Department of Labor & Workforce Development

WIOA Strategic Workforce Development Plan

Local Plan Modifications Template

PYs 2026-2027



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Date of Submission: 04.12.2026

Local Plan Tracker (Sample)

Local Plan Tracker- PY 2026-2027

Click the link above to use the tracker.

***Local Plan Tracker will be updated in coordination with TDLWD after the LWDB receives plan approval from the Tennessee State Workforce Development Board. ***

Local Plan Guidance Tracker- SAMPLE									
LOCAL AREA:									
Priority Initiative	What State initiative or regional priority does this support?	Goal Description- what is success?	Targeted Success Date	Milestone		Milestone		Milestone	
				Action Items	Targeted Success Date	Action Items	Targeted Success Date	Action Items	Targeted Success Date

Regional and Local Analysis:

a. Provide an updated analysis of regional economic conditions, including how conditions may have shifted since the 2024-2027 plans were drafted and inclusive of the following areas:
   i. Existing and emerging in-demand sectors and occupations,
   ii. The employment needs of businesses in those sectors and occupations; and
   iii. How the LWDA compares to the region and any unique contributors to the regional economic conditions and business needs.

Regional and Local Analysis The Greater Memphis Workforce Development Area (LWDA), inclusive of Shelby, Fayette, Tipton, and Lauderdale counties, reflects a diverse regional economy shaped by both urban concentration and rural workforce dynamics. Since the development of the 2024–2027 Local Plan, the region has experienced moderate economic recovery, with total employment levels slightly exceeding pre-pandemic benchmarks. According to the U.S. Census Bureau and Bureau of Labor Statistics (BLS), employment in the region reached approximately 0.5% above pre-pandemic levels by late 2025, with only marginal quarterly growth of 0.1%. While this indicates stabilization, the current labor market is defined less by recovery and more by structural imbalance. As of April 2026, there were approximately 17,362 job openings and only 7,595 available candidates, equating to 0.44 candidates per opening (Jobs4TN Labor Market Information, 2026). This gap highlights a persistent workforce shortage that is affecting employers across multiple industries. Unemployment rates across the four-county area range from 3.5% to 4.6%, closely aligning with state averages but masking deeper disparities between urban and rural communities (BLS, December 2025). Shelby County continues to serve as the economic anchor of the region, driving the majority of employment activity, while surrounding counties contribute to workforce supply but face ongoing challenges related to transportation, access, and industry diversification. Additional indicators further reinforce the region's current economic position. Average weekly wages reached approximately $1,308 ($68,016 annually) in Q3 2025 (Tennessee Department of Labor and Workforce Development), while total regional GMLWDB Local Plan 3employment averaged 680,519. At the same time, population trends reflect a -0.60% decline between 2010 and 2021 (U.S. Census Bureau), signaling long-term concerns related to labor force participation and talent retention. Existing and Emerging In-Demand Sectors and Occupations The regional economy remains anchored by healthcare, transportation and warehousing, manufacturing, retail trade, and accommodation and food services. Among these, transportation and warehousing and advanced manufacturing continue to drive the most significant demand, reflecting Memphis's position as a national logistics hub. These sectors are not only large in scale but are also evolving in complexity, requiring a workforce that is increasingly skilled in automation, systems maintenance, and technology integration. Healthcare remains the largest employing sector and continues to demonstrate sustained demand across both entry-level and credentialed roles. At the same time, employer demand is expanding beyond traditional roles and into more specialized occupations that require short-term training and industry-recognized credentials. A notable shift since the previous planning cycle is the emergence of technology-enabled occupations tied to infrastructure and digital systems. These roles, which include data center technicians, fiber optic installers, and IT

b. Provide an updated description of the knowledge, skills, and abilities needed to meet the employment needs of businesses, including those in in-demand sectors and employing individuals in demand occupations.

Knowledge, Skills, and Abilities (KSAs) Labor market trends across West Tennessee continue to reflect a fundamental challenge related to both workforce quantity and quality. Employers across existing and emerging industries report ongoing difficulty not only in finding enough workers to meet demand, but in identifying individuals who possess the skills required to succeed in today's evolving work environment. As a result, expanding labor force participation while simultaneously upgrading workforce skills remains a central priority for the region. Employer feedback and labor market data consistently indicate that workforce gaps are not confined to a single category of skills, but instead reflect a blended set of technical, digital, and employability competencies that must be developed together. While these categories are often discussed separately, in practice they are interconnected and collectively define job readiness in the current economy. Analysis of online job postings in the Greater Memphis region (March 2026) reinforces this alignment between foundational and technical skill demand. Frequently requested skills include customer service, inventory management, risk management, preventative maintenance, regulatory compliance, and business development (Jobs4TN, Online Job Postings Data, 2026). These findings indicate that even in traditionally entry-level or operational roles, employers expect workers to navigate systems, solve problems, and engage effectively in team-based environments. Demand for tools and technologies further highlights the growing importance of baseline digital competency across industries. Commonly requested tools include Microsoft Office platforms, database and query systems such as SQL, and increasing exposure to artificial intelligence-enabled software (Jobs4TN, 2026). At the same GMLWDB Local Plan 10time, the presence of equipment and operational tools reflects that many roles continue to combine physical, technical, and digital skill requirements. Taken together, these trends point to a workforce environment where workers must demonstrate: ● Foundational digital literacy and comfort with workplace technologies ● Applied technical skills aligned with industry needs ● Strong employability behaviors, including reliability, time management, and communication ● The ability to adapt to evolving tools, systems, and job requirements This shift is further accelerated by the region's economic transition toward more technology-enabled industries, including logistics automation, advanced manufacturing, and digital infrastructure. Employers are increasingly seeking individuals who can operate in hybrid work environments, where physical operations and digital systems intersect. In response, the Greater Memphis LWDA recognizes that workforce development strategies must move beyond traditional training models and instead focus on building integrated, future-ready skill sets. This includes ensuring that individuals are prepared not only to enter employment quickly, but to adapt, upskill, and advance within a rapidly changing labor market. These evolving knowledge, skills, and ability requirements require a corresponding shift in how training is designed, delivered, and funded. As employer expectations continue to move toward more integrated, technology-enabled competencies, the workforce system must ensure that its training investments are aligned accordingly. Strategic Approach to Training Provider Alignment To effectively respond to these evolving workforce demands, the Greater Memphis LWDA is advancing a more strategic and performance-driven approach to its training provider portfolio. This approach reflects a deliberate shift away from low-impact, transactional training models and toward future-ready, GMLWDB Local Plan 11industry-aligned training investments that lead to sustainable employment and long-term

c. Provide an updated analysis of the regional and local workforce, including how conditions may have shifted since the 2024-2027 plans were drafted and inclusive of the following areas:
   i. Current labor force employment and unemployment numbers;
   ii. Information on any trends in the labor market; and
   iii. Educational and skill levels of the workforce in the region, including individuals with barriers to employment.

