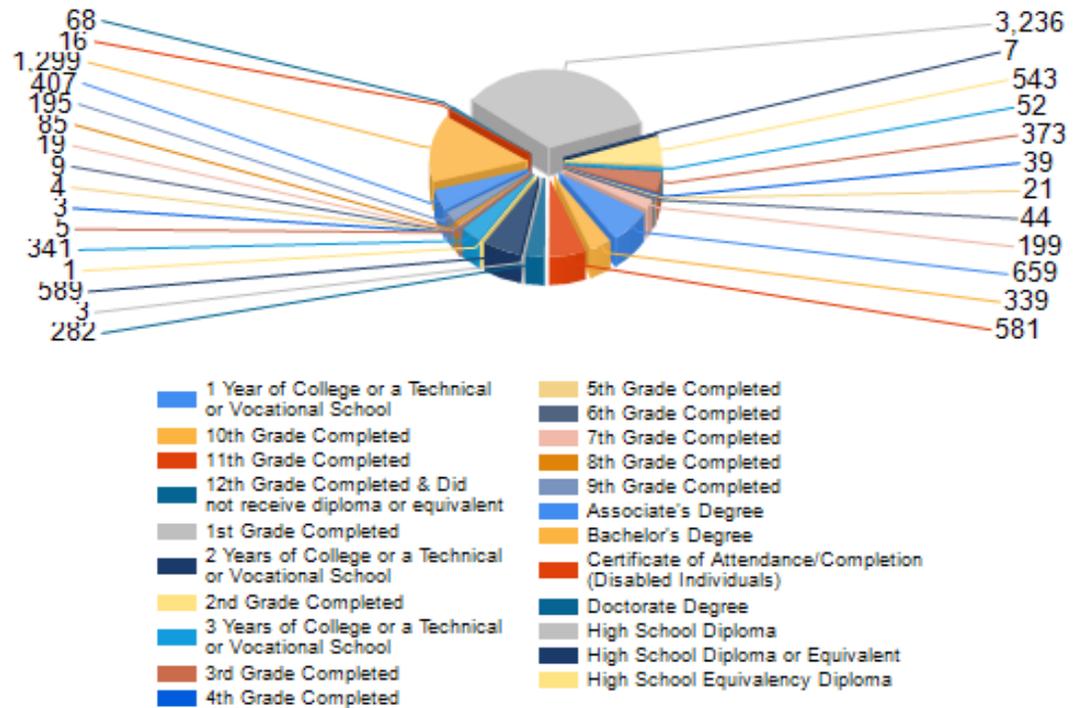
<sup>1</sup> Information retrieved from Jobs4tn.gov



