

WIOA Strategic Workforce Development Plan

Regional Plan Template

PYs 2024-2027

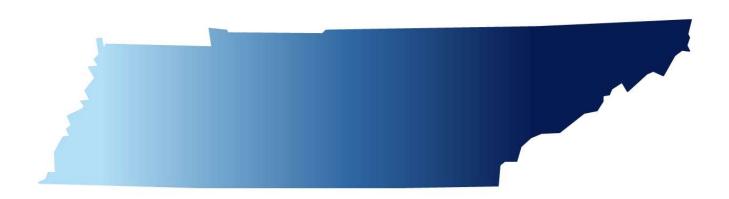




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Regional Plan Tracker (Sample)

Regional Plan Tracker- PY 2024-2027

Click the link above to use the sample tracker.

Regional Plan Guidance Tracker- SAMPLE

REGIONAL AREA:										
Priority Initiative	What state initiative does this support? GOAL description-what is success?			Milestone		Milestone		Milestone		
		Targeted Success Date	Action Items	Targeted Success Date	Action Items	Targeted Success Date	Action Items	Targeted Success Date		
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Regional Labor Market Analysis:

a. Utilizing the data provided by TDLWD, WIRRED Report, provide an analysis of regional economic conditions, including existing and emerging in-demand sectors and occupations, and the employment needs of businesses in those sectors and occupations.

The RPC's strategies for serving individuals and jobseekers will continue to be focused on the area's largest industries, manufacturing and healthcare and social assistance services, as well as related supporting industries, such as transportation and logistics. Pipeline development, training services, and outreach to businesses will focus on these industries, and the identified in-demand occupations, in order to ensure jobseekers are trained to meet the needs of area employers. Initiatives and strategies will be tracked by sector and reviewed by the RPC quarterly to ensure they align with target sectors. Additionally, the impact of new jobs created by large-scale employers, such as Ford Blue Oval City and Blue Oval SK, and the ripple effect on current employers, will require continued analysis of data and adjustment to service strategy to meet the needs of individuals and businesses. Increasing the labor force participation rate, developing pipelines, training new workers, and retraining existing workers, particularly in targeted industries, will be the primary workforce development strategies based on the below analysis of economic conditions in the region.

According to the data provided by the Tennessee Departments of Labor and Workforce Development (TDLWD)'s WIRED unit, the Greater Memphis, Northwest, and Southwest Local Workforce Development Areas (LWDAs) are all forecasted to experience positive job growth from 2020 to 2030. By 2030, healthcare and social assistance are expected to be the largest industries in Greater Memphis, while manufacturing will remain the largest industries in both Northwest and Southwest regions. As the West Region's economy rebounds from the pandemic, the arts and entertainment sector is anticipated to see significant growth. Additionally, Information; professional, scientific, and technical services; and administrative and support and waste management industries are projected to experience healthy growth by 2030. However, like in other areas, retail trade is expected to show declining growth rates (See Appendix: Figures 1 and 2).

Non-farm employment increased in the West region, but remained lower than the state's average, with around 3,000 new jobs created, primarily in metro areas. Memphis and Jackson experienced notable increases in employment. However, total payroll growth in the West Region lagged behind the state average. Average wages for production workers rose, and the labor force expanded. Youth unemployment decreased from 15.8% to 13.8% but remained higher than the state average. Despite these challenges, major investments in green energy are expected to provide significant job opportunities, with Blue Oval City electric vehicle plant and its suppliers planning to create thousands of new jobs in the region.

In 2022, West TN's WIRED Data reported total employment of 679,312, with healthcare, transportation, manufacturing, retail, and administrative sectors being the largest.



b. Describe the knowledge, skills and abilities needed to meet the employment needs of businesses in those sectors and occupations.

Manufacturing and Healthcare are the two most in-demand sectors with an ever growing demand for skilled workers. To address the Manufacturing needs, On-the-Job Training Grants are developed with local employers by the LWDBs to fill vacant positions with a trainable new hire. Incumbent Worker Training offers employers the opportunity to tap their current employees to grow into new, more skills positions. Title I staff also provide funding assistance to individuals to enroll in training programs for manufacturing specific occupations such as tool and die, welding, industrial maintenance, and more. In an effort to better meet the needs of local manufacturing employers, the RPC is working towards either developing a manufacturing taskforce, or partnering with an existing taskforce if possible.

Healthcare shortages are being addressed with more traditional classroom training opportunities, but with a greater emphasis on career exploration opportunities targeted to the emerging workforce. Youth Work Experience is beneficial to connecting the emerging workforce to valuable work experience and mentorship and filling needs of local employers. Youth who are career-bound have the opportunity to transition from work experience to on-the-job training with many of the employer partners who participate as worksites. Additionally, Apprenticeship and pre-apprenticeship are expanding throughout the region as a learn and earn solution and opportunities for healthcare apprenticeship programs will be explored.

In addition to the needs described above, the RPC council will work towards meeting the specific needs listed below as identified in the WIRED data using the strategies listed above:

Identification of Certification Needs: Employers seek candidates with desired certifications for in-demand occupations. Table 3 in the appendix lists certifications from jobs4tn.gov, highlighting common ones like healthcare, financial, commercial driver licenses, fire rescue/Emergency Medical Technicians (EMT), and social and human services. It also lists unique certifications per Local Workforce Development Area (LWDA), such as human resources certification in Southwest, Internal Revenue Service certification in Northwest, and pharmacy technician in Greater Memphis.

Alignment with Employer Needs: In June 2023, top requested technologies included Microsoft Office, Structured Query Language (SQL), cash register operation, and forklift use. Healthcare institutions dominated top employers, reflecting job postings for healthcare practitioners, management, and transportation. Healthcare and social assistance is projected to be Tennessee's largest industry by 2030.

Focus on Healthcare Industry Growth and Health Sciences: In-demand sectors like healthcare are projected to grow due to an aging population, but face shortages and burnout among workers. Supply-wise, health sciences program completers show high employment rates, especially in roles like sterile processing technicians, Magnetic Resonance Imaging (MRI) technicians, and psychiatric/mental health nurses (Certified Professional Behavioral Analyst - CPBA), and for associate degree completers, registered nurses, respiratory care therapists,

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c. Provide an analysis of the regional workforce, incorporating current labor employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.

Labor Employment and Labor Market Trends:

The five largest industry sectors in the West Region for 2022 were:

- Health care and social assistance (103,940 jobs)
- Transportation and warehousing (76,051)
- Manufacturing (73,546)
- Retail (71,675)
- Administrative and Support and Waste Management (59,883)

Total employment in the West Region, excluding agriculture and self-employment, rose by 0.4% or 2,658 jobs to 679,312, slower than the state's growth. Employment rates in the Memphis and Jackson Metropolitan Statistical Areas are on the rise. The West Region comprises three Local Workforce Development Areas (LWDAs): Greater Memphis, Southwest, and Northwest, with 21 counties. Eleven counties saw employment increases from 2021 to 2022, with payroll reaching \$43.1 billion. The average number of establishments increased to 39,938. Labor force participation decreased to 53.4%, with Greater Memphis and Southwest seeing significant declines.

Unemployment Data:

Unemployment dropped to 4.2% in 2022, yet youth unemployment remained above the state average at 13.8%. There were still indications of more jobs available than there were unemployed individuals, according to data from Jobs4TN. Poverty rates decreased but remain higher than the state average. The highest poverty rate in the region was in the Northwest LWDA.

Educational and Skills Levels:

Educational disparities persist, with Greater Memphis having the highest attainment rate that was also above the state rate. The Northwest LWDA reported the lowest rate of educational attainment in 2022, with 48.8% of the population aged 25 years or more having some college or additional education. About a third of those not in the labor force have a disability. Northwest LWDA had the highest disability rate. Disparities in educational attainment are evident based on race and ethnicity.

Additionally, the West Region has the following populations compared to the state:

- 37% of individuals exiting from the TANF program within 24 months.
- 28% of those below poverty.
- 30% of the prison and jail population.
- 23% of the youth population.
- 26% of single parent families.

(See Appendix: Table 5: West TN Region - Significant Barriers to Employment and Table 6 - Educational Attainment by West Region / Statewide and Race)



d. How will these analyses be shared with all partners and used to influence decisions regarding the regional workforce system?

To ensure that the West Tennessee region analyses inform and influence decisions regarding the regional workforce system, the following strategy will be implemented:

Data Sharing: The labor market information and analyses provided by WIRED will be shared with all partners through various outlets, including LWDB websites, AJC partner meetings, LWDB meetings, and the West TN Regional Planning Council (RPC). This multi-channel approach ensures that partners have access to timely and relevant data to inform their decision-making processes. This alignment ensures that strategic planning efforts are based on a shared understanding of workforce dynamics and priorities.

Input and Collaboration: The labor market data provided by WIRED will be shared with the RPC, where each subcommittee (Business Services subcommittee and Jobseekers subcommittee) will give input based on the data. Partners on the RPC determine priority initiatives that are data-driven, and create action items and timelines to ensure progress towards regional goals. Both the LWDBs and RPC utilize the data to establish sector-based strategies that will lead to increased labor force participation in high demand industries, particularly healthcare and manufacturing.

Data-Driven Priority Initiatives: The American Job Center partners utilize data to target populations, develop training programs, and guide businesses in the region. Data informs decisions on training providers, industry trends, and business development strategies. It aids jobseekers in choosing career paths and assists in educational program development to meet industry needs. Data sharing with various partners and programs such as Vocational Rehabilitation, Adult Education, SNAP E&T, and Senior Community Service Employment Program (SCSEP) will take place in order to address disparities in education and employment as identified by race, ethnicity, disability, age, gender, socio-economic status, and any other demographic qualifiers.

Sector-Based Strategies: Both LWDBs and RPC will utilize the data to establish sector-based strategies aimed at increasing labor force participation in high-demand industries, particularly healthcare and manufacturing. These strategies will be developed collaboratively with input from industry partners to ensure alignment with workforce needs and opportunities.

Industry Engagement: RPC plans to include industry partners and economic development in decision-making to enhance sector-based strategies in high-demand areas and advance career opportunities in identified sectors. This engagement ensures that workforce development efforts are responsive to industry needs and aligned with economic trends.

Continuous Improvement: The West TN region will continuously share data and engage in ongoing evaluation and improvement efforts to influence decisions regarding the regional workforce system. This commitment to data-driven decision-making ensures that all residents have access to high-quality jobs in a safe and thriving workplace.



Support of State Initiatives:

- a. Labor Force Participation Rate (LFPR)
 - i. Describe how the region will coordinate a collective approach to focused advocacy and engagement to special populations in effort to increase in the local LFPR.

To ensure the successful implementation of the Tennessee Workforce Development System's strategic goal of increasing/sustaining a competitive Labor Force Participation Rate (LFPR) in the West Tennessee region, a comprehensive approach integrating various strategies and partnerships is essential.

- 1. Continuous Improvement of Subcommittees: The West Tennessee Regional Planning Council (RPC) will re-purpose subcommittees to advocate for and engage with special populations. These subcommittees can focus on specific groups such as Youth, Individuals with Disabilities, Justice Involved, Low Income, Individuals Not In The Labor Force, and Individuals Without A Post-Secondary Credential. Each subcommittee will consist of representatives from relevant agencies, economic development, TBR institutions, community organizations, employers, and advocacy groups to further conduct needs assessments of each special population. These committees will ensure that all partners involved in the One-Stop System are adequately represented, consistent with the terms of the Memorandum of Understanding (MOU).
- 2. Targeted Outreach and Education Campaigns: The RPC will spearhead targeted outreach and education campaigns aimed at special populations, ensuring the accessibility of partners' services through the One-Stop Service Delivery system. Utilizing a variety of communication channels such as social media, community events, workshops, and industry-led webinars the RPC will raise awareness about available resources, training programs, job opportunities, and by promoting the value of diversity and inclusion in the workforce will advocate for training and skill development programs tailored to special populations. Enhanced engagement with stakeholders through industry-led task forces, facilitated by an increased social media presence and collaboration with educational partners and employers, will further bolster advocacy and engagement efforts. Continuous adaptation to state and federal guidelines will inform the development of these campaigns to meet common data collection and reporting needs via Jobs4TN.
- 3. Enhanced Collaboration with Community Partners: Strengthen partnerships with community-based organizations, educational institutions, faith-based groups, and local businesses to expand access to support services and employment opportunities for special populations. Collaborate on initiatives such as job fairs, skills training programs, mentorship opportunities, and internships specifically designed to meet the needs by working together. These partners can leverage their expertise and resources to provide comprehensive support to individuals seeking to join or re-enter the workforce.
- 4. Tailored Support Services and Training Programs: Develop tailored support services



ii. What initiatives will the region implement to positively impact LFRP efforts, and how will these initiatives be tracked and measured for success?