Regional and Local Workforce Analysis Since the development of the 2024–2027 Local Plan, the regional and statewide workforce landscape has continued to evolve, reflecting both recovery from the COVID-19 pandemic and the emergence of new economic pressures and opportunities. While Tennessee's labor market has shown signs of stabilization, underlying challenges related to labor force participation, workforce supply, and skills alignment persist across the West Tennessee region. Current Labor Force and Employment Conditions Prior to the pandemic, Tennessee's labor market was relatively stable, with unemployment rates closely mirroring national averages. However, labor force participation lagged behind, with a pre-pandemic participation rate of approximately 61.3%, indicating that a significant portion of the working-age population remained disengaged from the labor market. As of late 2025 and into 2026, the labor market has improved but has not fully recovered in terms of participation. While unemployment rates remain relatively low, labor force participation continues to trail pre-pandemic levels, reflecting a slower return of workers to the labor force and ongoing structural challenges in workforce engagement. At the same time, the region continues to experience a tight labor market, characterized by more job openings than available workers. In 2024, there were approximately 60 available workers for every 100 open positions, highlighting a persistent labor shortage that continues to impact employers across industries (Tennessee Department of Labor and Workforce Development). GMLWDB Local Plan 15Employment remains concentrated in several key sectors, with the largest shares in: ● Trade, Transportation, and Utilities (20.5%) ● Education and Health Services (14.7%) ● Professional and Business Services (13.6%) ● Government (13.4%) ● Leisure and Hospitality (11%) ● Manufacturing (10.6%) (Source: U.S. Bureau of Labor Statistics, December 2025) These sector distributions reinforce the region's continued reliance on logistics, healthcare, and service-based industries, while also highlighting the importance of supporting workforce development across both traditional and emerging sectors. Labor Market Trends Several key trends have emerged or intensified since the previous planning cycle. First, the imbalance between labor supply and employer demand has remained a defining characteristic of the regional economy. Employers continue to report difficulty filling open positions, not only due to a lack of available workers, but also due to gaps in required skills and work readiness. Second, the labor market is experiencing a gradual but significant shift toward higher skill expectations, even within traditionally entry-level roles. Employers increasingly require workers to demonstrate technical proficiency, digital literacy, and adaptability, reflecting the integration of technology across industries. Third, the region is preparing for substantial future growth driven by large-scale economic development projects, most notably the Ford Motor Company's BlueOval City (BOC) development in Haywood County. This project is expected to generate approximately 20,160 direct and indirect jobs across the region, with production anticipated to begin in 2029. The scale of this investment is expected to increase demand not only within manufacturing, but across supporting industries such as logistics, construction, and

d. Provide an updated analysis of workforce development activities, including education and training, in the region. Include any changes and necessary adjustments since the 2024-2027 plans were developed.
   i. Identify strengths and weaknesses of these workforce development activities, and;
   ii. Discuss the LWDB's capacity to provide workforce development activities to address the education and skill needs of the local workforce, including individuals with barriers to employment, and the employment needs of businesses.

Analysis of Workforce Development Activities Workforce development activities across the Greater Memphis region are supported by a broad network of education providers, training organizations, and community-based partners delivering career services, occupational training, and supportive services. While this system provides multiple access points for job seekers and employers, its effectiveness is uneven due to variation in program quality, alignment, and outcomes. Strengths The regional system benefits from a diverse provider base capable of delivering short-term training, credential programs, and career services across multiple industries. This creates flexibility in how individuals can access training and allows the system to serve a wide range of populations, including those with barriers to employment. There is also a demonstrated ability to reach and engage priority populations, including justice-involved individuals, disconnected youth, and individuals with limited work history. Existing partnerships support access to training and services that help individuals enter the workforce, particularly at the entry and mid-skill levels. Additionally, the system has a foundation for employer engagement, particularly in industries with consistent hiring demand, which provides an opportunity to strengthen alignment between training and employment. GMLWDB Local Plan 20Weaknesses Despite these strengths, workforce development activities are not consistently aligned with labor market outcomes. A key challenge is the variation in training value, where some programs lead to employment and advancement, while others result in limited wage growth or unclear career progression. The system also lacks consistent performance differentiation across providers, making it difficult to ensure that resources are directed toward the highest-impact training models. This contributes to continued investment in programs that do not fully meet employer expectations or reflect changing skill requirements. Coordination across programs and providers remains a challenge. Services are often delivered in parallel rather than through a fully integrated system, which can create inefficiencies for both job seekers and employers. For individuals with barriers to employment, access to training alone is often insufficient. Gaps in supportive services and sustained engagement can affect completion, placement, and retention outcomes. LWDB Capacity to Address Workforce and Business Needs The Greater Memphis LWDB has the capacity to address these challenges through its role in setting strategy, managing provider performance, and directing workforce investments. The Board is positioned to move the system toward a more selective and outcome-focused model, where training investments are evaluated based on their ability to produce measurable employment results. This includes strengthening oversight of training providers, refining expectations for performance, and ensuring that programs align with actual hiring demand. The LWDB is also able to improve system effectiveness by driving stronger

Support of State Initiatives:

a. Labor Force Participation Rate (LFPR)

i. How will the LWDB ensure a local workforce system that helps more people, particularly those within special populations, enter, reenter, and advance within the labor market, in effort to increase in the local LFPR?

ii. What regional or local initiatives will the LWDB support to promote reemployment and career mobility through multiple avenues: work-based learning, short-term credentials, stackable training opportunities, and pathways that recognize prior experience and demonstrated ability?

Support of State Initiatives The Greater Memphis LWDA will implement a coordinated, data-informed approach to increasing labor force participation that is aligned with both the West Tennessee regional strategy and the State's vision for a future-ready, industry-aligned workforce system. This approach is grounded in aligning workforce, education, economic development, community, and employer partners around a shared strategy that supports individuals in entering, reentering, and advancing in the labor market . Increasing Labor Force Participation (LFPR) The LWDA will advance labor force participation through a targeted and coordinated approach focused on engaging individuals who are disconnected or underrepresented in the workforce. This includes justice-involved individuals, youth, individuals with disabilities, and low-income populations. Building on regional strategies, the LWDA will strengthen partnerships with community-based organizations, reentry programs, and education providers to embed workforce access points within trusted environments. Outreach will be paired with expanded access to supportive services, including transportation, childcare, and digital connectivity, recognizing that these factors directly influence participation and retention. The LWDA will also leverage existing programs and partnerships, including work-based learning opportunities, reentry initiatives, and youth employment pathways, to create clearer on-ramps into employment that are aligned with regional industry demand. GMLWDB Local Plan 24Promoting Worker Mobility To support worker mobility, the LWDA will expand access to multiple entry and advancement pathways, including work-based learning, short-term credentials, and stackable training models. These pathways will be aligned with employer demand and designed to support both immediate employment and long-term advancement. The LWDA will also promote the use of skills-based hiring and recognition of prior experience, ensuring that individuals can transition more efficiently into employment without unnecessary duplication of training. This approach supports both career entry and progression, particularly for individuals transitioning across industries or reentering the workforce. Implementation of TNWorks The LWDA will support the implementation of TNWorks by aligning business services across partners to provide a consistent and coordinated experience for employers. This includes strengthening collaboration between workforce staff, economic development partners, and training providers to ensure that employer needs are identified and addressed in real time. Employers will be engaged not only as customers, but as active partners in shaping training, defining skill needs, and validating workforce strategies, ensuring that talent pipelines are aligned with actual hiring demand. Leveraging Business Intermediaries and Regional

b. Business Engagement

i. How will the local area support and utilize TNWorks to provide consistent messaging and streamlined solutions to employer customers?

ii. How will the local area Business Services staff, including LWDB staff and AJC Business Services Teams, work in coordination and alignment with the TNWorks strategy?

Business Engagement The Greater Memphis LWDA will support and utilize TNWorks as the primary framework for delivering consistent messaging and streamlined workforce solutions to employer customers, ensuring that businesses experience a coordinated and unified system regardless of their point of entry. Aligned with the West Tennessee regional approach, the LWDA will organize business engagement around a shared employer value proposition: TNWorks serves as a single entry point to workforce solutions, connecting employers to the appropriate partners, programs, and resources needed to support hiring, retention, training, and business growth . To operationalize this approach, the LWDA will adopt a standardized employer engagement workflow that includes: ● Identifying business needs through consultative engagement ● Conducting diagnostic conversations to assess workforce challenges ● Matching employers to appropriate workforce solutions ● Coordinating referrals and warm handoffs across partners ● Following up to track outcomes and employer satisfaction This model ensures that employers receive clear, consistent, and outcome-focused support, rather than fragmented program-specific interactions. Consistent messaging will be reinforced across all employer-facing staff, with a focus on communicating outcomes such as reduced vacancies, improved retention, access to talent pipelines, and customized training solutions. This approach shifts GMLWDB Local Plan 29the conversation from programs to business results, aligning with the TNWorks model of consultative, employer-centered service delivery. ii. Coordination and Alignment of Business Services Staff with TNWorks Strategy The Greater Memphis LWDA will ensure that Business Services staff, including LWDB staff and American Job Center (AJC) Business Services Teams, operate in full coordination and alignment with the TNWorks strategy, functioning as a unified system rather than separate entities. This will be achieved through the implementation of shared policies, service standards, and engagement practices, consistent with the regional framework for integrated service delivery . Business Services staff across the LWDA will participate in regular cross-team meetings, regional convenings, and ongoing training to ensure consistent application of TNWorks principles and service models. Staff will be trained to operate using a consultative approach, positioning themselves as strategic partners to employers by: ● Documenting employer workforce needs and business goals ● Coordinating solutions across workforce, education, and economic development partners ● Leveraging available tools, including on-the-job training (OJT), incumbent worker training (IWT), apprenticeships, and hiring support services To support seamless coordination, the LWDA will utilize integrated data and customer relationship management (CRM) systems, including Jobs4TN and Zendesk, to track employer engagement, service delivery, referrals, and outcomes. This ensures continuity of service, reduces duplication, and allows staff to manage a consistent employer experience across multiple touchpoints. Additionally, the LWDA will align its local business engagement efforts with the Master Business Engagement Plan (MBEP), ensuring that staff are