Unemployment Status



Education Level



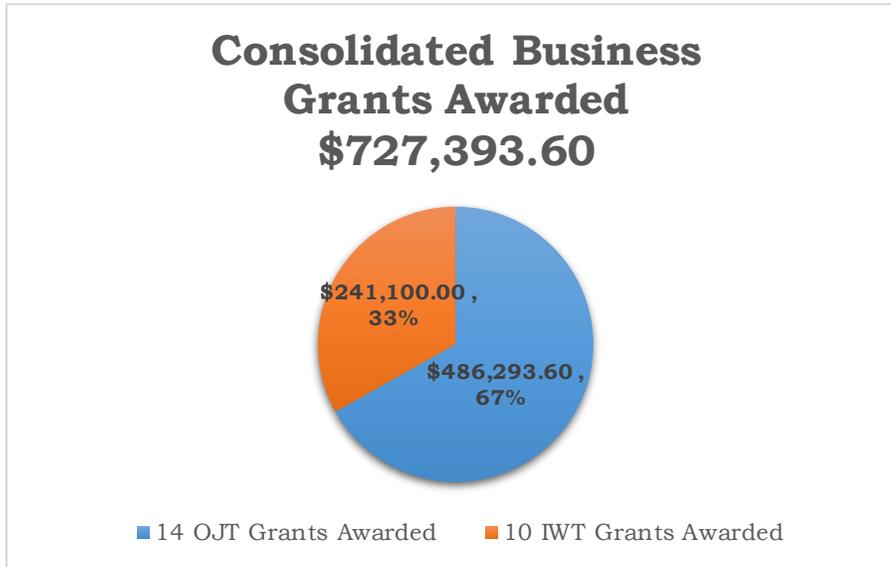
## Youth Services

### Summation of Program

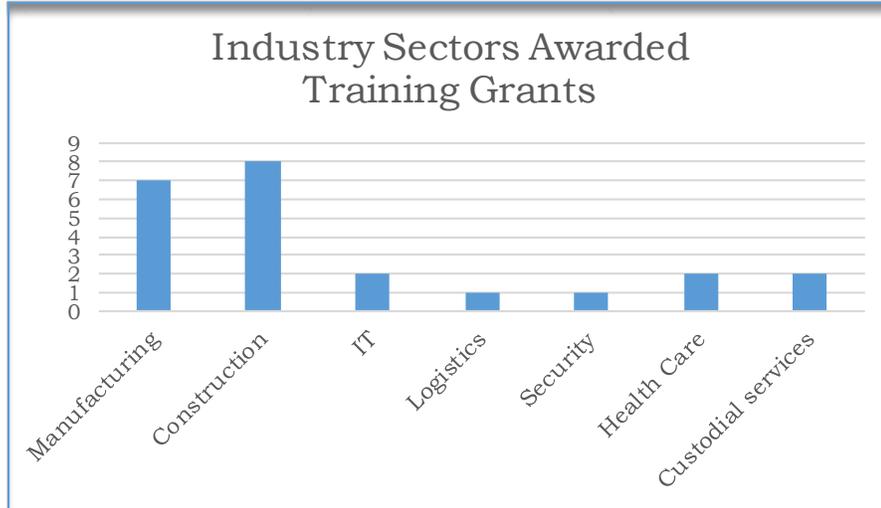
There were 14 youth providers for FY 2019. Unfortunately, the youth department did not reach the goals set forth by the State of Tennessee Department Labor and Workforce Development. 673 OSY and 44 ISY WIOA Youth were enrolled into Title 1 Youth services. 70 youth participants were referred to eleven (11) training providers for ITA related services. 18 youth received

credentials mostly in the healthcare industry. A total training cost of \$184,626.81 was spent for those participants. 324 OSY and 34 ISY WIOA Youth exited the program.

## Business Engagement



The Business Services Department received ninety-six (96) Consolidated Business Grant Pre-Applications, with 100 percent engagement, resulting in 24 awarded grants operating in 7 industries.



The On the Job Training (OJT) grants awarded represents 141 new employment opportunities, 7,413 hours of training and \$834,667.20 in potential earned income. For every \$1 invested in an OJT grant the community receives \$1.72 in direct economic impact through wages earned.

The Incumbent Worker Training (IWT) grants provided skills upgrades to 185 employed individuals at an average cost of \$1,303.24 per person.

During this program year:

- 180 Job Fairs were conducted for 68 employers
- 2,108 area companies registered for services on Jobs4TN.gov
- 13,023 direct services were provided to 502 employers
- 18,270 Job Orders were posted representing 31,128 openings throughout the program year

## Strategic Initiatives (FY 2019)

280 unique Title 1 individuals exited due to obtaining unsubsidized employment. 94 received training related employment.

### Servicing Justice Involved Individuals

- **Seedco: Training to Work Program:** The “Training to Work” program helps men and women enrolled in state or local work release programs gain the job skills necessary for in-demand occupations as they reintegrate back into society.
- **Center for Employment Opportunities (CEO):** CEO works to reduce recidivism and increase employment by providing people returning from prison immediate paid employment, skills training, and ongoing career support.
- **Hope Works: Hope2Hire:** Hope 2 Hire provides support, life and job skills training for people with a history of involvement with the criminal justice system, and places them in employment that offers a sustainable quality of life.
- **Pre-Release (Wagner-Peyser Services):** Provides American Job Center (AJC) services such as resume writing, interviewing skills, educational assessments to incarcerated individuals.
- **Memphis & Shelby County Office of Re-Entry (MSCOR):** MSCOR helps citizens returning from incarceration navigate a holistic network of community services designed to restore dignity and confidence while providing opportunities for individual and family success.