The West Tennessee region has devised a comprehensive strategy to positively impact the Labor Force Participation Rate (LFPR) through a series of targeted initiatives. These initiatives focus on addressing barriers to workforce participation, enhancing service delivery, fostering collaboration, and promoting skill development. Here is a concise breakdown of the strategy and how success will be tracked:

Initiatives to Positively Impact LFPR:

- 1. Creating an Integrated Intake System: The region aims to efficiently deliver services by utilizing Jobs4TN and Zendesk across programs, encouraging cross-agency efforts, eliminating duplication, and co-locating partners for warm handoffs by implementing common intake forms, uniform service policies, and satisfaction surveys.
 - Measurement: Progress will be tracked by assessing the effectiveness of the integrated intake system in improving service delivery efficiency, reducing duplication, and increasing client satisfaction.
 - Measurement: The establishment of Grand West dashboards will facilitate the tracking of progress towards established goals, with a focus on achieving federal performance measures and regional key performance indicator (KPI) goals. The development of shared dashboards will monitor progress towards established goals, reviewed at quarterly Regional Planning Council meetings.
 - Publicly available dashboards will enable transparent reporting and accountability to show performance tracked on partner dashboards to evaluate the effectiveness of partners.
- 2. Expand Access to Job Training and Skill Development Programs: Develop and expand workforce training programs in collaboration with educational institutions, vocational training centers, and employers. These programs can provide individuals with the skills and certifications needed to access employment opportunities in high-demand industries.
 - Measurement: Track the number of participants enrolled in training programs, completion rates, job placements, and wage increases post-training. Surveys and interviews can also gather feedback from participants regarding program effectiveness and satisfaction.
 - Utilization of Jobs4TN data to monitor overall progress across services within American Job Centers (AJCs).
- 3. Create a Trained Workforce to Meet Current Industry Needs: Efforts will be directed towards aligning with economic development to build employer-led industry sector partnerships, creating career pathways, and improving access to postsecondary credentials.
 - Success will be measured by employer engagement, training completion rates, and employment outcomes aligned with industry needs.
- 4. Offer Job Placement and Career Counseling Services: Offer job placement services, career counseling, and resume-building workshops to help individuals navigate the job



b. Business Engagement Plan

i. How will the region ensure consistent implementation the TDLWD-WFS Business Engagement Plan to redefine "business engagement" pursuant to the state-wide framework and provide streamlined solutions to employer customers?

To enhance business engagement and better serve West TN employers, strategies aligned with the four major goals of The Tennessee Workforce Development System will be implemented, as outlined in the 2024 WIOA State Plan. These goals aim to establish clear connections to current industries, develop a robust pipeline infrastructure, integrate with economic development efforts, and ensure outcome visibility through clear data reporting and predictive analytics. Utilizing the Business Engagement Plan, West TN will maximize resources to provide tailored solutions to employer partners while supporting the statewide framework. This includes leveraging business consultants to identify specific needs and develop customized strategies, utilizing a Customer Relationship Management (CRM) tool for streamlined communication, and assigning points of contact in local areas to minimize duplication of services. Additionally, initiatives for rapid, stackable, and transferable credentialing will be implemented to build a skilled talent pipeline, with partnerships formed with educational institutions and industry leaders to ensure training aligns with workforce needs. Continuous improvement efforts will be pursued through innovative strategies. An example of this innovation is displayed through the demonstration model approach that is being used to address the training needs of Blue Oval City. In order to support the state-wide framework, the West TN region will utilize the Business Needs Assessment provided in the Business Engagement Plan so that our regional initiatives align with those of the state (See Appendix A of the Business Engagement Plan).

The Business Engagement Plan consists of seven foundational pillars aimed at enhancing business services. Each pillar entails specific action items:

- 1. Adopting a Sector-Based Service Delivery Approach: Focus on high-demand sectors, sector-based job fairs, and tailored training (OJTs, IWTs, Customized Training, and Apprenticeships/Pre-apprenticeships). Seek funding to support industry-focused efforts. Identify existing sector-based taskforces or committees and industry groups for partnership and communicate value proposition. Provide adequate staff training and resources on priority sectors. LWDBs will serve as intermediaries for sector strategies that support state-wide efforts.
- 2. Utilizing a Business Cycle Framework: Tailor services based on business phases, provide relevant workshops and training. Tools such as Dun & Bradstreet will be used to help identify the current business cycle of regional businesses (Startup, Growth, Expansion, Maturity, Contraction, and Closure). Utilize and share relevant Labor Market Information (LMI) when assisting businesses. Provide layoff aversion or rapid response activities, when necessary.
- 3. Positioning LWDBs as Asset Mappers: Assess regional resources, manage sector-based grants, and utilize surveys for effective partnerships. Utilize sector-based taskforces to connect and bring all relevant partners together at one business table.
- 4. Case Managing Employers: Use Customer Relationship Management (CRM) tools like Zendesk to streamline the flow of communication through partners and all touch points, collects



ii. How will the RPC facilitate the sector partnerships necessary to drive sector strategies addressing the needs of business and industry?

The workforce landscape in Tennessee, particularly in the West region, is evolving rapidly. To ensure sustained economic growth, it is imperative to foster strong sector partnerships that address the dynamic needs of businesses and industries. The West Tennessee Regional Planning Council (RPC) serves as a pivotal entity in orchestrating these partnerships and driving sector strategies. Leveraging the expertise of various stakeholders and employing strategic initiatives, the RPC aims to align workforce development efforts with industry demands, ultimately fostering a skilled workforce conducive to thriving businesses and a high quality of life.

The West TN RPC comprises experts from a wide array of fields, including LWDBs, Title I (Adult, Dislocated Worker, Youth), Title II (Adult Education - AE), Title III (Wagner Peyser-WP), Title IV (Vocational Rehabilitation - VR), Temporary Assistance for Needy Families (TANF) / Department of Human Services (DHS), Economic and Community Development (ECD), Career and Technical Education (CTE), and Reentry programs. Additionally, One Stop Operators (OSOs), Career Service Providers (CSPs), and directors from different programs are invited. This diverse expertise pool ensures a comprehensive understanding of workforce development challenges and opportunities across sectors.

The establishment of specialized subcommittees, such as the Business Service and Jobseekers subcommittees, allows for focused efforts on sector-based initiatives. These subcommittees will work collaboratively to identify sector-specific needs and devise tailored strategies to address them effectively. The RPC will actively engage industry leaders to ensure that sector strategies are aligned with the evolving needs of businesses and industries in the region.

Strategic events involve enhancing skills and knowledge, uniting partners around sector strategies, and leveraging strengths. These strategies bring together the local, public, and private sectors to build on their unique strengths, demonstrated through events such as the Regional Apprenticeship Conference and the West TN Hospitality & Tourism Listening Sessions.

The RPC will expand sector task forces to facilitate ongoing dialogue and collaboration among stakeholders within targeted industries. Additionally, sector task forces will be utilized to disseminate knowledge, address emerging challenges, and foster innovation within key sectors. RPC subcommittees will develop action items and tactics to address industry challenges.

Recognizing the importance of virtual communication, the RPC will embrace virtual communication options to ensure broader participation and engagement. Virtual platforms will facilitate seamless collaboration among stakeholders, transcending geographical barriers. All three West TN local areas have partnered in securing speakers and topics for a quarterly West Tennessee Virtually Speaking webinar series, covering topics of interest and value identified by local employers. A similar model is being implemented across West TN featuring sector-based webinars for those targeted, high-demand industry sectors. The first



iii. Describe how the RPC will utilize TDLWD Regional Directors to facilitate the business engagement strategy and promote alignment with economic development within the region, including how the Regional Directors will report progress to the RPC.

The Tennessee Labor and Workforce Development (TDLWD) Regional Directors, now Business and Workforce Directors (BWD), play a pivotal role in facilitating business engagement strategies and promoting alignment with economic development within the region. This strategy outlines how the Regional Directors/BWD will utilize CRM systems, collaborate with LWDBs, support regional economic development initiatives, report progress to the Regional Planning Council (RPC), and foster collaboration among various stakeholders to achieve these objectives effectively.

- 1. Utilizing CRM System (Zendesk) for Coordination: Utilize CRM systems to coordinate business services efficiently, ensuring follow-up on employers' needs. This approach aims to streamline processes, reduce duplication, and enhance employer satisfaction.
- 2. Realignment with Economic Development Goals: Collaboration with LWDBs, will assess resources to integrate workforce and economic development initiatives. They will align business engagement strategies with broader economic goals, seeking opportunities to enhance local industry competitiveness.
- 3. Collaboration with LWDBs: Collaborate with LWDBs to provide employers with necessary regional workforce data, support recruitment and hiring efforts, and facilitate sector initiatives. Additionally, they will collaborate with industry-led task forces and ECD partners to develop strategies on sector-related incentive opportunities.
- 4. Continued Collaboration and Early Warning System: Continued collaboration among LWDBs, Regional Directors/BWD, Executive Directors, and local ECD representatives will persist, particularly in dislocated worker services, emergency assistance, and rapid response efforts. An Early Warning System (EWS) will aid in developing layoff aversion strategies to mitigate job losses.
- 5. Utilization of Dashboards and KPI Results: Regional Directors/BWD and RPC will utilize dashboards, performance scorecards, and KPI results generated by TDLWD's WIRED division to communicate advancements in regional business engagement and performance. Any under-performing LWDA may necessitate corrective action plans.
- 6. Enhancing Monitoring and Reporting: The RPC is exploring methods to enhance monitoring and reporting of employer activity codes in VOS to bolster these activities statewide, ensuring effective regional strategies.
- 7. Collaboration with AJC Partners: AJC partners will foster employer engagement by collaborating with economic and workforce development entities, including Chambers of Commerce, the TN Department of Economic and Community Development (ECD), training providers, and Regional Business Service Teams.
- 8. Progress Sharing and Quarterly Updates: Progress towards regional economic alignment and business engagement will be shared by Regional Directors/BWD and RPC Executive Committees during quarterly RPC meetings, where updates are regularly provided. Data sharing on partnership formations, job placements, and employer satisfaction will be used to identify trends and areas for enhancement.



- c. Summer Youth Employment Program (SYEP)
 - i. What opportunities exist for a collective approach to SYEP implementation across the region?

Opportunities for a collective approach to SYEP/TYEP implementation across the region:

- 1. Partnership Expansion: Partner with contracted youth agencies to provide employment opportunities for youth aged 14-24. These partnerships will allow businesses to receive a return on investment from funds allocated to youth during SYEP/TYEP.
- 2. Paid Work Experiences: Provide youth with paid work experiences in their desired fields of employment, fostering innovation and building a positive workforce for the future.
- 3. Collaborative Relationships: Enable Local Workforce Development Areas (LWDAs) to build collaborative relationships with employers across the region, facilitating employer reliance on LWDBs for their employment needs.
- 4. Strategic Partnerships: Collaborate with partner agencies and organizations to develop program designs that align with youth program elements streamlining services for all youth entering the workforce or seeking to continue their education.
- 5. Expansion to Nonprofits and Entities: Expand SYEP/TYEP funding opportunities to nonprofits and other entities serving at-risk youth such as local workforce boards, juvenile detention centers, DHS offices, at-risk youth centers, community and faith based organizations, and youth learning centers ensuring alignment with youth program elements and improving outcomes for youth participants.
- 6. Integration with CCTE Programs: Implement SYEP/TYEP through College, Career, and Technical Education (CCTE) programs in high schools, ensuring access for high school students and utilizing virtual reality (VR) headsets for real-life training scenarios.
- 7. Continuing Education Opportunities: Provide eligible youth with access to approved training programs offered by eligible training providers, allowing them to complete dual enrollment/work-based learning to receive employer training and college credit.
- 8. Year-Round Employment Opportunities: Increase year-round youth employment opportunities through SYEP/TYEP by offering Work Experience (WEX), On-the-Job Training (OJT), pre-apprenticeships, and apprenticeships. Utilize WEX funding to ensure quality training for participants before transitioning to OJT or apprenticeships.
- 9. Incentives for Participation: Offer incentives for youth participation in SYEP/TYEP such as transportation assistance and supportive services, to encourage engagement.
- 10. Tracking and Reporting: Track progress through biweekly progress reports from employers, monthly Business Services meetings, and the utilization of VOS for case noting participants and employers, ensuring continuous support and the elimination of barriers.



ii. How will RPC leverage partnerships to increase SYEP participation and job placement within the region?