c. Youth Employment Program (YEP)
   i. Describe how the LWDB will expand YEP in the local area and focus on youth work experiences within high demand industries?
   ii. Describe how the LWDB will leverage partnerships and current connections with both in-school and out-of-school youth, as well as employers, to increase YEP year-round participation.
   iii. How will the LWDB conduct outreach to employers and youth participants to ensure increased youth skills and work experience satisfaction?

Youth Employment Program (YEP) The Greater Memphis LWDA will expand the Youth Employment Program (YEP) through a sector-driven strategy that intentionally aligns youth work experiences with high-demand industries and long-term career pathways. Rather than approaching YEP as a standalone or seasonal initiative, the LWDA will position YEP as a core workforce pipeline strategy that connects youth directly to industries with sustained hiring demand. YEP expansion will be concentrated in priority sectors including healthcare, advanced manufacturing, logistics and transportation, information technology, and construction, consistent with regional and state workforce priorities . The LWDA will work with employer partners and sector-based initiatives to increase the number of work experience placements within these industries, ensuring that youth are gaining exposure to careers that offer long-term growth and mobility. To support this expansion, the LWDA will: ● Increase the number of employer worksites aligned with priority sectors ● Align youth placements with career interests and regional labor market demand ● Integrate YEP with existing work-based learning, apprenticeship, and career pathway strategies This approach ensures that YEP is not only expanding in scale, but also increasing in quality, relevance, and long-term impact. GMLWDB Local Plan 33ii. Leveraging Partnerships to Increase Year-Round Participation The Greater Memphis LWDA will expand YEP participation through a coordinated, year-round model that leverages partnerships across workforce, education, and community systems. Rather than limiting engagement to summer employment, the LWDA will align YEP with ongoing youth work experience (WEX), education partnerships, and career pathway initiatives, creating continuous opportunities for youth to enter and remain engaged in the workforce system. The LWDA will leverage partnerships with: ● K-12 systems and postsecondary institutions to connect in-school youth to early work experiences ● Community-based organizations and reentry programs to engage out-of-school youth ● Vocational Rehabilitation and other program partners to support youth with disabilities and additional barriers ● Employers and sector partnerships to expand available worksites and career-connected opportunities These partnerships will function within a coordinated referral and service delivery system, ensuring that youth can move seamlessly between programs and access multiple opportunities for engagement, training, and employment. This approach strengthens both participation and outcomes by ensuring that youth are connected to consistent, progressive work experiences, rather than one-time placements. iii. Outreach to Employers and Youth Participants The Greater Memphis LWDA will implement a targeted and coordinated outreach strategy to expand participation and improve satisfaction among both employers and youth participants. GMLWDB Local Plan 34Employer outreach will be led by Business Services Teams and aligned with the TNWorks framework, ensuring that employers receive consistent

d. State Registered Apprenticeships
   i. Describe how the LWDB plans to expand State Registered Apprenticeships through diversifying and accelerating apprenticeship programs.
   ii. Describe how the LWDB plans to scale apprenticeships, aligning education and training programs to career pathways, and targeting federal and state investments toward employer-led upskilling initiatives designed to fill talent shortages in priority industries.

State Registered Apprenticeships i. Expanding and Diversifying Registered Apprenticeships The Greater Memphis LWDA will expand State Registered Apprenticeships through a sector-driven and employer-led strategy that prioritizes diversification, accelerated program development, and alignment with regional workforce demand. Rather than approaching apprenticeship expansion as a standalone initiative, the LWDA will focus on embedding apprenticeship models within priority industries where talent shortages are most pronounced. These sectors include healthcare, advanced manufacturing, logistics and transportation, construction, information technology, and the growing creative economy. To diversify and expand apprenticeship opportunities, the LWDA will: ● Work directly with employers and sector partnerships to identify occupations that can be converted into apprenticeship models, including both traditional and non-traditional roles ● Support the development of new and accelerated apprenticeship pathways, including pre-apprenticeships and hybrid models that reduce time to entry while maintaining quality standards ● Expand access to apprenticeships for underrepresented populations, including youth, justice-involved individuals, and individuals without postsecondary credentials ● Align apprenticeship development with regional initiatives and employer-driven workforce strategies to ensure that programs reflect real hiring demand GMLWDB Local Plan 37In addition to traditional sectors, the LWDA is actively working to diversify Registered Apprenticeships into emerging and non-traditional industries, including film, television, and theater production. In partnership with local creative economy leaders, including Princeton James Productions and Scott Squared Media, the LWDA is supporting the development of a pre-apprenticeship and apprenticeship pipeline in production-based careers. For instance at Princeton James Productions, their model is designed as a broad-entry “production essentials” pathway, providing participants with foundational exposure to multiple aspects of production, including technical skills, set operations, and workplace readiness. Participants will engage in hands-on training, complete a collaborative project, and earn a credential that prepares them for entry into more specialized apprenticeship roles. This approach reflects a shift toward hybrid and flexible apprenticeship models that expand access to new industries, provide inclusive entry points for individuals with varying experience levels, and create clear pipelines from pre-apprenticeship to Registered Apprenticeship. By incorporating the creative economy into its apprenticeship strategy, the LWDA is expanding workforce opportunities while supporting a sector that contributes to both employment and entrepreneurship in the region. ii. Scaling Apprenticeships and Aligning to Career Pathways The Greater Memphis LWDA will scale apprenticeship programs by aligning them with career pathways, education systems, and targeted workforce investments, ensuring that apprenticeships function as a central component of the region’s talent development strategy. Scaling efforts will focus on integrating apprenticeships into existing education and

e. Infrastructure
   i. Provide an updated plan for how the LWDB will implement an innovative and effective funding structure to incorporate the blending and braiding of resources.
   ii. What additional funding sources, beyond WIOA formula dollars, does the LWDB plan to seek?
   iii. How does the LWDB plan to staff and administer any programs funded through non-WIOA sources?