### Addressing the Skills GAP

- **GMAC: America’s Promise Move-Hire:** MOVE-HIRE participants will receive industry-recognized credentials and work-based learning opportunities including apprenticeships, on-the-job training, and internships to prepare participants for careers in the medical device industry.
- **Memphis Bioworks Foundation: Strengthening Working Families:** Job training and career placement assistance is available through the Strengthening Working Families Delta FORCE Job Training Program for eligible residents of Shelby, Fayette, Tipton, and Lauderdale counties in Tennessee who are interested in high-growth careers in Information Technology, Health Care, and Advanced Manufacturing.
- **Agape:** Agape serves as a convener, collaborating with other partners in our Workforce Ecosystem who provide post-secondary education and employment pathways and with key stakeholders to develop innovative workforce strategies.

### Staff Audit Report

On October 12, 2018, staff from PAR completed an on-site monitoring visit of the Greater Memphis Workforce Development Area (LWDA-13) which included activities by board staff, fiscal agent, one-stop operator, and career service provider. Prior to this audit, the City of Memphis was in a grant agreement with the Tennessee Department of Labor and Workforce. The transition from the City of Memphis and Shelby County Government went into effect on July 1, 2019; therefore, the monitoring included a review of the grants between City of Memphis and TDLWD.

The objectives of the audit were to:

- Assess the reliability of internal controls;
- Verify what program objectives are being met;
- Verify that civil rights requirements are being met;
- Test the reliability of the financial and programmatic reporting;
- Test if costs and services are allowable and eligible; and,

- Verify grant compliance.

The key findings for the 2017-2018 fiscal period included:

#### Improvements in case management

- Sample size of 25 cases within Adult, Dislocated, Youth, RESEA, and SNAP participants.
- **NOTATION:** WIOA states that “recipients of funds under WIOA shall keep records that are sufficient to permit the preparation of reports requires by this title and to permit the tracing of funds to a level of expenditure adequate to ensure that funds have not been spent unlawfully” and “in order to case manage participants, LWDBs and the American Job Center (AJC) system must use Jobs4TN to create participant applications, record provided services, upload supporting documentation for eligibility, and provide case notes regarding interactions with participants.”
- After being transferred to a position in the City of Memphis, a former WIN employee’s salary and benefits were charged against the grants which resulted in questioned costs of \$42,053.87.
  - When the WIN employee transferred to the City of Memphis at the end of November 2017, their salary and benefits for December 2017 to September 2018 were still being charged to WIN and paid by two grant agreements. The salary and benefits in the amount of \$35,324.96 were charged to grant LW13F181ADULT18, while \$6,728.91 were charged to grant LW13F181DSLWK18. AS a result of this deficiency, the state questioned \$42,053.87 in expenditures.
  - **NOTATION:** Payment Methodology of the grant agreements between TDLWD and the City of Memphis states “The grantee shall be reimbursed for actual, reasonable, and necessary costs based upon the Grand Budget.”
- Area did not meet the 20% Youth Work Experience requirement, as required by Title I of WIOA.
  - The Final Expenditure Report reflected Work Experience of \$554,686.56 for grant agreement LW13P161YOUTH17, which equated to 18.14% of \$3,058,304.00 in total reported program expenditures. LW13P161YOUTH17 was 100% expended and closed.
  - **NOTATION:** No less than 20 percent of the funds allocated to the local area as described in paragraph (1) of Section 129(c)(4) of WIOA shall be used to provide in-school and out-of-school youth with activities under paragraph (2)(c).
  - Further, TEGL 23-14 #7 Expanded Work Experience Focus states, “For FY 2015 WIOA youth funds, local areas must implement the 20 percent minimum work experience expenditure rate.”

#### ADDITIONAL OBSERVATIONS:

1. Financial reports submitted in timely manner.
2. Greater Memphis met the Minimum Participant Cost Rate.
3. At the time of the audit, approval submitted for laptops nor did City of Memphis bill WIN for these laptops.
4. Greater Memphis area is not on track to meet the 20% Youth Work Experience requirement for grant LW13P171YOUTH18.

WIN also works in partnership with contracted providers to operate local American Job Centers that integrate the resources and activities of several federal programs, including Employment Services, Veteran Services, Adult Basic Education, Vocational Rehabilitation, and the Department of Human Services. By fusing these programs into one focused workforce development service location, WIN is able to refer individuals to appropriate support services, to prepare and find jobs for job seekers, and to source qualified talent for industry, thereby creating success for the entire community.