To leverage partnerships and increase participation in the Summer Youth Employment Program (SYEP/TYEP) and job placement within the region, the Regional Planning Council (RPC) will implement the following strategies:

Strategic Alliances with Employers: Form strategic alliances with employers who share the same goals as the SYEP/TYEP. Clear goals and expectations will be set for SYEP/TYEP participation, fostering strong partnerships with employers who are committed to employing youth in West TN.

Engagement with Business Services Teams: Collaborate closely with the local Business Services teams to build the employer pool for SYEP. This collaboration ensures alignment with Title 1/WIOA programs and maximizes opportunities for youth employment.

Interagency Partnerships: LWDBs will explore opportunities to deepen partnerships and service delivery through agencies such as Mental Health and Substance Abuse agencies, Department of Children Services, and Department of Education. Interagency agreements and MOUs will be executed to leverage and support resources.

Establishment of Specialized American Job Centers: Partners aim to establish specialized American Job Centers collocated with regional partners such as high schools, TCATs, and interfaith organizations to provide services to youth and their families, facilitating access to employment and career resources.

Employer Awareness and Value Proposition: Employers will be informed of the mission of the SYEP/TYEP and the return on investment they can expect. This transparency encourages employer engagement and commitment to employing youth in the region.

Extension of Job Placements: Employers can extend the duration of job placement assignments for youth who meet expectations on the job, fostering long-term employment opportunities.

Utilization of Tracking Tools: Utilize tools such as Zendesk to track communication with employers and VOS to document milestones reached by youth participants. This ensures efficient communication and avoids duplication of efforts.

Chamber of Commerce Partnerships: Business Service teams will engage with local Chambers of Commerce to establish more connections with employers. Chambers can become ambassadors for SYEP/TYEP, facilitating collaborative relationships and increasing awareness among businesses.

By implementing these strategies, the RPC can effectively leverage partnerships to increase SYEP/TYEP participation and job placement opportunities for youth within the region. These collaborative efforts aim to create sustainable pathways for youth employment and career advancement in West TN.



d. AJC Operations Improvement: AJC Assessment

i. Provide an analysis of the KPMG assessment study results specific to the region, and contrast where results may differ across LWDAs.

The KPMG assessment study of the workforce system in Tennessee, conducted in collaboration with the Tennessee Department of Labor and Workforce Development (TDLWD), provides valuable insights into the strengths, challenges, and opportunities for improvement across various regions and Local Workforce Development Areas (LWDAs). The study reveals common themes and unique priorities identified by stakeholders, as well as disparities in service access and utilization among different demographic groups and geographic regions. The below analyzes the findings specific to the Greater Memphis, Northwest, and Southwest regions, and contrasts where results may differ across LWDAs.

1. Regional Themes and Unique Priorities:

- Greater Memphis Region: Echoes sentiments from Northern Middle regarding the need for more innovation at the state level. There is a desire for more autonomy to act in the best interest of the region. The emphasis on innovation suggests a forward-thinking approach to addressing workforce challenges.
- Northwest and Southwest Regions: Prioritize impact and outcome-based metrics, with concerns about underperformance of contractors and limited influence over relationships. This highlights a focus on accountability and performance evaluation.
- Southwest Region: Shares frustrations with reduced funding, emphasizing the need to plan for and find creative solutions to work around cuts. This underscores the importance of resource management and adaptability in the face of financial constraints.

2. Service Accessibility, Equity, and Utilization:

- The study highlights disparities in access to American Job Centers (AJCs) and employment resources, particularly in regions with higher poverty levels like the Southwest.
- In contrast, areas like Shelby County with lower poverty levels exhibit a significant concentration of access points, indicating potential gaps in accessibility in high-poverty regions.
- Greater Memphis Region: Shares concerns about underutilization of services by individuals with disabilities, justice-involved individuals, and residents of rural areas. Targeted outreach efforts and increased access points are recommended to address this.
- Greater Memphis Region: Disparities in service utilization exist, with underrepresentation of White and Latino/Hispanic customers and over-representation of African American customers in Title I services in regions like Greater Memphis and Northern Middle Tennessee.
- Northwest and Southwest Regions: The emphasis on impact-based metrics suggests a focus on ensuring services reach those who need them most and are effectively utilized to achieve desired outcomes.

3. Impact of Economic Factors:

- Regions experiencing higher unemployment rates, such as parts of Southwest Tennessee, prioritize Adult Education (AE) programs to equip individuals with necessary skills for employment.



ii. How will the RPC facilitate innovative service strategies across the region in response to the assessment findings?

To effectively facilitate innovative service strategies across the region in response to the findings from the KPMG assessment study, the Regional Planning Council (RPC) can employ several proactive measures:

- 1.Strengthening Service Integration: The RPC can foster collaboration among Local Workforce Development Areas (LWDAs) to integrate services and enhance co-enrollments. This ensures a more cohesive and comprehensive approach to supporting job seekers and employers.
- 2. Articulating Common Missions: By emphasizing customer satisfaction and articulating shared missions, the RPC can align efforts across agencies and stakeholders, improving the overall quality and effectiveness of services.
- 3. Cross-Agency Collaboration: Implementing Cross-Agency Case Management and Employer Relationship Teams can streamline coordination and communication among agencies, leading to more efficient and impactful service delivery.
- 4. Increasing Service Utilization: Through targeted outreach and awareness campaigns, the RPC can boost service utilization across all communities, particularly focusing on underserved areas to ensure equitable access to resources.
- 5. Improving Communication Strategies: Enhancing communication strategies and marketing efforts can raise awareness about AJC services, ensuring that individuals are well-informed about available resources and support.
- 6. Addressing Service Gaps: By conducting initial assessments and improving awareness of community resources, the RPC can identify and address service gaps, ensuring that all individuals have access to the necessary support and assistance.
- 7. Providing Individualized Services: Designing and delivering intensive, individualized services tailored to the specific needs of participants can significantly enhance employment outcomes, fostering greater success and satisfaction.
- 8. Enhancing Inter-Agency Collaboration: By promoting increased collaboration among agencies and organizing services based on functionality, the RPC can optimize processes and resources, ultimately improving efficiency and effectiveness.
- 9. Emphasizing Accessibility and Diversity: Prioritizing accessibility and diversity across training programs ensures that all individuals, regardless of background or circumstance, have equal access to opportunities for skill development and employment.
- 10. Enabling Technology Integration: Investing in technology integration and virtual services can enhance accessibility and efficiency, particularly benefiting individuals in remote or underserved areas by expanding access to resources.
- 11. Deepening Community Partnerships: By strengthening and monitoring community partnerships, the RPC can expand access points to customers and tailor services to local needs, fostering greater engagement and impact.
- 12. Fostering Staff Development: Providing ongoing professional development opportunities for workforce development staff enhances program effectiveness and participant outcomes, driving continuous improvement and innovation.

In summary, by implementing these strategies and leveraging insights from the KPMG assessment study, the RPC can play a pivotal role in driving positive change and innovation



Regional Service Strategies:

- a. Provide an analysis of workforce development activities, including education and training, in the region.
 - i. What are the strengths and weaknesses of the workforce development activities and the collective capacity to provide workforce development activities to address the education and skill needs of the workforce, including individual with barriers to employment.

Analysis of Workforce Development:

In West Tennessee, workforce development is characterized by collaboration, innovation, and inclusivity. By fostering strong partnerships with local and regional businesses through various committees, teams, and directors, we ensure that our programs align closely with the needs of employers, resulting in relevant and effective workforce solutions. Leveraging work-based learning programs such as CTE work-based learning, On-the-Job Training (OJT), and Incumbent Worker Training (IWT), we enhance employee skills and bridge skill gaps within the workforce, contributing to a more skilled and competitive labor pool. Furthermore, our commitment to customized training strategies tailored to employer needs demonstrates a proactive stance in meeting the evolving demands of local industries. Through diverse partnership strategies including asset mapping, collaboration with Chambers of Commerce, and engagement with faith-based organizations, we extend the reach of our workforce development efforts and ensure broad access to essential services. Prioritizing inclusivity, we strive to provide equitable access to opportunities, particularly for underserved populations, by focusing on access to postsecondary credentials and providing supportive services. Additionally, our dedication to career exploration events facilitates informed decision-making among youth and adults, connecting them with high-demand industries and pathways to meaningful employment.

Strengths and Activities:

- 1. Collaborative Approach: West TN employs a collaborative approach involving various committees, teams, and directors to foster strong partnerships with local and regional businesses. This approach enhances coordination and alignment of workforce development efforts with employer needs.
- 2. Work-Based Learning Programs and Earn while you Learn Models: Programs like CTE work-based learning, On-the-Job Training (OJT) and Incumbent Worker Training (IWT) enhance employee skills and address skill gaps within the workforce. These programs provide practical training opportunities and contribute to a skilled workforce. For adult populations, strategic partnerships with high-demand industry employers aim to provide relevant education and training, while initiatives like apprenticeships and pre-apprenticeships target workforce development regionally. Currently, the west local areas utilize apprenticeships/ pre-apprenticeships, such as with Amteck in NW, Delta Electrical in SW, and Atlantic Track in GM. However, as a region, West TN is exploring regional apprenticeship and pre-apprenticeship programs to target industries across the



- b. How will the RPC support alignment and integration of education, workforce and economic development across the region?
 - i. How will the RPC track and measure effectiveness of integrated workforce strategies?

To support alignment and integration of education, workforce, and economic development across the region in West Tennessee, and to effectively track and measure the effectiveness of integrated workforce strategies, the following comprehensive strategy can be implemented: Leveraging Training Programs and Developing Regional Career Pathways: Utilize local TCATs and community colleges to offer training programs aligned with workforce demands. Develop interactive career exploration and work-based learning opportunities for both youth and adults.

- LWDBs will measure success by tracking enrollment numbers in training programs and assessing the completion rates of participants.
- Collaboration with TN Pathways Initiative: Actively engage with the TN Pathways initiative to align K-12 education, postsecondary institutions, and employers.
- •TN Pathways / CTE partners will track the number of students participating in TN Pathways programs and their transition rates into the workforce or higher education. Partner Engagement with Educational Institutions: Facilitate coordination among TDLWD, THEC, TDOE, and TBRs to support career and technical education.
- •LWDBs will monitor the number of Title I students engaged in work-based learning and their progression towards employment or further education.
- Inclusion on Statewide Eligible Training Provider List (EPTL): Approve in-demand training programs to be included on the EPTL, enhancing accessibility to quality training options.
- •LWDBs will track the number of participants utilizing WIOA funds for approved training programs and their employment outcomes post-training.
- Employer-Driven Career Pathways: Partner with employers and high schools to offer employer-driven career pathway opportunities.
- •Measure success by tracking the number of students participating in career exploration events to promote these programs and their subsequent employment outcomes if enrolled in a partner program.
- Leveraging Assets and Increasing Capacity: Utilize TN Promise, TN Pathways, and TN ReConnect to increase capacity and provide integrated services for skill development.
- •These programs will monitor participation rates in these programs and track outcomes such as job placement and educational attainment.
- Supporting Skilled Labor Force Development: Support initiatives like the Blue Oval City project to create a skilled labor force aligned with regional business needs.
- •Regional Directors will measure success by tracking employment rates in targeted industries and assessing the impact on regional economic growth.
- Alignment of Indicators for Performance Tracking: Align indicators across labor and economic development entities to track and measure successful performance.
- •The RPC will track and measure Key Performance Indicators using TDLWD dashboards. Regularly review and assess program effectiveness and ensure alignment with workforce development goals.

Accessibility and Training for Tennesseans: Ensure accessibility to training and educational



- c. Describe the RPC's strategic vision in supporting state initiatives that foster regional economic growth.
 - i. What innovative service strategies will be used to address regional educational and training needs?
 - ii. What cooperative procedures, either formal or informal, will the partners establish to best align regional services and coordinate regional delivery?

The West Tennessee Regional Planning Council (RPC) is dedicated to advancing the economic prosperity and workforce development of our region through strategic initiatives and collaborative efforts. Through our comprehensive strategic goals, we aim to address the dynamic needs of our labor force and promote sustainable growth in West Tennessee. By focusing on these initiatives aligned with the state plan, we strive to ensure that our workforce remains competitive and well-equipped.