Infrastructure i. Blending and Braiding of Resources The Greater Memphis LWDA will implement an integrated and flexible funding structure that supports the blending and braiding of workforce resources across programs, partners, and funding streams. This approach is designed to maximize impact, reduce duplication, and ensure that funding is aligned with both participant needs and employer demand. Rather than operating funding streams in isolation, the LWDA will align WIOA resources with partner programs, including Adult Education, Vocational Rehabilitation, SNAP Employment & Training (E&T), apprenticeship funding, and other state and local initiatives. Through coordinated planning and service delivery, these resources will be structured to support comprehensive participant pathways, combining training, supportive services, and work-based learning into a unified experience. The LWDA will utilize cost-sharing strategies and coordinated service delivery models to ensure that participants can access multiple services without encountering programmatic barriers. This includes aligning funding for training, supportive services, and career services across programs to support entry, retention, and advancement. Additionally, the LWDA will continue to strengthen infrastructure agreements and cost allocation strategies to ensure that shared costs across the workforce system are distributed appropriately and transparently. This includes ongoing alignment with One-Stop partner agreements and regional coordination to support efficient use of resources. GMLWDB Local Plan 41ii. Expansion of Non-WIOA Funding Sources To reduce reliance on WIOA formula funding and expand system capacity, the Greater Memphis LWDA will actively pursue and leverage diversified funding sources aligned with regional workforce priorities. These include: ● Federal discretionary grants, including workforce innovation, reentry, youth, and sector-based funding opportunities ● State initiatives and competitive funding, including programs aligned with TNWorks, apprenticeship expansion, and talent development strategies ● Public-private partnerships, including employer contributions to training, work-based learning, and customized workforce solutions ● Philanthropic and foundation funding, particularly for pilot programs, barrier reduction strategies, and innovative service delivery models ● Education and training partnerships, including co-investment with postsecondary institutions and training providers The LWDA will prioritize funding opportunities that support high-demand sectors, innovative training models, and populations with barriers to employment, ensuring that new investments align with both economic development and workforce system goals. iii. Staffing and Administration of Non-WIOA Programs To effectively manage and administer both WIOA and non-WIOA funding, the Greater Memphis LWDA will utilize a structured and scalable staffing model that supports program oversight, performance accountability, and coordinated service delivery. The LWDA will align staffing roles to support: ● Program management and oversight across funding streams ● Performance tracking and

Strategic Planning Elements:

a. How has the LWDB's strategic vision and goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment, been updated to align with State Plan Modifications and federal strategic priorities?
   i. How do the local area's workforce development programs, including programs provided by partner agencies, support this updated strategic vision?
   ii. How will the local area, working with the entities that carry out the core programs, align available resources to achieve the updated strategic vision and goals?

Strategic Planning Elements a. Alignment with State Vision and Federal Priorities The Greater Memphis Local Workforce Development Board (GMLWDB) has updated its strategic approach to directly support Tennessee's State Plan Modifications and the federal workforce framework outlined in America's Talent Strategy. Rather than establishing a separate local vision, the GMLWDB is focused on implementing the State's priorities at the local level through a skills-based, demand-driven system that expands access, strengthens employer alignment, and improves measurable outcomes. This approach is grounded in translating state strategy into clear, operational practices that improve both speed to employment and long-term career mobility. i. Alignment of Workforce Programs to the Strategic Vision Local workforce programs are structured to operationalize the State's strategy through faster access, stronger alignment to employer demand, and more consistent service delivery across partners. To support this, the GMLWDB is implementing a 7-Day Enrollment strategy, ensuring that all customers entering the workforce system are enrolled, assessed, and connected to services within seven days. This model reduces delays in service delivery and accelerates entry into training and employment. GMLWDB Local Plan 45Programs are further aligned through: ● Sector-based training and work-based learning models connected to real-time hiring demand ● Short-term, industry-recognized credentials that support faster workforce entry ● Skills-based hiring partnerships with employers to prioritize competencies over formal credentials In addition, the GMLWDB is modernizing service delivery through the development of virtual workforce portfolios, allowing participants to build a comprehensive, digital representation of their skills, credentials, and work experience. This includes access to AI-enabled tools that support resume development, job matching, and career navigation, ensuring participants are equipped with tools that reflect current hiring practices. The LWDA is also strengthening reentry pipelines by aligning workforce services with existing community and justice-system partners, ensuring that individuals transitioning from systems have immediate access to employment pathways, training, and supportive services. ii. Alignment of Resources to Achieve Strategic Goals The GMLWDB aligns resources by focusing on coordination, accountability, and system consistency. This includes: ● Co-enrollment across core and partner programs to streamline access and maximize available resources ● Implementation of a No Wrong Door approach, ensuring participants can enter through any partner and access the full system ● Braided funding and partnerships across workforce, education, and human services To strengthen system performance, the LWDA is implementing increased

b. Describe the LWDB's goals relating to accountability and workforce system impact. What assessments will be made outside of federal and state performance metrics? How will the LWDB know if the workforce needle is moving?

Accountability and Workforce System Impact The Greater Memphis Local Workforce Development Board (GMLWDB) has strengthened its accountability framework to move beyond retrospective performance reporting and toward real-time system management aligned with regional economic conditions and employer demand. While federal and state performance metrics remain foundational, the LWDB has implemented additional tools, partnerships, and operational practices to monitor system performance, respond to labor market shifts, and ensure that workforce investments are producing measurable economic impact. Real-Time and Economic-Driven Assessment To ensure workforce strategies remain aligned with current economic conditions, the LWDB leverages its position within the Greater Memphis Chamber to access real-time economic intelligence and employer activity across the region. Through coordination with Chamber-led initiatives such as GMERGE and economic development teams, the LWDB is able to monitor business expansion, relocation, and hiring activity as it occurs. This provides direct insight into emerging workforce needs, sector growth, and employer demand, allowing the system to adjust strategies proactively rather than reactively. In addition, the LWDB utilizes tools such as EconoVue, which provides data-driven insights to support: ● Identification of employers for apprenticeship expansion ● Rapid response and reemployment strategies tied to WARN activity ● Career pathway development aligned to actual employer hiring patterns GMLWDB Local Plan 50● Targeted outreach to industries and employers with immediate workforce needs These tools, combined with ongoing employer engagement through TNWorks and Business Services Teams, allow the LWDB to integrate real-time economic signals into workforce decision-making. This approach ensures that workforce investments are continuously aligned with business recruitment, expansion, and retention efforts, strengthening the connection between workforce strategy and regional economic development. Micrometrics and Operational Performance Management At the operational level, the LWDB utilizes a monthly micrometrics scorecard to monitor provider performance and system effectiveness in real time. These indicators serve as early warning signals and allow for immediate intervention when performance gaps are identified. Micrometrics track key areas such as: ● Enrollment timeliness, including adherence to the 7-Day Enrollment standard ● Responsiveness to Board-directed actions and initiatives ● Data accuracy and reporting compliance ● Case management activity and participant engagement ● Customer service indicators, including wait times and follow-up Each provider is scored monthly using a standardized framework with defined thresholds and consequences, enabling the LWDB to actively manage performance rather than react to delayed outcomes . Performance Monitoring, Reporting, and Adjustment Performance is reviewed and acted upon through a structured cadence that ensures continuous improvement: ● Monthly provider check-ins to review micrometrics, address gaps, and implement corrective actions GMLWDB Local Plan 51● Quarterly system reviews to assess trends, align strategies, and evaluate cross-program performance ● Bi-monthly Board reporting, where system performance, economic trends, and strategic adjustments are presented This structure ensures that performance is not only monitored, but that timely adjustments are made to improve outcomes and maintain alignment with labor market demand. Alignment with TNWorks and

c. Provide a description of how the LWDB will support the strategy identified in State Plan modifications and work with the entities carrying out core programs and other workforce development programs, including those authorized under the Carl D. Perkins Career and Technical Education Act to support service alignment.