(Reference source: <http://workforceinvestmentnetwork.com/about-us/introduction>)

## Success Story



### **ALICIA K. LIGGEONS, LPN** **Graduate of the Practical Nursing Program at** **Tennessee College of Applied Technology- Ripley**

Alicia's story is one of passion and resilience. She entered the healthcare field as a Certified Nursing Assistant. Applying the training she had received, she worked hard to care for her patients. She also enjoyed a happy marriage with three children. Life took a turn, though, as life often does, when two of her children were diagnosed with sickle cell disease. She felt ill-prepared for this news and wasn't sure how to best help them. In addition, she had to deal with the fear of losing them. In between trips to St. Jude Children's Research Hospital for treatments, she plunged into research on hematology. The pursuit for more knowledge led her to consider the Practical Nursing program.

Three attempts at passing the HESI entrance exam and a meeting with the Program Director preceded her acceptance into Tennessee College of Applied Technology (TCAT) in Ripley, Tennessee in September 2017. Though the program was quite intense, Alicia still decided to work part time to help her family. She felt the weight of balancing home, school and work daily. One day a TCAT employee shared information with her about the American Job Center nearby that offered WIOA funding to students to help with training costs. After visiting the Center, she heard about the Strengthening Working Families Initiative and enrolled in the program. "The gas cards were so helpful," Alicia explained as she recalled the lengthy commutes to clinical assignments in Jackson, TN and Dyersburg, TN.

While in the SWFI program, she developed a good relationship with her Coordinator, who had worked as an LPN. Her encouragement meant a lot, because it stemmed from a place of experience.

Looking back on the day she sat for NCLEX exam, Alicia recalls the nervous energy she felt. Viewing her results with tears of joy is a day she will never forget. What a relief to see passing scores! Though success had not come easily, she felt proud for taking steps to climb the career ladder. "I am a different person with a different perspective," she said. Her new outlook is one of hope. "Not everything is a death sentence if you care for your health," she stated.

Today, Alicia works full time at Ripley Healthcare and Rehabilitation Center as an LPN earning \$18 hourly -- \$8/hr. more than she was making as a CNA when she started school. Her ultimate goal is to work at a dialysis center and learn more about hematology. After all, that is why she took the leap in the first place.

<b>Greater Memphis 47130</b>		
<b>Adult Program</b>	<b>Negotiated</b>	<b>Actual Outcomes</b>
Participants	NA	1121
Employment Rate 2 <sup>nd</sup> quarter after Exit	83%	80.3%
Employment Rate 4 <sup>th</sup> quarter after Exit	83%	79.5%
Median Earnings	\$6,633	\$6,515
Credential Attainment Rate	58%	58.3%
<b>Dislocated Worker Program</b>	<b>Negotiated Targets</b>	<b>Actual Outcomes</b>
Participants	NA	142
Employment Rate 2 <sup>nd</sup> quarter after Exit	81%	81.1%
Employment Rate 4 <sup>th</sup> quarter after Exit	81%	81.1%
Median Earnings	\$6,900	\$7,597
Credential Attainment Rate	68.5%	71.1%
<b>Youth Program</b>	<b>Negotiated Targets</b>	<b>Actual Outcomes</b>
Participants	NA	713
Employment Rate 2 <sup>nd</sup> quarter after Exit	79%	82.8%
Employment Rate 4 <sup>th</sup> quarter after Exit	75%	80.5%
Median Earnings	Baseline	N/A
Credential Attainment Rate	70%	72.3%

August 2019

### Program Description

The Workforce Innovation Opportunity Act (WIOA) has provided Local Workforce Development Boards (LWDBs) an opportunity to improve public safety, reduce government spending, and grow the local economy through work-based reentry programs. Approximately one in three adults in the U.S. have a criminal record, and men with criminal records account for about 34% of all nonworking men ages 25 to 54. Nationally, there is a total estimated loss to the economy of \$78 to \$87 billion every year as a result of people with criminal records being unemployed or underemployed. Nearly everyone who goes to jail and approximately 95 percent of persons in state or federal prison will eventually return home. Although returning to the community may be inevitable, successful reentry and reintegration are not. Recidivism studies reveal that two out of every three people released from state prison are rearrested for a new offense about half return to prison within three years. Lowering the recidivism rate through work-based programs diminishes incarceration costs increases tax revenue, and provides local businesses with the additional skilled labor they need. When reentry fails, the social and economic costs are significant - higher crime, more victims, increased family distress, and greater strain on state and municipal budgets.