Strategic Goals:

Goal 1: Increase/Sustain Competitive Labor Force Participation Rate Strategies:

- Build Employer-Led Industry Sector Partnerships: Foster collaborations between employers, educational institutions, and workforce development agencies to identify skills gaps, develop training programs, and connect skilled workers to employment opportunities.
- Create Career Pathways: Establish clear pathways from high school and postsecondary education to the workforce, aligning education and training programs with the needs of high-growth industries.
- Encourage Cross-Agency Collaboration: Facilitate coordination among government agencies, educational institutions, and community organizations to provide comprehensive services and support to job seekers and employers.
- Promote Educational Attainment: Support initiatives that promote educational attainment and credentials aligned with regional workforce needs, ensuring a skilled and competitive workforce.
- Host Sector-Based Workshops: Organize workshops to engage industry leaders, share workforce development resources, and promote available services to support workforce readiness and skill development.

Goal 2: Expand Data Research and Analytics Strategies:

- Utilize Labor Market Data: Leverage data analytics to assess labor market trends, identify emerging workforce needs, and inform strategic decision-making.
- Joint Review of ETPL: Conduct quarterly reviews of the Eligible Training Provider List (ETPL) to ensure alignment of training programs with regional workforce demands and share best practices among providers.
- Collaborative Calls with ECD Partners: Engage in collaborative calls with Economic and Community Development (ECD) partners to gain insights into regional economic opportunities and align workforce strategies accordingly.
- Enhance Technical Assistance: Provide technical assistance to workforce development



Sector Initiatives for In-Demand Sectors or Occupations:

a. Identify in-demand industry sectors and occupations for the region.

Per the Tennessee Economy 2022-2023 Reference Guide, the five largest industry sectors in the West Region for 2022 were:

- Health care and social assistance (103,940 jobs)
- Transportation and warehousing (76,051)
- Manufacturing (73,546)
- Retail (71,675)
- Administrative and Support and Waste Management (59,883)

The five largest identified occupations for the West Region were:

- Transportation and Material Moving Occupations (106,090)
- Office and Administrative Support Occupations (95,3350)
- Production Occupations (58,150)
- Sales and Related Occupations (56,420)
- Food Preparation and Serving Related Occupations (53,180)

The top five occupations identified as in-demand in at least two of the three LWDAs in the West Region, which require less than a bachelor's degree, and which offer the highest entry level wages were:

- Transportation, Storage, and Distribution Managers (\$59,054)
- Respiratory Therapy (\$54,196)
- First Line Supervisors of Retail Sales Workers (\$48,153)
- Licensed Practical and Licensed Vocational Nurses (\$46,871)
- Payroll and Timekeeping Clerks (\$46,508)

The top five emerging/high growth industries, with the highest projected percentage growth from 2020 to 2030 in the West Region were:

- •Information Software Publishers (164.6%)
- •Manufacturing Other Electrical Equipment and Component Manufacturing (153.3%)
- •Manufacturing Motor Vehicle Manufacturing (109.4%)
- •Health Care and Social Assistance Residential Intellectual & Developmental Disability, Mental Health, & Substance Abuse Facilities (62.9%)
- •Health Care and Social Assistance Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly (60.2%)



b. Describe the development and implementation of sector initiatives for indemand industry sectors or occupations.

The LWDBs in the West Region will act as intermediaries for sector strategies that align with statewide efforts. Efforts will be made to convene business stakeholders to identify the most pressing needs within high-demand sectors. Representation from these sectors will be sought to serve on LWDBs and RPCs. AJCs will provide services to help customers navigate their chosen careers. The Business Services Team will organize sector-based job fairs and explore tailored events like reverse job fairs. Existing industry-based groups will be identified in order to build partnerships and seek opportunities to communicate the value proposition of our local workforce boards and RPC. Where such groups do not exist, sector taskforces, led by industry and driven by employers, will be established. Notably, a West TN Hospitality & Tourism taskforce has already been formed, implementing sector-based webinars and similar taskforces will be established in other key industries. These taskforces convene to allow employers to connect with peers from their own industry, identify and address unique needs of industry sectors, and develop workforce solutions tailored to the industry and region. It will be especially important for West TN to support manufacturing groups, including Electric Vehicle manufacturing, as production at Blue Oval City prepares to launch in 2025. The West TN taskforces will continue to partner with educational institutions to connect education and industry, provide career exploration in high demand industries, and to promote real-life work experiences such as through WBL and TN Youth Employment Programs, as funds are made available.

The focus on Health Care has been identified as a priority due to its significance in the region and statewide. LWDBs are partnering with colleges like Dyersburg State Community College (DSCC) and Jackson State Community College (JSCC) to support initiatives funded by the Health Resources and Services Administration (HRSA). For example, DSCC is working with local hospitals to increase the number of EMS practitioners, while JSCC's Medical Coding Program is addressing the need for administrative support professionals in healthcare. Scholarships provided through HRSA grants will cover educational expenses for students. The region will continue seeking collaborative efforts, including grants funded outside of WIOA, and explore opportunities such as apprenticeships to further support healthcare job placement, education, and training. The TN Apprenticeship Office is currently working to establish a nursing registered apprenticeship program (RAP). This is a RAP that West TN will promote as it strives to strengthen workforce pipelines for the health care industry. Similar strategies will also be used to support other identified in-demand industries.



c. How will these sector initiatives be tracked and measured for success?

To track and measure the success of sector initiatives in West Tennessee, a multi-faceted approach will be implemented, involving both the West TN RPC Executive Committee and the TDLWD Workforce Services Division.

The West TN RPC Executive Committee will set goals and strategies for the council's Business Services and Jobseekers subcommittees, aligning them with initiatives outlined in the Regional Plan and Statewide priorities. These goals will target in-demand industry sectors. Progress towards these goals will be reported during quarterly RPC meetings, where action items and tactics will be reviewed and adjusted as needed.

The OSO will report survey results to their respective LWDB during subcommittee and board meetings. AJC partners will collaborate to address any dissatisfaction reported by customers and will continuously review and streamline processes and procedures, focusing on a regional approach to business services. Quarterly cross-trainings and meetings will provide opportunities for strengthening the one-stop system and addressing concerns.

The TDLWD Workforce Services Division has assigned a point of contact for each of the top industry sectors with the highest projections of employment growth. These contacts will communicate progress of local and regional sector task forces to Labor's senior leadership. Weekly status reports, in the form of Excel spreadsheets, will include project highlights, planned strategies, challenges, and outcomes of sector strategies. Additional metrics are being developed to support the success of these sector task forces, such as monthly employment changes in specified industries and the number of young adults placed in work experience related to the industry sector.

By employing these tracking and measurement mechanisms, stakeholders can effectively monitor the progress of sector initiatives, identify areas for improvement, and ensure alignment with regional and statewide workforce development goals. This data-driven approach will facilitate informed decision-making and ultimately contribute to the success and sustainability of sector-focused strategies in West Tennessee.



Economic Development/Business Engagement:

a. Describe how economic development and workforce investment activities will be coordinated in the region.

Coordinating economic development and workforce investment activities in the West Tennessee region requires a strategic and collaborative approach that leverages the strengths of both sectors to drive sustainable growth and prosperity. The following strategy outlines how this coordination will be achieved:

Establish Industry-led, In-Demand Sector Task Forces: Form a task force comprising representatives from economic development agencies, workforce development boards, educational institutions, local government, industry associations, and other relevant stakeholders. This task force will serve as the primary coordinating body responsible for aligning economic development and workforce investment efforts in the region.

Employ the Business Engagement Plan: The task force will collaborate with economic development to utilize the BEP that outlines shared goals, priorities, and action steps for realigning with economic development and workforce partners. This plan will be informed by regional economic data, labor market analysis, industry trends, and input from key stakeholders.

Align Education and Training Programs with Industry Demand: Work closely with educational institutions, training providers, and industry partners to develop and enhance education and training programs that align with the skill needs of target industries. This may include curriculum development, apprenticeship programs, on-the-job training initiatives, and credentialing opportunities.

Facilitate Business Engagement and Partnerships: Foster strong partnerships between businesses, educational institutions, and workforce development agencies to ensure that training programs meet the needs of employers. This may involve creating industry-led task forces, facilitating internships and work-based learning opportunities, and providing customized training solutions to businesses.

Promote Entrepreneurship and Small Business Development: Support entrepreneurship, small business development, and existing businesses with initiatives to diversify the regional economy and create job opportunities. This may include providing access to capital, business incubation services, technical assistance, and networking opportunities for aspiring entrepreneurs and small business owners. This also includes helping businesses that may be impacted by the migration of employees to Blue Oval City.

Invest in Infrastructure and Economic Development Projects: Collaborate with local and state government agencies to invest in infrastructure projects, such as transportation, utilities, energy, and broadband access, that support economic development and job creation. Additionally, support targeted economic development projects that attract new businesses, expand existing industries, and stimulate economic growth.



b. Describe how the RPC will collectively utilize the TDLWD-WFS Business Engagement Plan to provide consistent messaging and services to employers within the region.

To collectively utilize the TDLWD-WFS Business Engagement Plan for providing consistent messaging and services to employers within the region, the West TN RPC will implement a comprehensive set of strategies aligned with the plan's seven pillars. These strategies are designed to ensure regional consistency and streamline communication with employers:

- Policy Alignment: Review and align policies across West TN LWDAs to ensure employers receive clear and consistent service delivery.
- Outreach and Marketing: Utilize Outreach and Marketing guidance to create consistent marketing and outreach among AJC staff and Business Services Teams across the region.
- Portfolio Toolbox: Use portfolio toolbox materials for talking points when interacting with employers during different phases of the business cycle.
- Sector-Based Task forces: Establish regional, sector-based task forces to bring relevant partners together, allowing for consistent messaging and streamlined services tailored to specific industry needs.
- Training Support: Provide consistent training support through various programs such as OJTs, IWTs, Customized Training, and Apprenticeships/Pre-apprenticeships.
 Online Platforms: Utilize online platforms like Coursera and Workforce180 to deliver workshops and courses supporting the needs of businesses at any phase of the business cycle.
- Integrated Data System: Connect with partners through the integrated data system Jobs4TN for better management of employer customers and seamless sharing of data and relevant information.
- Zendesk CRM: Utilize Zendesk CRM to streamline communication with employer customers and create a clear and consistent line of communication.
- Regional Dashboards: Develop collaboratively managed regional dashboards to align communication with employer partners.
- Business Consultants: Assign Business Consultants as points of contact for employers through the CRM to provide consistent support and communication.
- Sharing Plan with Partners: Share the Business Engagement Plan with local and regional partners to educate them on how it will be utilized to better serve regional customers.
- Technical Assistance and Training: Offer technical assistance and provide training to AJCs and local boards to support their work and enhance their business acumen.
- Recurring Cross-Training Opportunities: Establish recurring cross-training opportunities for WIOA and AJC partners to ensure consistent messaging and service delivery.
- Sector-Based Trainings: Provide sector-based trainings for local and regional staff focused on high-demand and emerging industry sectors to enhance their expertise.

By implementing these strategies and utilizing the CRM system effectively, the West TN RPC will ensure consistent messaging and services to employers, ultimately fostering stronger partnerships and better meeting the needs of businesses within the region.



c. What innovative initiatives, utilizing tools such as registered apprenticeships, incumbent worker training programs, on-the-job training programs, and customized training solutions, will the RPC coordinate to meet the training needs of employers across LWDAs?

To meet the training needs of employers across Local Workforce Development Areas (LWDAs) within the region, the Regional Planning Council (RPC) will coordinate a comprehensive set of innovative initiatives and counter-strategies. Leveraging tools such as registered apprenticeships, incumbent worker training programs, on-the-job training programs, and customized training solutions, the RPC aims to address specific skills gaps and support businesses in staying competitive.

Individual Training Accounts (ITAs): The RPC will work closely with eligible adults, dislocated workers, and out-of-school youth to provide funding through ITAs for in-demand occupational skills training. Training services will be aligned with local workforce needs to ensure participants gain relevant skills for gainful employment.

Hosting Employer Driven Job Fairs: The RPC will organize job fairs where job seekers can interact with employers, receive resume assistance, and access job search resources. These events will enable employers to identify specific training needs for their workforce and connect with potential candidates.

Rapid Response Events: Rapid Response Teams will be deployed by the RPC to assist dislocated workers who have lost their jobs due to various reasons. These teams will provide immediate support, including training and employment opportunities, to mitigate the impact of job loss on the workforce.

Utilization of Consolidated Business Grants (CBG): The RPC will utilize CBG funds to sponsor training programs such as Incumbent Worker Training (IWT), On-the-Job Training (OJT), and Apprenticeship Training Grants (ATG). These programs will equip workers with the skills needed to succeed in the current economic landscape.