Service Alignment with Core Programs and Career and Technical Education (Perkins) The Greater Memphis Local Workforce Development Board (GMLWDB) supports the State Plan modifications by advancing a coordinated, system-level approach to service alignment across WIOA core programs, education partners, and workforce development initiatives, including those authorized under the Carl D. Perkins Career and Technical Education Act. Rather than operating programs in parallel, the GMLWDB is focused on intentionally aligning service delivery across systems to ensure that individuals can move seamlessly from education to training to employment. Alignment with Core Programs and Partners The LWDB works in coordination with core partners, including Adult Education, Wagner-Peyser, Vocational Rehabilitation, and other workforce programs, to ensure that participants can access services through a unified and streamlined pathway. This alignment is achieved through: ● Co-enrollment strategies, allowing participants to receive services across multiple programs without duplication ● A No Wrong Door approach, ensuring that individuals can enter the workforce system through any partner and be connected to the full range of services ● Shared service delivery expectations that align intake, assessment, training, and employment placement This structure ensures that participants are not navigating separate programs, but are instead supported through a coordinated workforce system. Integration with Perkins and Career Pathways GMLWDB Local Plan 57The GMLWDB works closely with secondary and postsecondary education partners to align Perkins-funded Career and Technical Education (CTE) programs with regional workforce strategies and employer demand. This includes: ● Aligning CTE programs of study with high-demand industries and occupations, ensuring that education pathways reflect current labor market needs ● Expanding dual enrollment and early postsecondary opportunities, allowing students to earn credentials while still in school ● Integrating work-based learning opportunities, including internships, work experience, and employer engagement, to connect classroom instruction to real-world application ● Supporting transitions from CTE programs into WIOA-funded training, apprenticeships, and employment pathways, creating continuity between education and workforce systems Through this alignment, CTE students are not only gaining technical knowledge, but are also being connected to structured pathways into employment and career advancement. Service Alignment Through Partnerships and Shared Implementation To support consistent alignment across systems, the LWDB coordinates with education providers, community-based organizations, and employers to ensure that services are connected, complementary, and outcome-focused. This includes: ● Embedding workforce services within education and community-based settings ● Aligning supportive services, such as transportation and career navigation, with both education and training programs ● Coordinating outreach and recruitment to ensure that individuals are connected to the appropriate entry point based on their needs GMLWDB Local Plan 58The LWDB also aligns its business engagement efforts with education partners to ensure that employer demand informs both training design and program delivery, strengthening the connection between education and employment outcomes. Through this coordinated approach, the GMLWDB is strengthening alignment between workforce and education systems, ensuring that

Local One-Stop System:

a. Describe the LWDA's progressive service strategy focusing on flexibility and innovation and prioritizing increased access through virtual appointment services. How will the annual Partner's Memorandum of Understanding (MOU) will support the implementation of this strategy?

Local One-Stop System a. Progressive Service Strategy, Flexibility, and MOU Alignment The Greater Memphis Local Workforce Development Area (LWDA) has adopted a progressive service strategy that emphasizes flexibility, innovation, and expanded access through both in-person and virtual service delivery. This approach ensures that individuals can engage with the workforce system regardless of location, schedule, or barrier, while maintaining consistent service quality across all American Job Center (AJC) locations and partners. At the core of this strategy is a structured customer experience framework—Explore, Build Skills, Brand Yourself, and Connect—which standardizes service delivery while allowing flexibility to meet individual customer needs. ● Explore includes intake, orientation, and career assessments, offered both in-person and through virtual appointments and digital intake processes, allowing customers to enter the system quickly and conveniently. ● Build Skills connects customers to training, education, and supportive services aligned with in-demand industries, with increasing use of hybrid and virtual training options to expand access. ● Brand Yourself incorporates resume development, interview preparation, and digital literacy, supported by virtual tools and online platforms that allow customers to build workforce portfolios and prepare for employment remotely. GMLWDB Local Plan 61● Connect links customers to employment opportunities, work-based learning, and employer engagement activities, supported by both in-person placement services and virtual hiring events and job matching tools. This model ensures that services are not limited to physical locations, but are accessible through a combination of on-site, virtual, and community-based delivery methods, improving both reach and participation. Flexibility and Innovation in Service Delivery To support increased access, the LWDA has expanded the use of: ● Virtual appointments and remote case management, allowing customers to engage with staff without requiring travel to an AJC ● Digital communication tools, including email, phone, and virtual platforms, to maintain ongoing engagement and follow-up ● Mobile and community-based access points, ensuring services are available in rural and underserved areas These strategies are particularly important for individuals facing barriers such as transportation challenges, work schedules, or childcare needs, ensuring that access to workforce services is flexible and responsive to customer realities. MOU-Driven Partner Alignment and Integrated Service Delivery The LWDA's annual Memorandum of Understanding (MOU) serves as the operational foundation for implementing this strategy by clearly defining how partners coordinate services, share responsibilities, and deliver integrated workforce solutions. The MOU establishes: GMLWDB Local Plan 62● A One-Stop system approach, ensuring that all customers can access career, training, and support services through the AJC network ● Defined roles and responsibilities across required partners, including WIOA programs, Adult Education, Wagner-Peyser, Vocational Rehabilitation, and additional partners such as reentry programs and education providers ● A shared commitment to coordinated service delivery, reducing duplication and improving efficiency In practice, this alignment is implemented through: ● Cross-program referrals and coordinated intake processes, allowing customers to access multiple services without navigating separate systems ● Shared case management and communication, ensuring

b. Identify programs that are part of the local area's one-stop system, highlighting any additional or non-traditional parters included since the 2024-2027 plans were developed, and describe the role and resource contribution of each, including:
   i. Core programs;
   ii. Additional partner programs, including those that support alignment under the Carl D. Perkins Career and Technical Education Act of 2006; and
   iii. Other workforce development programs, if applicable.

One-Stop System Partners and Resource Alignment The Greater Memphis Local Workforce Development Area (LWDA) operates a coordinated One-Stop system that includes required core partners, education partners aligned under the Carl D. Perkins Act, and an expanded network of community-based, employer, and economic development partners. Since the 2024–2027 planning cycle, the LWDA has intentionally expanded its partner network to include organizations that contribute to governance, outreach, targeted service delivery, and sector-based workforce strategies, strengthening both access and alignment to regional economic demand. i. Core Programs The LWDA includes all required WIOA core programs: ● WIOA Adult, Dislocated Worker, and Youth (Title I) Provide funding for training, work-based learning (OJT, IWT, apprenticeships), and supportive services aligned to priority sectors. ● Wagner-Peyser (Title III) Supports labor exchange, job matching, and front-end access to workforce services. ● Adult Education (Title II) Provides basic skills, GED, and integrated education and training (IET) aligned to career pathways. ● Vocational Rehabilitation (Title IV) Delivers specialized services and funding support for individuals with disabilities. GMLWDB Local Plan 65These programs are aligned through co-enrollment, shared intake, and coordinated service delivery under the One-Stop system and MOU framework. ii. Additional Partner Programs (Perkins Alignment) The LWDA aligns workforce and education systems through partnerships with Perkins-funded and postsecondary institutions: ● Southwest Tennessee Community College and Tennessee Colleges of Applied Technology (TCAT Memphis) Provide short-term, industry-recognized training aligned to high-demand sectors. ● Local school systems and Career and Technical Education (CTE) programs Deliver career pathways, dual enrollment, and early credential attainment aligned with workforce needs. ● Tennessee Higher Education Commission (THEC) Supports alignment of postsecondary policy, funding, and credential attainment with workforce priorities. These partners contribute training infrastructure, instructional capacity, and credential pathways, ensuring alignment between education and employment outcomes. iii. Other Workforce Development and Non-Traditional Partners The LWDA has expanded its system to include a broad network of partners that support outreach, access, sector strategies, and targeted populations. Community-Based and Service Delivery Partners ● ACTS Career Center ● Neighborhood Christian Centers ● Bridges USA ● HopeWorks ● Memphis Housing Authority ● Memphis Fatherhood Initiative / Memphis Father's Love ● YMCA of Memphis & the Mid-South GMLWDB Local Plan 66● Whole Child Strategies These organizations provide outreach, case management, supportive services, and direct access to priority populations, particularly individuals in high-poverty communities and those facing barriers to employment. Workforce, Training, and Innovation Partners ● Tech901 ● MoreTech Institute ● Shelby County Regional Navigator (THEC initiative) ●

c. Describe how the LWDB will support modified state plan strategies and work with the entities carrying out programs in the one-stop system to coordinate and support service alignment.