### Guiding Principles

Employment is widely seen by practitioners, researchers, and policymakers as crucial to successful reentry by reducing the risk of recidivism. Meaningful employment can help individuals succeed in the community after release from incarceration because it refocuses their time and efforts on pro-social activities. Improving local reentry outcomes requires TN Dept. of Labor & Workforce Development (TDLWD), TN Dept. of Corrections (TDOC), Local Workforce Development Boards (LWDB), and other partners to better align and integrate services across the criminal justice and workforce systems. LWDBs

and the AJC system should utilize the State Enterprise approach to partner and leverage resources with all applicable State agencies when developing reentry/jail-based programs.

The guiding principles of reentry services are

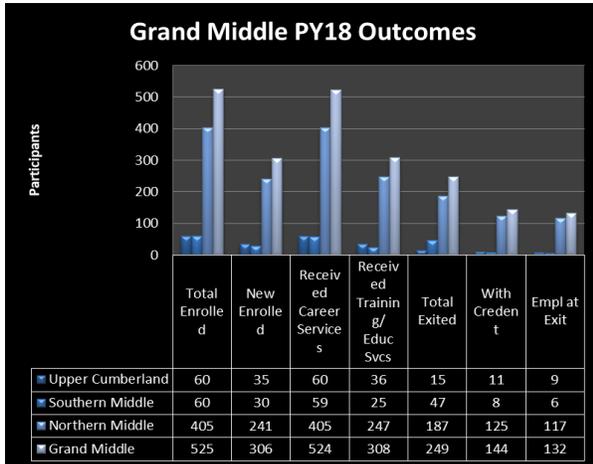
- I. Team-based Case Management
- II. Empowerment and Ownership
- III. Targeted Job Development
- IV. Work Release Programs
- V. Established AJC Access Point

### Objectives

- I. Programs focus on reducing the recidivism rate to 10 percent (10%) below the statewide average.
- II. The state will provide services to fifteen percent (15%) of the estimated 1,000 inmates released monthly and the estimated 1,500 placed on probation monthly through evaluation and will measure our ability to serve this population to transition into high-quality sustainable employment.
- III. Through the coordination of services, TDOC Employment Specialist and the AJC's Business Service Team will seek to increase employer penetration performance outcome by twenty percent (20%).

Adult WIOA Title I PY18 Offender Outcomes by Region

August 2019

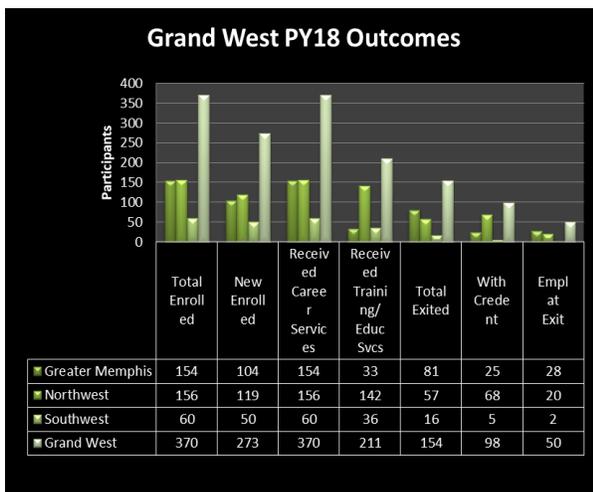


Center for Employment Opportunities (CEO)

CEO can report the following program outcomes (updated as of 8/4/2019)

Outcomes in Memphis

- 107 people served (completing at least one day of orientation)
- 94 completing Pathways to Employment job readiness training
- 89 enrolled in transitional employment as CEO employees
- 40 unsubsidized job placements with pay-stub verification
- Average wage at full-time job placement: \$11 per hour
- Annual retention outcomes will be available starting in late 2019