Work Experience (WEX): WEX agreements will be facilitated by the RPC to provide participants with valuable work experience and training opportunities. Employers will benefit from skilled workers, while participants enhance their employability through practical experience.

In addition to these initiatives, the RPC will implement the following counter-strategies to enhance training coordination:

- Monthly Partner Meetings: Regular partner meetings will be hosted by Local One-Stop Operators (OSOs) to share updates on job fairs, training opportunities, and resources, ensuring effective coordination among stakeholders.
- Sustained Business Services Staff: The RPC will prioritize well-trained staff to develop and maintain employer relationships, understand workforce needs, and collaborate with partners to offer comprehensive services.
- Simplified Branding: Clear messaging and branding materials will be developed to



Coordination of Supportive Services:

a. Describe how supportive services will be coordinated throughout the region.

Coordination of Supportive Services throughout the region will be achieved through:

Engagement with Employers and Economic Partners: We will engage with employers and economic development partners such as Chambers of Commerce, the Tennessee Department of Economic and Community Development (ECD), and regional economic development districts. This engagement will facilitate seamless referrals of clients to appropriate programs and services both within and outside the American Job Centers (AJCs), based on individual needs.

Comprehensive Resource Referrals: AJCs will maintain comprehensive contact information and resources to facilitate referrals, ensuring that clients receive the support they require. We will leverage partnerships with organizations like Workforce Essentials and programs like TN Promise and TN Reconnect to maximize funding for supportive services.

Partnerships and Mentorship Support: Explore partnerships with transportation service agencies to assist clients lacking transportation means. Additionally, coaching and mentoring services will guide clients in effectively accessing needed support services such as TN Promise and TN Reconnect.

Regional Planning Council Oversight: Coordination of supportive services will be overseen by the Regional Planning Council (RPC) and its sub-committees, ensuring regional alignment and performance enhancement. Regular collaboration sessions with economic development partners will facilitate coordination and strategic input.

Formal and Informal Cooperative Procedures: The RPC will establish formal and informal cooperative procedures, including cross-training initiatives, technical assistance to employers, and Memoranda of Understanding (MOUs) with AJC partners. These procedures will clarify roles, foster cooperation, and streamline the referral process.

Education and Training Provider Collaboration: Education and training providers will collaborate with workforce boards to tailor training programs to meet employers' specific needs. This collaboration will ensure that training programs remain relevant and aligned with workforce demands.

In addition, regional ECD partners will continue to host quarterly collaboration sessions designed to coordinate services and share information. To enhance service delivery across the grand region, the RPC will seek to establish a formal and informal cooperative procedure that will be shared for feedback amongst partners to ensure we align with services for job seekers. The hospitality and tourism sector partnerships between education, workforce, and economic development is an example of how the inclusion of a variety of stakeholders in the employer engagement strategy use the combined strengths and resources to meet the needs of our regional employer community. By aligning services, fostering partnerships, and



b. Explain where diverse demographics make regional coordination of supportive services a challenge and describe how the RPC will ensure barriers are equitably addressed.

Diverse demographics in West Tennessee present challenges for regional coordination of supportive services, and these challenges stem from variations in needs, preferences, access, and cultural considerations among different demographic groups. Key factors contributing to this challenge are:

Cultural and Linguistic Diversity: West Tennessee comprises diverse racial, ethnic, and cultural groups, each with its own unique needs and preferences. Language barriers may exist among non-native English speakers, requiring translation services and culturally sensitive approaches to service delivery.

Socioeconomic Disparities: The region encompasses a wide range of socioeconomic backgrounds, with some areas experiencing high levels of poverty and others enjoying greater affluence. Individuals from low-income households may face barriers related to transportation, childcare, and access to technology, impacting their ability to participate in workforce programs.

Geographic Distribution: West Tennessee encompasses both urban and rural areas, each with its own set of challenges. Rural communities may face limited access to transportation, healthcare, and educational resources, posing barriers to workforce participation and economic mobility.

Age Diversity: The population of West Tennessee includes individuals of various age groups, from youth to older adults. Each age group may have distinct needs and preferences regarding workforce services, training programs, and employment opportunities.

Veterans and Individuals with Disabilities: Veterans and individuals with disabilities constitute significant demographic groups in West Tennessee. They may require specialized support services, including vocational rehabilitation, job placement assistance, and accommodations in the workplace.

Immigrant and Refugee Communities: West Tennessee is home to immigrant and refugee communities from diverse backgrounds. These communities may face language barriers, cultural adjustment challenges, and limited access to resources, necessitating targeted outreach and support services.

Educational Attainment: Disparities in educational attainment levels exist within the region, with some individuals lacking a high school diploma or postsecondary credentials. Addressing skill gaps and providing adult education and training programs are essential to enhancing workforce readiness and employability.

Digital Literacy and Technology Access: Disparities in digital literacy and technology access may hinder individuals' ability to navigate online job portals, access virtual training programs, and participate in remote workforce activities. Bridging the digital divide is crucial for



Performance Accountability:

- a. Describe strategies relating to the performance accountability measures based on performance indicators to include State and Local Measures (Key Performance Indicators), to include:
 - i. How the RPC will work with each LWDA to achieve the negotiated measures
 - ii. How the measures will be monitored and progress tracked.

The strategic objectives of the Workforce Innovation and Opportunity Act (WIOA) are outlined as follows:

- 1. Increase access to education, training, and employment- particularly for people with significant barriers to employment.
- 2. Create a comprehensive, high-quality workforce development system by aligning workforce investment, education, and economic development.
- 3. Improve the quality and labor market relevance of workforce investment, education, and economic development efforts.
- 4. Promote improvement in the structure and delivery of services.
- 5. Increase family-sustaining wages, meet employer needs, and enhance the productivity and competitiveness of Tennessee.

These objectives are measured through Key Performance Indicators (KPIs) for each program year, assessing local quarterly progress in various areas, including metrics in the following programs: Adult and Dislocated Worker, Apprenticeships, Jobs for Veterans, Justice-Involved Individuals, Reemployment Services, Senior Employment, SNAP Employment and Training, Trade Adjustment Assistance, Wagner-Peyser, Youth, In-School Youth, and Youth Work Experience. Additionally, pilot and funding-dependent KPIs for Program Year 23 (PY23) include outcomes related to earning a living wage, peak enrollments in incumbent worker and on-the-job training programs, and participation in state-certified pre-apprenticeship programs for national dislocated workers.

To ensure Local Workforce Development Areas (LWDAs) achieve negotiated measures, the West TN region prioritizes open communication and the sharing of best practices to promote efficient and effective delivery of workforce services. The Regional Planning Council (RPC) closely collaborates with each area to ensure success, engaging all partner programs and tracking their progress collectively. As the functional managers, the RPC charges the region's One-Stop Operators (OSOs) to coordinate partners to achieve enrollment and co-enrollment goals by expanding access to services through targeted outreach efforts that focus on priority populations and individuals with barriers to employment. Targeted outreach efforts also ensure supportive services reach diverse populations and address barriers equitably, including collaborating with community-based organizations for culturally competent service delivery. Resources will also be allocated equitably to address disparities and barriers to workforce participation among diverse populations, with targeted interventions developed to ensure accessibility and effectiveness for all residents. Additionally, to further expand services and enhance tracking and engagement, the RPC may also incorporate more QR scan codes for participants to request services from partners.



b. What additional metrics, outside of KPIs, will the region measure to determine success of regional strategies and initiatives?

West TN strives to streamline processes for both employer and jobseeker customers and utilizes surveys to measure system satisfaction. These surveys explore the effectiveness of current services and the overall quality of customer experience. Customers measure the ease of access to and navigation of the workforce system and the likelihood of them choosing to utilize the system in the future. Opportunities for direct feedback, concerns, or suggestions are taken back to the RPC for consideration.

The RPC's subcommittees also regularly discuss ways to make the experience more unified across the West Region in an attempt to improve the customer experience from one local area to the next. Best practices are shared and implemented to ensure high quality customer service and to ensure active engagement across the region. It is the long-term goal for the system experience to be seamless between local areas. A regional coordination of the intake process and services is underway. This will be especially desirable for employers who cross multiple local areas. It becomes increasingly important to minimize duplication and administrative burden on employers to increase effective utilization of the workforce system, particularly with the development of Blue Oval City.

The RPC subcommittees create performance trackers to track progress towards goals that are developed from the Regional Plan. Strategies are developed by the subcommittee to support the goals. The chairpersons of the RPC subcommittees report progress and challenges to the RPC Executive Committee and the full council for further discussion on ways to improve outcomes.



Coordination of Cost Arrangements:

a. Describe the coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate.

Efforts to coordinate administrative activities and pool funds for administrative costs in the West Tennessee region involve several strategies and partnerships. Northwest and Southwest have collaborated to manage fiscal responsibilities jointly. Additionally, Greater Memphis has transitioned administrative duties to a new fiscal agent, the Greater Memphis Chamber.

Local boards in the three areas utilize Infrastructure Funding Agreements (IFAs) with American Job Center partners to facilitate various options for cost sharing, which are regularly reviewed and updated. Fiscal staff ensure timely invoicing to partners to facilitate on-time payments for shared costs. To optimize resources, IFA funding is combined with other programs such as TN Promise, SNAP, TN ReConnect, RESEA, TANF, Trade Adjustment Act, and SCSEP. Collaboration with other program funding eliminates duplication of services and enhances funding leverage for maximum participant benefit.

Partnerships also entail the creation of Memorandums of Understanding (MOUs) to ensure service availability, prevent duplication, and decrease program costs by streamlining service administration. Various approaches are utilized to allocate costs, including AJC square footage, partner program staff, or equipment used to support AJC delivery systems.



b. Identify any additional funding resources the region plans to collectively seek, including opportunities for LWDAs to partner towards application of non-WIOA grants.

The Local Workforce Development Boards (LWDBs) of West Tennessee are actively seeking additional funding resources beyond traditional WIOA formula awards to meet evolving community needs. Collaborating across the region, LWDBs have pursued external funding opportunities to enhance economic competitiveness and prosperity.

Recognizing the need to move West Tennesseans more efficiently and effectively into economically mobile careers, Upskill Mid-South is a collective of the LWDBs in West TN, LWDBs in North Mississippi and Eastern Arkansas, the University of Memphis, and Moore Tech as well as over 150 employer partners to dramatically accelerate the credentialing process for key industry sectors. It invests in strategic industry partnerships within the Tri-States covering 42 counties. Upskill Mid-South provides in-demand training to unemployed, underemployed, and incumbent workers based on industry-identified needs. It is a collaborative approach utilized to provide workforce development for citizens of the region. Backbone entities facilitate the industry sector councils regionally, allowing multiple stakeholders to collectively engage in advanced manufacturing, logistics technology, and construction. The councils will develop training plans where workers will be placed in quality employment that pays good wages and provides benefits. Upskill Mid-South will use proven strategies to assist businesses in cultivating a skilled and competitive workforce needed in this ever-changing economy. The RPC subcommittee and LWDBs will support the funding sources of non-WIOA opportunities by bringing together the voices of industry sector partners who have the potential to make a systemic change through a coordinated approach to skills training, education, and career advancement in the region. The RPC can leverage the existing sector partnership framework that Upskill Mid-South has created, which brings industries together to discuss pressing labor market issues.

Increasing efforts and services to prepare for Blue Oval City include collaborating on several projects for outside funding to support the overall economic competitiveness and prosperity of West TN, such as the implementation of Upskill Mid-South through the EDA Good Jobs Challenge described above, and the GROWWTH project through the Tennessee Department of Human Services' TANF Opportunity Act. The GROWWTH partnership with the University of Memphis focuses on re-imagining service delivery for low-income individuals, maximizing funding mechanisms to address various barriers comprehensively. Furthermore, initiatives like the ACCE Equitable Credential Attainment Cohort, led by the Memphis Chamber of Commerce, aim to assist justice-impacted individuals in earning industry-approved credentials for skilled careers, with plans to expand similar partnerships across the West Region. These efforts underscore a commitment to leveraging diverse funding sources and collaborative partnerships to address evolving workforce challenges effectively.



c. Identify opportunities for the RPC to collaborate with industry groups or sector partnerships to coordinate cost-sharing arrangements, or to partner towards application of sector-based grant funds.

Through new sector-based taskforces for the infrastructure and care sectors, and the continuation of the existing hospitality and tourism taskforce, the Regional Directors and Executive Directors will work with industry leaders and partners on behalf of the RPC to identify potential sector-based grant funds and potential cost-sharing opportunities. An example of such an existing partnership to be replicated with other industries and throughout the region is the Northwest Tennessee Workforce Board's participation in the West Tennessee Public Health Workforce Training Network.