Coordination and Support of State Plan Strategies The Greater Memphis Local Workforce Development Board (GMLWDB) supports State Plan modifications by implementing a coordinated, system-level approach to service delivery across the One-Stop network, aligned to skills-based training, employer demand, and expanded access. Coordinated Service Delivery The LWDB aligns core and partner programs through: ● Co-enrollment and shared intake, allowing participants to access multiple services through a single entry point ● A No Wrong Door approach, ensuring seamless access across all partners ● One-Stop Operator (OSO)-led coordination, supporting referral alignment, partner communication, and service integration This ensures participants move efficiently from entry to training to employment without duplication. Employer Alignment and TNWorks Consistent with TNWorks, the LWDB coordinates business services across partners to align training and service delivery with real-time employer demand. This includes: ● Sector-aligned training investments ● Coordinated employer engagement ● Expansion of work-based learning (OJT, IWT, apprenticeships) System Design and Partner Roles GMLWDB Local Plan 70To strengthen alignment, the LWDB has implemented a clear service delivery structure: ● OSO: system coordination and outreach alignment ● LWDB staff: employer engagement and sector strategy ● CSPs: program delivery and participant enrollment This model ensures workforce services operate as a single, coordinated system. Education and Partner Integration The LWDB aligns workforce and education systems, including Perkins-funded CTE programs, by: ● Connecting education pathways to in-demand industries ● Expanding work-based learning tied to training ● Supporting transitions from education to employment Community-based and reentry partners are integrated to expand access for priority populations. Data, Coordination, and Continuous Improvement The LWDB maintains alignment through: ● Real-time economic data and employer input ● Monthly performance monitoring (micrometrics) ● MOU-driven partner coordination and shared service expectations This approach ensures that State strategies are implemented through a coordinated, employer-aligned system, improving access, reducing fragmentation, and strengthening outcomes for both jobseekers and employers.

Workforce Development and Career Pathways

a. Describe how the LWDB will work with providers to facilitate the strengthening of career pathways utilizing stackable credentials, particularly within in-demand sectors and occupations, including co-enrollment in core programs and academic training programs when appropriate.

Workforce Development and Career Pathways The Greater Memphis Local Workforce Development Board (GMLWDB) has strengthened its approach to career pathways by transitioning from planning to implementation and scaling of industry-aligned, stackable credential pathways connected to real-time workforce demand. Strengthening Career Pathways Through Provider Alignment The LWDB works with training providers and education partners to deliver stackable credential pathways aligned to high-demand sectors, including healthcare, logistics, advanced manufacturing, information technology, and construction. This includes: ● Expansion of short-term, industry-recognized credentials that support faster entry into employment ● Increased use of co-enrollment across WIOA, Adult Education, and training programs ● Alignment of training with employer-validated competencies and hiring requirements Providers are expected to demonstrate outcomes tied to employment, retention, and wage progression. Integration with Education and Work-Based Learning The LWDB aligns workforce and education systems by coordinating with K-12, postsecondary institutions, and employers to ensure training reflects current industry demand. This includes: ● Alignment of CTE and postsecondary programs with workforce priorities GMLWDB Local Plan 73● Expansion of work-based learning opportunities, including internships, work experience, and apprenticeship pathways ● Direct employer engagement in pathway design Digital Delta and Emerging Industry Pathways Since 2024, the LWDB has advanced its Digital Delta strategy, aligning training investments with the region's growing digital and technology-driven economy. This includes: ● Expansion of pathways in digital skills, data infrastructure, and emerging technologies ● Integration of AI-enabled tools and digital literacy across training programs ● Partnerships with employers and providers to align training with evolving occupational requirements Creative Economy Pathways The LWDB has expanded career pathways into the creative economy, moving from concept to implementation of training and apprenticeship-aligned models in areas such as digital media, production, and creative entrepreneurship. These efforts include development of entry-level training and pre-apprenticeship pathways that connect participants to employment opportunities within the sector. Sector Partnerships and Talent Pipeline Strategies The LWDB continues to strengthen sector-based strategies through employer engagement and demand-driven workforce models. This includes: ● Participation in Talent Pipeline Management (TPM)-aligned efforts ● Expansion of sector partnerships to improve coordination between employers and training providers ● Increased focus on work-based learning connected to hiring demand Coordination and Access Career pathway strategies are supported through: GMLWDB Local Plan 74● Co-enrollment and coordinated service delivery across programs ● Braided funding strategies to support training and supportive services ● Targeted outreach to priority populations, including youth, justice-involved individuals, and those facing barriers to employment

b. Describe how the LWDB will increase worker mobility by working with providers to improve access to activities leading to recognized postsecondary credentials.
   i. Explain how the LWDB will ensure these credentials are industry-driven and transferable to other occupations or industries ("portable").
   ii. Explain how the LWDB will ensure these credentials are part of a sequence of credentials that can be accumulated over time ("stackable")? If yes, please explain.

Increasing Worker Mobility through Credentials The Greater Memphis Local Workforce Development Board (GMLWDB) increases worker mobility by expanding access to recognized postsecondary credentials aligned with in-demand industries, including healthcare, logistics, advanced manufacturing, construction, and information technology . Training is delivered through ITAs, work-based learning (OJT, pre-apprenticeships, Registered Apprenticeships), and sector-based partnerships, ensuring participants are connected to employment-focused training opportunities. Industry-Driven and Portable Credentials The LWDB ensures credentials are industry-driven and portable by: ● Aligning training with employer-led sector partnerships and labor market demand ● Utilizing the Eligible Training Provider List (ETPL) to fund vetted, high-performing programs ● Prioritizing industry-recognized certifications and credentials that are transferable across employers and industries Stackable Credential Pathways GMLWDB Local Plan 77The LWDB promotes stackable credentials by: ● Supporting career pathways with multiple entry and exit points ● Funding training that allows participants to earn credentials in progressive sequence (e.g., entry-level to advanced certifications) ● Coordinating with community colleges, apprenticeship programs, and training providers to support continuous skill advancement over time Participants may begin with entry-level credentials (e.g., OSHA, CNA, CDL, IT certifications) and advance to higher-level credentials, increasing wages and career mobility GMLWDB Local Plan 78

Access to Employment and Services:

a. Through flexibility and innovation, describe how the LWDB and its partners will modify the current plan to expand access to employment, training, education, and supportive services for eligible individuals, particularly individuals with barriers to employment.

Access to Employment and Services The Greater Memphis Local Workforce Development Board (GMLWDB), in coordination with its One-Stop partners, is expanding access to employment, training, education, and supportive services through flexible, community-based, and technology-enabled service delivery strategies. These efforts prioritize individuals with barriers to employment while aligning with state strategies related to sector partnerships, employer engagement, and coordinated service delivery. Flexible and Community-Based Access To expand access beyond traditional American Job Center (AJC) locations, the LWDB is implementing a network of community-based Access Points in partnership with community organizations, reentry programs, and public agencies. These Access Points will: ● Be located in high-need communities and partner sites ● Include scheduled staff presence at designated days and times, ensuring consistent access to workforce services ● Provide intake, referrals, and connection to training, employment, and supportive services This model allows the workforce system to meet individuals where they are, particularly those facing transportation, geographic, or awareness barriers. Integrated and Coordinated Service Delivery The LWDB continues to strengthen an integrated service delivery model across the One-Stop system by aligning core and partner programs through: GMLWDB Local Plan 80● Co-enrollment and shared intake processes ● A No Wrong Door approach, ensuring access through any partner ● Coordinated referrals and case management across programs Priority populations, including veterans, individuals with disabilities, justice-involved individuals, low-income individuals, and youth, are served through targeted outreach and prioritized access to services. Innovation in Service Delivery To further expand access, the LWDB is implementing: ● Virtual appointments and remote case management, allowing individuals to access services without visiting an AJC ● Digital tools and platforms to support job search, career planning, and service navigation ● A community ambassador model, leveraging trusted organizations to extend outreach and engagement into underserved areas These strategies ensure that services are accessible through multiple entry points—physical, virtual, and community-based. Alignment with Employer Demand The LWDB aligns access strategies with employer needs by coordinating business services and training investments to connect participants to in-demand industries and career pathways. This includes: ● Expansion of work-based learning opportunities (OJT, IWT, apprenticeships) ● Sector-based training aligned to regional workforce demand ● Direct employer engagement to support placement and advancement opportunities Accessibility and Inclusive Services GMLWDB Local Plan 81The LWDB ensures that all AJCs and partner sites are accessible to individuals with disabilities through: ● Assistive technologies such as JAWS and ZoomText ● Staff training on ADA compliance and inclusive service delivery ● Coordination with Vocational Rehabilitation and partner programs Customized service strategies are used to support individuals with disabilities and other populations with barriers to employment. Outreach and System Coordination Outreach is coordinated across partners through: ● Digital engagement and social media ● Partner networks and community-based outreach ● Rapid Response and RESEA activities to connect dislocated workers and claimants to services

b. Provide an updated description of how the LWDB will provide services to priority populations as outlined in the State Plan, including:
    i. Directions and accountability measures given to the One-Stop System Operator to ensure priority for adult career and training services is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.
    ii. How the LWDB will determine priority populations and how to best serve them, along with any other state requirements.