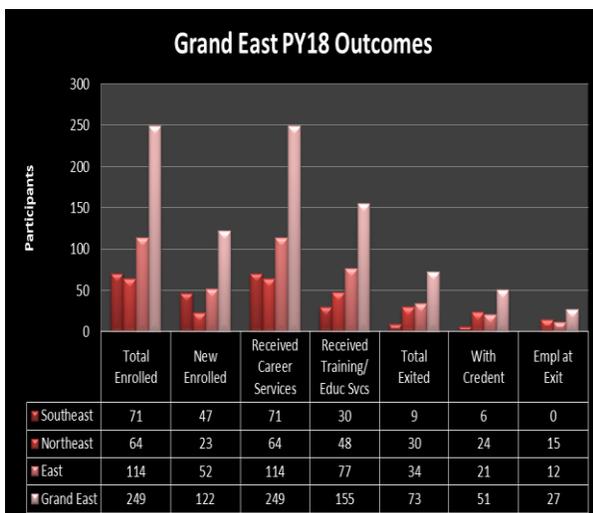


Snap E& T CEO Partnership

Outcomes in Memphis

Since our SNAP E&T contract with the Department of Labor began in October 1, 2019, CEO can report the following program outcomes (updated as of 8/4/2019):

- 29 participants enrolled in SNAP
- 10 participants rejected by DHS for reasons related to their conviction history
- 50 participants ineligible for SNAP for other reasons or refused to apply



SNAP Outreach Efforts and Challenges

- Recruitment – We met with representatives from TDOC and will make a presentation to staff and potential participants later this month.
- CEO is developing a Brochure that will incorporate information on CEO and

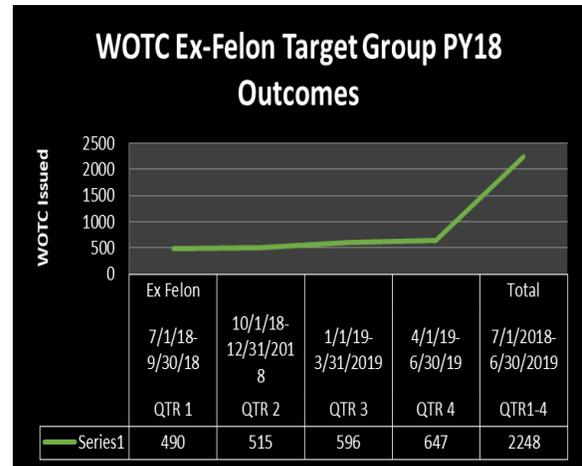
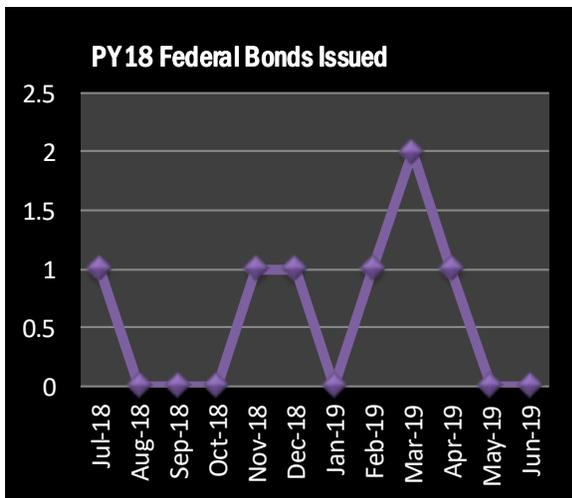
August 2019

SNAP for recruitment and it will hopefully be completed by the end of this month.

**SNAP Success Story**

A dedicated mother of three, Marquita Wysinger came to CEO in July of 2018, wanting to turn her life around. Before being convicted of a felony, she cut hair for a living but did not have a cosmetology license and would have to stop unless she became a certified beautician. At CEO, she did well and was able to receive support to go back to school and get a cosmetology license. Motivated and determined to put her conviction in the rearview mirror, she plans on returning to hairdressing after she graduates from beauty school.

**PY18 WOTC & Federal Bonding Outcomes**



**Success Story**

While the West 1 Mobile AJC was at an event in Whiteville, the staff, Johnny Polk and Karen Davison, took it upon themselves to attend a certification training class in the use of both intranasal and intramuscular naloxone use.

The training was sponsored by the Tennessee Department of Health and is available across the State at no charge. They we also provided an OVERDOSE REVERSAL KIT to keep on the Mobile AJC.

Congratulations to Johnny and Karen for taking the initiative to complete this training on their own and the quick thinking to take advantage of this service.

GREAT JOB JOHNNY AND KAREN!