The West Tennessee Public Health Workforce Training Network consists of healthcare and educational stakeholders committed to improving public health capacity. Members of the network include Baptist Memorial Hospital - Union City and Baptist Memorial Hospital -Carroll County; Dyersburg State Community College in Dyersburg, Tennessee, and Jackson State Community College in Jackson, Tennessee, serving as educational partners; Priority Ambulance in West Tennessee, serving as a training partner; and the Northwest Tennessee Workforce Board, serving in community outreach. The Networks work is currently being supported by a Health Resources & Services Administration's Rural Public Health Workforce Training Network Program grant awarded to Baptist Memorial Hospital of Union City a 3-year, \$1.5 million grant for education, training, and employment opportunities for community paramedics/emergency medical technicians and respiratory therapists. The Northwest Tennessee Workforce Board is a recipient of a share of the grant funds through a contract with Baptist Memorial Hospital to cover staff time spent on the project. In addition to furthering the Board's existing goals and strategies, the partnership also helps increase the Board's budget and offsets costs to other programs managed by the Board. It is the hope of the RPC to establish similar partnerships in West Tennessee's targeted sectors. A possible replication might be to seek funding to supplement nursing instructor salaries to combat the shortage of nursing instructors.



Public Comment:

a. Describe the process used by the region to provide a period of no more than 30 days for public comment.

To receive and consider input into the development of the local plan, in compliance with WIOA Sec. 108(d), the Regional Plan is being published for a minimum of a 15 business day to a maximum of a 30 business day comment period between March 8, 2024 and April 7, 2024 prior to submission of the plan on April 8, 2024. Public notice is being published on the local areas websites and social media accounts. Additionally, an electronic communication regarding the posting of the plan is sent to all American Job Center (AJC) partners, Board members, Local Elected Officials, and other workforce system stakeholders for review and comments. The plan is being made available to be viewed on the local board websites and hard copies are available upon request at any AJC during the public comment period.

Additionally, a public listening session hosted outside of normal work hours (Monday – Friday, 8:00 am – 5:00 pm) is scheduled for March 12, 2024 in the Greater Memphis area and March 14, 2024 in Northwest and Southwest, and is being publicized along with the notification of the local plan posting. All comments are to be submitted in writing to a designated single point of contact for each LWDA, Jennifer Bane – Executive Director for NW and SW, and Amber Covington - Executive Director for Greater Memphis. Any comments submitted during the public comment period that represent disagreement with the plan will be included in item "b" below, on p. 36. RPC members and senior leaders will also be notified for consideration and integration into the plan as appropriate.



Stakeholder Involvement:

a) Describe how stakeholder requirements were met for the regional plan, pursuant to the TDLWD Regional and Local Plan policy.

Local and regional planning guidance was shared with stakeholders and RPC members prior to the RPC meeting held on January 30, 2024. Feedback was requested during and after the meeting from the various partners. Local Elected Officials, LWDB members, local economic developers, partner programs, private businesses, postsecondary institutions, and economic development agencies, including Small Business Development Centers, Chambers, and Development Districts, were invited to participate in the development of the local and / or regional plans. The information gathered during local and regional planning sessions guided the RPC throughout the remainder of the regional planning process. The RPC Executive Council has met every two weeks during the planning phase of regional planning, via conference call. WebEx, and/or Zoom to discuss feedback and strategy implementation. Each local area in the planning region conducted a local planning session with key stakeholders in the local and regional area, including economic development organizations and businesses. A public comment opportunity and listening session are also made available for both the local and regional plans prior to the submission of the finalized plans. This ensures the public and any interested stakeholders can provide comments and input. Any comments received during this period are addressed prior to submission.

To receive and consider input into the development of the regional plan, in compliance with WIOA Sec. 108(d), the PY 2024-2027 Regional Plan is being published for a 15-30-day comment period between March 8, 2024 and April 7, 2024, prior to submission of the plan on April 8, 2024. Public notice is being published on the local area's websites and social media pages. Additionally, an electronic communication regarding the posting of the plan is sent to all American Job Center partners, board members (representing business, labor organizations, education, and others), standing committee members, Local Elected Officials, and other workforce system stakeholders for review and comments. The plan is being made available to be viewed on the website and hard copies are being made available at all AJCs in the region during this time. A public listening session hosted outside of normal work hours (Monday – Friday, 8:00 am – 5:00 pm) is scheduled in each local area and is being publicized along with the notification of the plan posting. All comments are to be submitted in writing to the LWDAs Executive Directors, who will compile all comments received during the period of public comment and share them with RPC members and senior leaders for consideration and integration into the plan as appropriate. Any comments received, including those that represent disagreement with the proposed plan, will be included within the plan's attachments. During the planning process, stakeholders, and the RPC met as described in item b, on page 36 below, to develop the plan.

This RPC meeting held on January 30, 2024 in Jackson, TN involved convening a team that included representatives from all partners and had a two hour discussion led by the TN TOSS team. Attendees had a deep understanding of the workforce needs and opportunities within their respective programs to meet the needs of industries. Industry leaders in the following target In-Demand Sectors for West TN will be notified when the plan is posted for public comment:



b) Describe outreach efforts to all required planning partners and provide relevant information on all planning meetings, listening sessions, or other public meetings related to the planning process.

Date / Meeting Description

1/09/2024 Draft planning guidance shared with Regional Planning Council via email 1/16/2024 and 1/18/2024 - Email notification sent to Regional Planning Council (RPC), including local stakeholders, with Regional Plan Template and Business Engagement Plan in preparation for January 30, 2024 RPC meeting

1/23/2024 Email notification sent to RPC, including local stakeholders, with West TN and local labor market and workforce analysis reports provided by WIRED

1/30/2024 RPC meeting held from 10:00 am to 12:00 pm. Meetings were open to the public. 3/8/2024 - 4/7/2024 - Local and regional strategic plans posted for public comment for a minimum of 15 business days. Email notification sent to local and regional stakeholders, posted on area websites, and in all American Job Centers.

3/14/2024 - Northwest and Southwest public listening session for local and regional strategic plans held at 5:30 pm.

3/18/2024 - Greater Memphis public listening session for local and regional strategic plans held from 5:00-6:30pm. No disagreements with the regional plan were received, however, the Greater Memphis ED received one comment requesting more information on how AI will be used in workforce development over the next four years. This request will be addressed within the RPC.

January - April, 2024 - Information regarding the regional plan was shared during the respective LWDB meetings in Greater Memphis, Northwest, and Southwest TN.

The RDs and EDs deciphered questions in the local and regional plans and shared selected questions with the relevant partners requesting input to the strategic plan. The local and regional plan templates were also shared, in their entirety, with all RPC members and regional stakeholders.

(See Appendix for RPC calendar invitation, email notification, agenda, sign in sheets, and meeting descriptions)



Attachments:

a. Documentation of CLEO approval (sample provided)



Regional Plan Signatures

This Regional Plan represents our area's collective efforts to maximize and coordinate efforts and resources available under Workforce Innovation Opportunity Act. (WIOA)

Instructions:

The Chief Local Elected Officials in this region must sign and date this form.

By signing below, the Chief Local Elected Officials in this region request approval of region's 2024-2027 Regional Plan.

Chief Local Elected Official Name	Signature	Date
Mayor John Penn Ridgeway, Northwest	Jehr Benr Ridguy	4-2-200
Chief Local Elected Official Name	Signature	Date
Mayor Mike Creasy, Southwest	Mike Creasy	4/2/2024
Chief Local Elected Official Name	Signature	Date
Mayor Lee Harris, Greater Memphis	Lee Harris T.F.	04/03/24

Regional Plan Guidance Tracker- SAMPLE

	REGIONAL AREA: West								
				Milest		Miles	one	Mile	tone
Priority Initiative	What state initiative does this support?	GOAL description- what is success?	Targeted Success Date	Action Items	Targeted Success Date	Action Items	Targeted Success Date	Action Items	Targeted Success Date
Expand SYEP - Youth Work Experiences p. 14-15	Increase/Sustain competitive labor force participation rate								
Implementing CRM / Zendesk for tracking p. 11, 17, 19, 25	Expand data research								
Align ECD & Workforce on metrics used to measure success with businesses p. 20, 24, 27	Superior service delivery across the public workforce system								
Asset Mapping (Resource Guide to share with partners) p. 11, 18	Implement agency-wide Business Engagement Plan								
Explore the healthcare sector and talent pipelines, including the need for nursing instructors p. 22, 24, 33	Superior service delivery across the public workforce system								
Address impact of migration of workers to BOC and building a steady talent pipeline for new and existing businesses p. 11, 18, 20	Increase/Sustain competitive labor force participation rate								
Cooperative agreements for resource sharing p. 18	Superior service delivery across the public workforce system								
Explore the possibility of MOUa with Training Providers p. 19	Superior service delivery across the public workforce system								
Explore how to leverage data provided by stakeholders such as TCAT data on employer satisfaction surveys p. 23	Expand data research								
Consider developing regional/local KPIs for partners/initiatives not already captured in State KPIs. P. 29, 30	Expand data research								
Explore funding opportunities to supplement nursing instructor salaries to combat the shortage of nursing instructors p. 33	Increase/Sustain competitive labor force participation rate								

Appendix

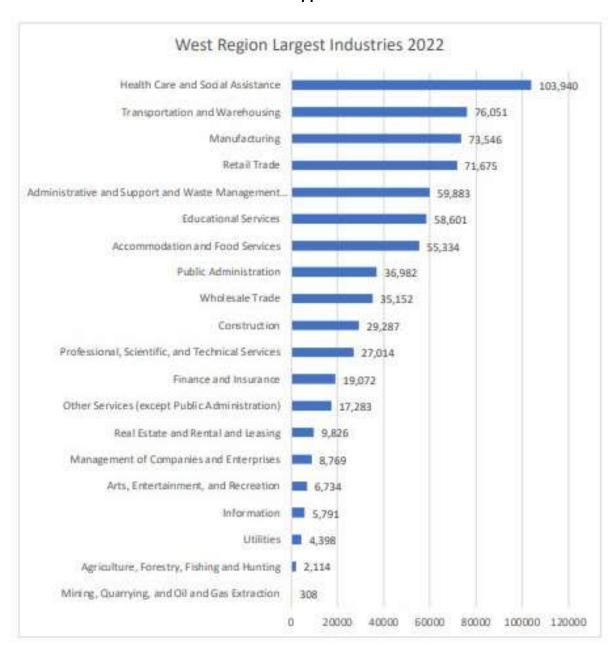


Figure 1Source: TN Department of Labor and Workforce Development, WIR2ED Division

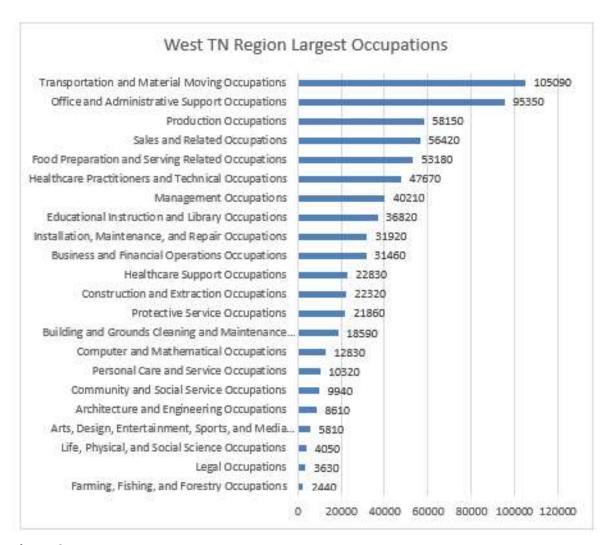


Figure 2Source: TN Department of Labor and Workforce Development, WIR2ED Division

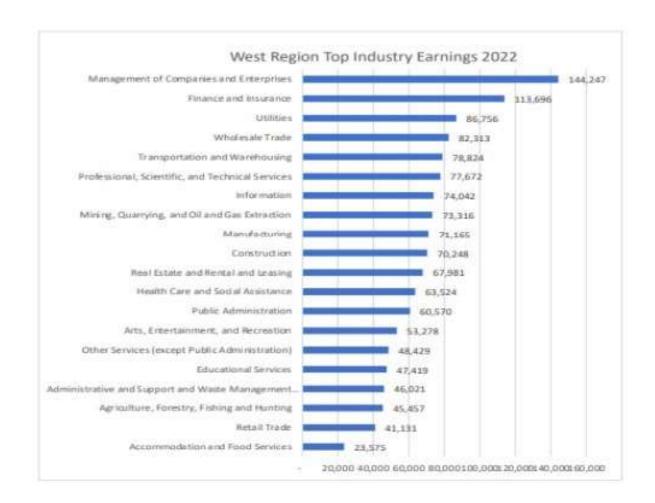


Figure 3Source: TN Department of Labor and Workforce Development, WIR2ED Division