Services to Priority Populations The Greater Memphis Local Workforce Development Board (GMLWDB) ensures priority of service in alignment with State Plan requirements by applying clear eligibility criteria and maintaining defined roles across the One-Stop system. Priority populations are identified using WIOA-defined criteria, including recipients of public assistance, low-income individuals, and individuals who are basic skills deficient, with additional targeting of individuals in high-poverty ZIP codes and those with multiple barriers to employment. Career Service Providers (CSPs) are responsible for determining eligibility and ensuring priority populations are appropriately enrolled into career and training services. The LWDB provides oversight of eligibility and priority of service through monitoring, performance review, and compliance activities. The One-Stop Operator (OSO) ensures system coordination by monitoring referrals, service flow, and alignment across partners, ensuring that priority populations are effectively connected to appropriate services, including training and work-based learning opportunities. Accountability is maintained through monthly performance monitoring (micrometrics), provider check-ins, and Board reporting, with expectations tied to enrollment, service timelines, and participant outcomes. Corrective actions are implemented when performance gaps are identified. GMLWDB Local Plan 84Through this structure, the LWDB ensures that priority populations are consistently identified, prioritized, and served through a coordinated and accountable workforce system. GMLWDB Local Plan 85

c. Update how the local area will facilitate access to services though the One-Stop delivery system, including remote areas, though the use of technology and virtual appointments.

Access Through the One-Stop Delivery System The Greater Memphis Local Workforce Development Area (LWDA) facilitates access to services across the One-Stop system by combining in-person, virtual, and community-based service delivery. Customers can access services through American Job Centers, scheduled virtual appointments, and community-based Access Points, ensuring flexibility for individuals in remote or underserved areas. The LWDA utilizes: ● Microsoft Teams, Google Meet, Virtual appointments and remote case management to connect individuals to career services, training, and supportive services without requiring travel ● Microsoft 365, AXXESS, Digital communication tools (phone, email, and online platforms) to support ongoing engagement and follow-up ● JOBS4TN, Technology, Enabled service delivery, allowing customers to complete intake, receive referrals, and access job search and training resources remotely ● Engage by Cell, a mobile engagement platform used to send text-based updates, reminders, and service information to customers in real time In addition, community-based Access Points with scheduled staff presence extend services into high-need areas, ensuring that individuals can receive support closer to where they live. Through these strategies, the LWDA ensures that workforce services are accessible, flexible, and responsive, regardless of location or barrier. GMLWDB Local Plan 87

d. Focusing on integrated systems, update how AJCs are implementing and transitioning to an integrated technology enabled intake care management information system.

Integrated Technology and Case Management System The Greater Memphis American Job Centers (AJCs) are implementing an integrated, technology-enabled intake and case management approach to improve coordination across partners and enhance the customer experience. This includes: ● Use of a shared intake and assessment process, allowing customers to enter the system once and be connected to multiple services without duplication ● Utilization of the Virtual One-Stop (VOS) system to track participant activity, referrals, and outcomes across programs ● Strengthening cross-program visibility, enabling staff and partners to coordinate services and monitor participant progress more effectively To support this transition, the LWDA is aligning partners through: ● Standardized intake procedures and documentation requirements ● Cross-training of staff to ensure consistent use of systems and processes ● Ongoing coordination through the One-Stop Operator (OSO) to support system integration and continuous improvement ● A LWDB curated Technical Assistance Guide and shared manual that will be regularly updated and distributed to support consistency and system sustainability ● A LWDB sponsored SharePoint site that hosts both internal and external shared files for staff, board members, the state, and partners ● Utilization of the LWDB's website to drive traffic, increase visibility, and improve ease of access when interfacing with the workforce system GMLWDB Local Plan 89These efforts are supported by additional technology tools, including virtual service platforms, mobile engagement tools, and cloud-based communication systems, ensuring that services are accessible and coordinated across locations. GMLWDB Local Plan 90

e. Provide an updated description and assessment of the type and availability of programs and services provided to adults and dislocated workers in the local area, including how the LWDA ensures these programs and services align with local and regional industry needs.

Adult and Dislocated Worker Services The Greater Memphis Local Workforce Development Area (LWDA) provides a coordinated range of services for adults and dislocated workers through the American Job Center (AJC) network, supported by active One-Stop partners and integrated service delivery. Services are accessible through in-person, virtual, and community-based access points, including resource rooms, workshops, hiring events, and technology-enabled services that support job search, training access, and employer connection. Core services include: ● Individualized career services, including assessment, career planning, and employment plan development ● Job search and placement support, including resume assistance, interview preparation, and labor market information ● Training services, primarily through Individual Training Accounts (ITAs) aligned to in-demand occupations ● Work-based learning opportunities, including On-the-Job Training (OJT) and apprenticeship pathways ● Supportive and follow-up services, ensuring retention and continued employment success All customers receive coordinated services through shared intake, referrals, and co-enrollment across partners, with individualized plans developed based on need. Alignment with Industry Demand The LWDA ensures that programs and services are aligned with local and regional industry needs by: GMLWDB Local Plan 92● Prioritizing training investments in high-demand sectors, including healthcare, logistics, advanced manufacturing, construction, and information technology ● Utilizing labor market data, employer engagement, and economic development partnerships to guide program design and funding decisions ● Hosting targeted hiring events focused on employers offering quality, full-time jobs with career pathway opportunities ● Expanding work-based learning models (OJT, apprenticeships) that directly connect training to employment Training programs funded through WIOA must result in industry-recognized credentials tied to in-demand occupations, ensuring relevance and employability. GMLWDB Local Plan 93

f. Describe how workforce activities will be coordinated with the provision of transportation and childcare, along with other appropriate supportive services in the local area, to support worker mobility and more people entering the workforce.

Coordination of Supportive Services The Greater Memphis Local Workforce Development Board (GMLWDB) coordinates workforce activities with transportation, childcare, and other supportive services to reduce barriers and support entry, retention, and advancement in the workforce. Supportive services are integrated into service delivery through: ● Individualized service planning, where transportation, childcare, and other needs are identified at intake and addressed alongside training and employment goals ● Co-enrollment and partner coordination, allowing participants to access supportive services through WIOA and partner programs without duplication ● Direct funding and referrals, including transportation assistance, childcare support, and connections to community-based resources The LWDB works with community-based organizations, public agencies, and service providers to ensure that participants have access to reliable transportation options, childcare resources, and other wraparound services needed to participate in training and employment. Supportive services are also aligned with work-based learning and training activities, ensuring that individuals can successfully engage in OJT, apprenticeships, and other employment opportunities.

g. Provide an updated description of services available to veterans and eligible spouses, to include priority of service and the use of available Jobs for Veterans State Grants (JVSG) staff.