Table 1: West TN Occupations in Demand

Occ. Code	West LWDAs In Demand Occupations	GM	NW	SW	Typical Entry Level Education	No. of LWDAs in Demand	Entry Level Wage
17-3023	Electrical and Electronic Engineering Technologists and Technicians	1	1	1	AS	3	\$42,313
17-3026	Industrial Engineering Technologists and Technicians	1	1	(S - 3)	AS	2	\$37,458
29-1126	Respiratory Therapists	1	1	1	AS	3	\$54,196
29-2032	Diagnostic Medical Sonographers	1	3	1	AS	2	\$28,760
31-2021	Physical Therapist Assistants	1	1	1	AS	3	\$32,692
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	1	1	1	AS	3	\$41,469
15-1232	Computer User Support Specialists	1	1	1	SC	3	\$36,615
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1	1	1	sc	3	\$28,534
29-2055	Surgical Technologists	1		1	PSN	2	\$36,873
29-2061	Licensed Practical and Licensed Vocational Nurses	1	1	1	PSN	3	\$46,871
31-9091	Dental Assistants	1	1	1	PSN	3	\$28,974
31-9092	Medical Assistants	1	1	1	PSN	3	\$29,229
31-9097	Phlebotomists	1		1	PSN	2	\$29,997
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	1		1	PSN	2	\$35,517
49-3023	Automotive Service Technicians and Mechanics	1	8	1	PSN	2	\$39,681
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	1	1	1	PSN	3	\$31,048
53-3032	Heavy and Tractor-Trailer Truck Drivers	1	1	1	PSN	3	\$37,627

Occ.	West LWDAs in Demand Occupations	GM	NW	SW	Typical Entry Level Education	No. of LWDAs in Demand	Entry Level Wage
a at Abbotha	Transportation, Storage, and	31	Ti.	48	7.2	2 (2	
11-3071	Distribution Managers Food Service Managers	4	1	7.13	HS HS	8 7	\$39,034
11-9051	Property, Real Estate, and Community	.02011		2010	HS	- 3	\$34,011
11-9141	Association Managers	-1	0	1	HS	. 2	\$39,179
21-1093	Social and Human Service Assistants	1	. 1	333	HS	3	\$26,193
27-1026	Merchandise Displayers and Window Trimmers	1	0.001100	Ţ	HS	2	\$27,948
29-2052	Pharmacy Technicians		1	30	HS	3	\$40,436
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	1	ŧ	7	HS	3	\$35,497
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	210	#	1	HS		\$28,807
37-2021	Pest Control Workers	1	313	113	HS	3	524,048
39-9031	Exercise Trainers and Group Fitness Instructors	1	1	ો	HS		\$29,629
41-1011	First-Line Supervisors of Retail Sales Workers	1	1	9	HS	3	\$48,153
41-1012	First-Line Supervisors of Non-Retail Sales Workers		1	Ţ	HS	2	\$24,890
41-3021	Insurance Sales Agents		(til		HS	2	\$30,253
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel		3	1	HS	3	\$32,642
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products		3	1	HS	2	\$26,365
41-9022	Real Estate Sales Agents	31)		7.1%	HS	2	\$26,735
43-3021	Billing and Posting Clerks	MI	(t)		HS	2	\$30,909
43-3051	Payroll and Timekeeping Clerks	31		738	HS	- 2	546,308
43-4051	Customer Service Representatives	1	SH3.	313	HS	3	\$34,837
43-4071	File Clerks		1	10	HS	2	\$30,541
43-5032	Dispatchers, Except Police, Fire, and Ambulance	1	1	4	HS	3	5,27,839
43-5051	Postal Service Clerks		1	110	HS	2	\$27,789
43-5061	Production, Planning, and Expediting Clerks	1		3	HS	m	\$23,733
43-5071	Shipping, Receiving, and Inventory Clerks	ā	*	7	HS	3	\$34,417

Occ. Code	West LWDAs in Demand Occupations	GM	NW	SW	Typical Entry Level Education	No. of LWDAs in Demand	Entry Level Wage
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastin	1		1	HS	2	530 910
51-4041	Marhinists:	1	-	-1	HS	5	\$29,759
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1	8 0	ă	HS	2	\$29,733
21 1922	Welders, Cutters, Solderers, and		80.0		1		
51-4121	Brazers	-1	1		HS	. 3	\$28,334
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	1		1	HS		\$32,008
51-4199	Metal Workers and Plastic Workers, All Other		1	ā	HS	2	534,838
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders		1	11	HS	2	\$27,539
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	1	1	1	HS	3	526.715
51-9111	Packaging and Filling Machine Operators and Tenders	1	1	1	HS	3	\$37,627
51-9124	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	1	1	1	HS	3	\$27,967
51-9161	Computer Numerically Controlled Tool Operators	ा		21.1	HS	2	\$31,285
51-9198	HelpersProduction Workers		1	3	HS	2	\$27,637
51-9199	Production Workers, All Other		1	1	HS	2	\$21,842
53-3033	Light Truck Drivers	3	1	-1	HS	3	\$27,967
41-2021	Counter and Rental Clerks	1		1	NC.	2	533,265
47-2051	Cement Masons and Concrete Finishers	1		1	NC	. 2	\$40,166
47-2061	Construction Laborers	-1	15	211	NC	3	\$30,220
47-2141	Painters, Construction and Maintenance	-1		<u> </u>	NC	2	\$42,036
51-3021	Butchers and Meat Cutters	-1	1	1	NC	3	\$35,236
51-3099	Food Processing Workers, All Other	1	1.5		NC	2	\$35,801
53-7051	Industrial Truck and Tractor Operators	1	1	1	NC	3	531,285
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1	1	1	NC	3	\$27,637

Occ. Code	West LWDAs In Demand Occupations	GM	NW	SW	Typical Entry Level Education	No. of LWDAs in Demand	Entry Level Wage
53-7081	Refuse and Recyclable Material Collectors	1	1		NC	2	\$21,842

Education Key: AS Associate's degree; SC Some College; PSN Post secondary non degree credential; 4 High school diploma or equivalent; NC No credential required.

Table 2: Emerging/High Growth Industries 2020-2030

NAICS	Emerging / High Growth Industries	Estimated Employment (2020)	Projected Employment (2030)	% Growth (2020- 2030)
51	Information	42,982	60,948	41.8
5112	Software Publishers	5,952	15,750	164.6
5121	Motion Picture and Video Industries	6,186	9,078	46.8
5182	Data Processing, Hosting, and Related Services	6,523	9,319	42.9
62	Health Care and Social Assistance	409,022	489,592	16.7
623200	Residential Intellectual & Developmental Disability, Mental Health, & Substance Abuse Facilities	13,783	22,453	62.9
623300	Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	16,010	25,641	60.2

NAICS	Emerging / High Growth Industries	Estimated Employment (2020)	Projected Employment (2030)	% Growth (2020- 2030)
624100	Individual and Family Services	32,004	43,695	36.5
621300	Offices of Other Health Practitioners	17,593	23,235	32.1
54	Professional, Scientific, and Technical Services	147,283	169,838	15.3
541500	Computer Systems Design and Related Services	21,868	30,896	41.3
541200	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	23,902	30,502	27.6
541900	Other Professional, Scientific, and Technical Services	12,715	15,884	24.9
541700	Scientific Research and Development Services	9,454	11,263	19.1
541300	Architectural, Engineering, and Related Services	22,353	26,462	18.4
23	Construction	130,059	145,093	11.6
236200	Nonresidential Building Construction	13,643	18,311	34.2
237300	Highway, Street, and Bridge Construction	7,135	8,649	21.2
238900	Other Specialty Trade Contractors	12,890	15,625	21.2
237100	Utility System Construction	7,653	9,056	18.3
31-33	Manufacturing	334,899	373,881	11.6
335900	Other Electrical Equipment and Component Manufacturing	2,123	5,377	153.3
336100	Motor Vehicle Manufacturing	17,171	35,955	109.4
334200	Communications Equipment Manufacturing	319	575	80.3
48-49	Transportation	195,966	239,220	22.1
488500	Freight Transportation Arrangement	8,679	12,391	42.8
491100	Postal Service	12,668	17,094	34.9
492100	Couriers	43,631	56,517	29.5
493000	Warehousing and Storage	49,220	61,662	25.3
484000	Truck Transportation	59,370	64,369	8.4

Table 3: Table 3 - West LWDAs Top Certifications in Advertised Jobs, December 2023

LWDA	Advertised Certification Group	Advertised Certification Sub-Category	Job Opening Match Count
1225	American Association of Nurse Anesthetists		020
GM	(AANA) Certifications	Nursing	81
GM	American Heart Association (AHA) CPR & First Aid Certifications	Nursing	2,900
NW	American Heart Association (AHA) CPR & First Aid Certifications	Nursing	492
sw	American Heart Association (AHA) CPR & First Aid Certifications	Nursing	730
GM	American Institute of CPAs (AICPA) Certifications	Financial Specialists	264
NW	American Institute of CPAs (AICPA) Certifications	Financial Specialists	15
SW	American Institute of CPAs (AICPA) Certifications	Financial Specialists	17
GM	American Red Cross - First Aid Certifications	Nursing	84
NW	American Society of Phlebotomy Technicians (ASPT)	Medical Testing	13
SW	American Society of Phlebotomy Technicians (ASPT)	Medical Testing	19
SW	Cardiovascular Credentialing International (CCI) Certifications	Medical Testing	16
GM	Commercial Drivers License (CDL)	Ground Transportation	570
NW	Commercial Drivers License (CDL)	Ground Transportation	84
SW	Commercial Drivers License (CDL)	Ground Transportation	96
NW	Council for Professional Recognition - Credentials	Personal Care and Service - All Other	12
SW	Human Resource Certification Institute (HRCI)	Human Resources	16
NW	Internal Revenue Service (IRS) Certifications	Financial Specialists	11
GM	National Board for Respiratory Care (NBRC)	Medical Treatment and Therapy	58
NW	National Board for Respiratory Care (NBRC)	Medical Treatment and Therapy	13
sw	National Board for Respiratory Care (NBRC)	Medical Treatment and Therapy	16
GM	National Registry of Emergency Medical Technicians (NREMT)	Fire Rescue	107

LWDA	Advertised Certification Group	Advertised Certification Sub-Category	Job Opening Match Count
	National Registry of Emergency Medical	A HOMENON TOWNS TO THE TOWN TO T	
NW	Technicians (NREMT)	Fire Rescue	22
sw	National Registry of Emergency Medical Technicians (NREMT)	Fire Rescue	40
GM	Nursing Credentials and Certifications	Nursing	1,735
NW	Nursing Credentials and Certifications	Nursing	420
SW	Nursing Credentials and Certifications	Nursing	681
GM	Pharmacy Technician Certification Board (PTCB)	Pharmaceutical	77
GM	Social Worker Credentials & Certifications	Social and Human Services	108
NW	Social Worker Credentials & Certifications	Social and Human Services	17
SW	Social Worker Credentials & Certifications	Social and Human Services	40

Online advertised jobs database, jobs4tn.gov, December 2023

Table 4: Advertised Job Skills Table for West Region

Rank	Advertised Detailed Job Skill	Advertised Skill Group	Job Opening Match Count
1	Customer service	Customer Service Skills	7,297
2	Preventative maintenance	Maintenance Technician Skills	612
3	Inventory control	Bill and Account Collectors Skills	547
4	Inventory management	Bill and Account Collectors Skills	530
5	Cash handling	Cashier Skills	515
6	Risk management	Risk Analyst Skills	484
7	Welding	Welding Skills	462
8	Typing	Office Clerk Skills	424
9	Developing new business	Business Development Skills	418
10	Food preparation	Food Preparation Worker Skills	411

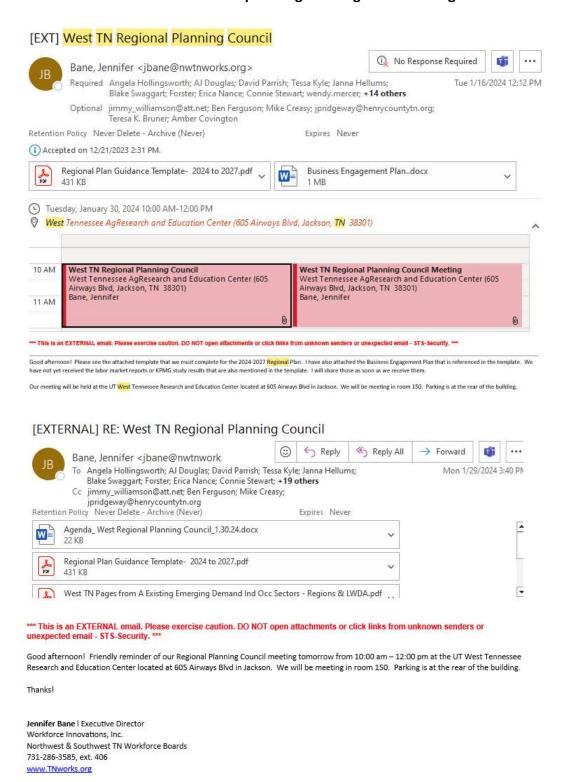
Table 5: West TN Region – Significant Barriers to Employment

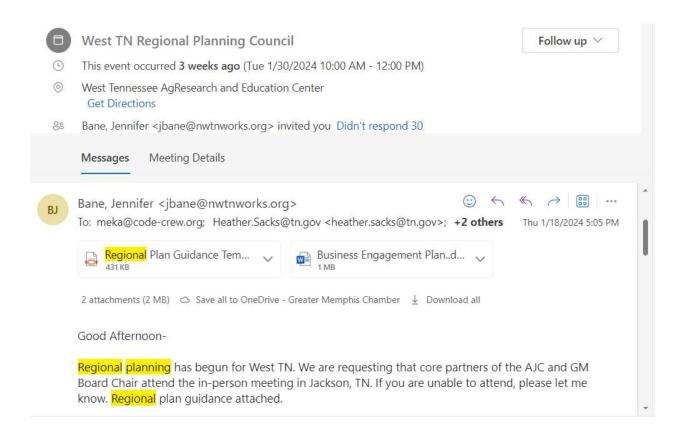
	Greater Memphis LWDA	Northwest LWDA	Southwest LWDA	West Region	State Total
Number of American Indians or Alaskan Natives alone	1693	635	450	2778	15,219
Population Ages 15-19	71,528	16,602	17,066	105,196	438,290
Population Ages 20-24	70,250	15,814	15,821	101,885	443,703
Population Ages 55+	257,242	74,673	73,582	405,497	1,784,308
Number of Veterans 2022	61,449	16,650	15,368	93,467	449,163
Number Below Poverty	185,116	39,562	38,752	263,430	927,587
Number With Disability	141,247	49,867	42,863	233,977	1,019,661
Number of Single Parent Families	231,628	48,580	47,669	327,877	1,234,824
Probationers and Parolees 2023	10,397	2,876	3,878	17,151	71,142
Community Correction	370	142	445	957	3,401
Mental Health Court Statistics (FV 2023)	39	0	0	39	96
Limited English Speaking	6566	496	865	7,927	42,056
Foster Care Services - Youth Aged 2022	138	30	23	191	801
Clients In Recovery Courts 2023	208	110	67	385	1,399
Disadvantaged Youth and Adults	123,895	32,555	34,240	190,690	693,590
TANF 24 Months From 2022	454	86	126	666	1,819
Prison Population 2023	1,887	5,206	0	7,093	19,063
Jail Population 2023	4,043	1,199	1,276	6,518	25,696

Table 6: West Region Educational Attainment

Educational Attainment	West Region White Only	West Region Black Only	West Region Hispanic or Latino Only	Statewide White Only	Statewide Black Only	Statewide Hispanic or Latino Only
Population 25 years and over	568,046	392,468	37,801	3,701,360	725,820	194,222
High school graduate only	186,266	145,900	9,886	1,171,517	247,651	54,356
Percent high school graduate only	32.79%	37.18%	26.15%	31.65%	34.12%	27.99%
High school graduate or higher	514,538	340,256	23,074	3,317,421	636,892	125,079
Percent high school graduate or higher	90.58%	86.69%	61.04%	89.63%	87.75%	64.40%
Bachelor's degree or higher	185,313	74,402	6,151	1,114,827	159,001	33,770
Percent bachelor's degree or higher	32.62%	18.95%	16.27%	30.12%	21.91%	17.39%

Emails and Communication about planning meetings and listening sessions:





Regional Planning Council Meeting Agenda and Sign-In Sheets

WEST TN REGIONAL PLANNING COUNCIL **MEETING AGENDA**

Tuesday, January 30, 2024 10:00 am - 12:00 pm

UT West Tennessee Research and Education Center 605 Airways Blvd, Jackson

1. Welcome & Introductions

Local Workforce Area Staff

2. Overview of Regional Planning Council

TDLWD Training, Oversight, and Strategic Support (TOSS) Unit Staff

3. 2024 - 2027 Strategic Plan Overview

TOSS Staff

- a. Planning Timeline
- b. State Plan Overview & Top Priorities
- c. Targeted In-Demand Sectors
- d. Targeted Populations

4. Strategic Breakout Sessions

All

- a. Jobseeker Services
- b. Business Services
- c. Group Report Out
- 5. Other Business
 - a. Partner Updates
- 6. Adjourn
 - a. Next meeting: Thursday, May 30th, 10 am, In-Person Location TBD

Name (Please Print)	Organization	Email Address
Honder Counciton	ISM Workforce Datelopment Board	acoung ton memons oncorer con
David Parish	Voe Kehah	david parrist @ tn. 960
Malondria Shaw	1297100	Shalondria. Shaw & tn. gov
DITTY PINGLOT	Co Own Co was Are	ashley mayton a mchra com
Keva Dickett Wilson	Squus - Arrafer mempris Asc	Keva . Wilson @ equus works . com
Igrane S. mmons	MACHINA TOSS	terrence six monsofn SV
Mara Farmer	CM Willowed Board	Angela Span o Mchra Co.
h de Colonia	TDI LICE BOOM	marke the
Floater ORland	TOWN	Clizabeth brack @ magol
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Jun Junes	Market III	CANILL SO HOUSE ALLE WITHING TON

Name (Please Print)	Organization	Email Address
Enriler Bane	NWISW WorkCorce Board	barelowhine org
Kena Hamm	Workforce Innovations - SW	Khamma westenwiks, org
Ginaer-Powell	NW/SW WONKFORCE BOARD	growell@ wfiinc. org
Sabra Bledsoe	TOLWO	sabra bledroe@tn.gov
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Public Notice: Listening Session – Public Comment Period

Public Notice

Local and Regional Strategic Plans Available for Public Comment Period

The Northwest Local Workforce Development Area serving Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion, and Weakley Counties, and

The Southwest Local Workforce Development Area serving Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, and McNairy Counties,

have each prepared a Local Strategic Plan for 2024-2027.

Additionally, the Northwest Area, Southwest Area, and Greater Memphis Area, serving Lauderdale, Tipton, Fayette, and Shelby Counties have prepared a Regional Strategic Plan 2024-2027.

The Local and Regional Strategic Plans are OPEN FOR PUBLIC COMMENT FROM

12:00 PM ON MARCH 11 to 12:00 PM ON APRIL 3, 2024

and will be available online at www.tnworks.org or hard copies are available at any American Job Center upon request during this time.

A Public Listening Session has been scheduled for March 14, 2024 AT 5:30 PM

> Northwest Meeting Location Workforce Innovations, Inc. 208 N. Mill Ave., Ste. B, Dyersburg, TN

Southwest Meeting Location American Job Center 1124 Whitehall St., Jackson, TN

Zoom Meeting ID: 849 9061 2536 Passcode: 100430

All meetings are open to the public.

Submit comments or questions in writing to Jennifer Bane, Executive Director, at 208 N. Mill Ave. Dyersburg, TN 38024 or jbane@wfiinc.org.

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

Greater Memphis Regional and Local Plan Listening Session

The Greater Memphis Workforce Development Board invites you to provide input on Greater Memphis 2024-2027 workforce development strategies for the Workforce Innovation and Opportunity Act (WIOA) regional and local plan. This new plan offers an opportunity to continue a systemwide and inclusive process of implementing lessons learned from various efforts over the past several years. Participants will be invited to openly discuss concepts for addressing challenges and opportunities for improving the system over the next four years. This session is an opportunity to participate in a robust conversation about Greater Memphis workforce system's future.

This plan will establish broad goals for a comprehensive workforce development system that focuses on:

- Industry Partnerships, Employer Engagement and Career Pathways
- Youth
- Continuous Improvement of the One-Stop System
- Barrier Remediation for target populations
- Clear integration with economic development
- Outcome visibility

The listening session presents an opportunity for the public to:

- Discuss broad goals of the local plan,
- Identify areas of concern, and
- Discuss ideas for innovation and improvements.

The Virtual Session will be held on March 18, 2024, via Zoom from 5PM to 6:30PM.

Topic: Greater Memphis Regional & Local Plan Listening Session

Time: March 18, 2024, 05:00 PM Central Time (US and Canada)

Join Zoom Meeting

https://us06web.zoom.us/j/84919442047?pwd=Fm1LbxGIY2vpLKb7FF5SXwlub5Pm9f.1

Meeting ID: 849 1944 2047

Passcode: 392973

<u>Date</u>	Meeting Description
1/09/2024	Draft planning guidance shared with Regional Planning Council via email
1/16/2024 and 1/18/2024	Email notification sent to Regional Planning Council (RPC), including local stakeholders, with Regional Plan Template and Business Engagement Plan in preparation for January 30, 2024 RPC meeting
1/23/2024	Email notification sent to RPC, including local stakeholders, with West TN and local labor market and workforce analysis reports provided by WIRED
1/30/2024	RPC meeting held from 10:00 am to 12:00 pm. Meetings were open to the public.
3/8/2024 – 4/7/2024	Local and regional strategic plans posted for public comment. Email notification sent to local and regional stakeholders, posted on area website, and in all American Job Centers. (NW and SW public comment period is 3/11 through 4/3/2024.
3/14/2024 and 3/18/2024	Public listening session for local and regional strategic plans held at 5:30 pm.
Jan. – April, 2024	Information regarding the regional plan was shared during the respective LWDB meetings in Greater Memphis, Northwest, and Southwest TN.

KPMG

Figure 5. Six Strategies to Help Tackle Challenges



Global Strategy	Governor's Office	Local Political Leaders	State Workforce Board	State Program Leadership	Local Workforce Board	Partner Agencies	AJC Staff & Program Staff
Strengthen service integration and increase co-enrollment	Allocate resources and facilitate inter- agency data sharing		Identify service gaps and design quantifiable metrics to track progress	Facilitate inter- agency collaborations and data sharing	Convene partners and meet the needs of both job seekers and employers	Collaborate and build cross-agency case management protocols	Provide integrated services to job seekers to foster long-term success
Increase service awareness and utilization among all communities	Support state-wide campaign to increase awareness among all communities	Support local-wide campaign to increase awareness of services with public agencies, non-profits, and businesses	Engage business communities and address job seekers' needs	Lead marketing efforts to increase awareness of AJCs and WIOA services	Conduct outreach and enhance relationship building with employers		Engage business communities and address job seekers' needs
Design and provide intensive, individualized services to enhance employment outcomes			Identify service gaps and training opportunities for program staff	Facilitate inter- agency collaborations and provide trainings to program staff	Identify local strategies to serve target populations		Assess customer needs and provide individualized service
Identify causes and promising practices to enhance efficiency		Foster community partnerships and facilitate supports to participants		Collaborate with local programs identify promising practices	Identify causes for inefficiency and opportunities to increase efficiency		Leverage technology and service integration to increase efficiency
Deepen and track community partnerships and increase access points to customers	Foster agency collaborations and (re)align AJCs with high demand regions	Facilitate community partnerships and provide wrap-around service to participants			Review training and ensure they cater to a diverse range of demographic needs	Provide supports to help remove transportation, health, and childcare barriers, digital access	Partner with community anchor institutions to provide access points to customers
Improve staff recruitment, development, and retention and virtual service delivery	Allocate and align resources with regional needs and enhance capacity to serve customers	Allocate and align resources with regional needs and enhance capacity to serve customers	Assess staff capacity and identify areas where additional resources are needed	Assess staff capacity and identify areas where additional resources are needed	Guide service providers on strategic hiring focusing on serving populations with barriers		Engage in training to obtain up-to-date skills to better serve job seekers and employers