Services to Veterans and Eligible Spouses The Greater Memphis Local Workforce Development Board (GMLWDB) ensures that veterans and eligible spouses receive priority of service in accordance with federal and state requirements. This priority is applied at the point of entry and throughout service delivery, ensuring that eligible individuals receive earlier access to career, training, and supportive services. Veterans are identified at intake and provided immediate access to appropriate services within the American Job Center (AJC) system. JVSG Staff and Targeted Services The LWDA works in coordination with Jobs for Veterans State Grant (JVSG) staff, including: ● Disabled Veterans' Outreach Program (DVOP) Specialists, who provide individualized career services to veterans with significant barriers to employment, including case management, career planning, and connection to training and supportive services ● Local Veterans' Employment Representatives (LVERs), who focus on employer engagement, job development, and connecting veterans to employment opportunities Coordinated Service Delivery Veterans and eligible spouses have access to: ● Individualized career services, including assessment, career planning, and job search assistance ● Training services, including ITAs, work-based learning (OJT), and apprenticeship opportunities GMLWDB Local Plan 97● Supportive services, including referrals for transportation, housing, and other needs JVSG staff work in coordination with AJC staff and partner programs to ensure that veterans are connected to the full range of services through co-enrollment and coordinated referrals. GMLWDB Local Plan 98

h. Provide an update on initiatives the LWDB plans to implement to best serve individuals who have been justice involved?

Justice-Involved Individuals The Greater Memphis Local Workforce Development Board (GMLWDB) prioritizes services for justice-involved individuals by aligning workforce, reentry, and employer engagement strategies to improve employment outcomes and reduce recidivism . Recognizing the significant employment barriers facing this population, the LWDB focuses on early engagement, coordinated service delivery, and direct connection to career pathways and employment opportunities. Key Initiatives ● Pre- and Post-Release Workforce Services The LWDB supports early workforce engagement through partnerships with reentry agencies and facilities, including on-site services at the Mark Luttrell Transition Center and coordination with jail-based AJC models. These efforts connect individuals to career services prior to release and ensure immediate access to services upon reentry. ● ACCE Equitable Credential Attainment Cohort In partnership with the Greater Memphis Chamber, Shelby County Office of Reentry, TCAT Memphis, and Southwest Tennessee Community College, this initiative supports justice-involved individuals in earning industry-recognized credentials aligned with high-quality career pathways. ● Justice-Involved Strategic Work Group The LWDB participates in a regional work group focused on improving reentry outcomes through employer engagement, career pathway development, and coordinated service strategies. This collaboration aligns workforce, education, and reentry partners to support system-wide impact. ● TN PROWD and LEAP-Aligned Strategies Through coordination with the Tennessee Office of Reentry, the LWDB supports GMLWDB Local Plan 100models that connect individuals to workforce services before and after release, improving continuity of care and employment outcomes. ● Employer Engagement and Fair Chance Hiring In partnership with the National Reentry Workforce Collaborative, the LWDB supports employer training and engagement to expand Second Chance hiring practices and increase access to employment opportunities. ● Reentry-Focused Programming (Greater MPACT) The LWDB plans to reinstate reentry-focused programming that provides job readiness, work-based learning, supportive services, and direct job placement for individuals transitioning from incarceration or other systems.

i. Provide updates on any MOU agreements in place to enhance the quality and availability of services to people with disabilities, such as cross training to staff, technical assistance, or methods of sharing information.

Services to Individuals with Disabilities The Greater Memphis Local Workforce Development Board (GMLWDB) has strengthened services for individuals with disabilities through updated Memorandum of Understanding (MOU) agreements with core partners, including Vocational Rehabilitation. These agreements support service quality and availability through: ● Cross-training of staff to ensure consistent understanding of disability services, accommodations, and referral processes ● Ongoing technical assistance and partner coordination, supported through regular partner meetings and system-wide collaboration ● Standardized referral and co-enrollment processes, ensuring individuals are connected to the most appropriate services without duplication ● Shared commitment to ADA compliance and equal opportunity, including the use of assistive technologies such as screen readers, magnification tools, and communication supports The MOU also establishes clear roles and expectations for partners to coordinate services, share information, and provide reasonable accommodations across all points of service, including AJCs, virtual platforms, and community-based access points.

j. Describe how One-Stop System Operators and One-Stop partners will comply with the nondiscrimination requirements of the Workforce Innovation and Opportunity Act (WIOA) (section188), and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding:
   i. The physical and programmatic accessibility of facilities, programs, and services;
   ii. Technology and materials for individuals with disabilities; and
   iii. Providing staff training and support for addressing the needs of individuals with disabilities.
   iv. Describe the roles and resource contributions of the One-Stop partners related to the nondiscrimination requirements of WIOA (section 188), and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

Nondiscrimination and Accessibility The Greater Memphis Local Workforce Development Area (LWDA) ensures compliance with WIOA Section 188 and the Americans with Disabilities Act (ADA) through coordinated efforts across the One-Stop system. All American Job Centers (AJCs) and Access Points are designed to be physically and programmatically accessible, including ADA-compliant facilities, accessible service delivery, and reasonable accommodations for all individuals. Technology and materials are available to support individuals with disabilities, including assistive tools such as screen readers, magnification software, and communication supports, along with alternative formats and language assistance as needed. Staff across all partners receive ongoing training to ensure they can appropriately serve individuals with disabilities, provide accommodations, and make effective referrals within the system. An Equal Opportunity (EO) Officer is available at the AJCs and can be reached during all business days to address concerns, complaints, or reports of discrimination, ensuring accountability and compliance across the system. One-Stop partners support these requirements through the MOU by: GMLWDB Local Plan 105● Maintaining ADA-compliant services and facilities ● Providing staff training and resources ● Coordinating referrals and accommodations across programs ● Contributing to a shared, inclusive service delivery system GMLWDB Local Plan 106

Business Engagement:

a. How will the LWDB ensure employers play a central role in defining in-demand skills, validating training models, and steering investments toward the roles and credentials that matter most? Include how the LWDB will prioritize results and reward programs that place workers directly into apprenticeships or other work-based learning opportunities leading to in-demand jobs.

Employer Engagement and Work-Based Learning Outcomes The Greater Memphis Local Workforce Development Board (GMLWDB) strengthens employer engagement by aligning workforce investments with real employer demand and measurable outcomes, including work-based learning and training placements . The LWDB actively leverages WIOA and state funding to support On-the-Job Training (OJT), Incumbent Worker Training (IWT), apprenticeships, and pre-apprenticeships, ensuring employers are directly engaged in training and hiring. Employer-Driven Training and Outcomes Employers across multiple sectors are actively utilizing workforce programs to train, hire, and retain talent. On-the-Job Training (OJT) partners include: ● Porter-Leath ● Gould's Salon Spa ● Veni-Care ● Economic Opportunities ● Marvin Windows & Doors (renewal) ● Mechanical Systems Company (renewal) ● Lab 4 (renewal) ● TopCat Masonry ● Brighter Horizons ● Floats & Fuels ● Focus Health Management GMLWDB Local Plan 108● Methodist Le Bonheur Community Outreach Incumbent Worker Training (IWT) partners include: ● Focus Sleep Center ● Harambee Farms (M&M Commodities) ● Xcelente Training ● Lloyd Logistics Inc. ● National Hardwood Lumber Association ● Kids in Technology ● Enchanted Tea Lounge ● UniStar ● Methodist Le Bonheur Community ● Le Bonheur Children's Hospital Additional employer and community partners engaged in workforce activities include: ● GXO ● United States Postal Service ● New Ballet Ensemble ● Peer Power ● Memphis Meals ● United SPARCO ● Specialty Alterations These partnerships demonstrate the LWDB's ability to support both new hires and incumbent workers, resulting in employment placement, skill advancement, and retention outcomes. Coordinated Employer Engagement The LWDB supports employer engagement through: ● AJC Partner Plug-In meetings, connecting employers with workforce partners and available services GMLWDB Local Plan 109● Hiring events and sector-based convenings at both the local and regional level ● A coordinated Business Services Team, ensuring consistent communication and streamlined employer support Alignment of Funding and Strategy WIOA and state funding are strategically aligned to: ● Expand work-based learning tied directly to hiring demand ● Support employers in addressing skill gaps through OJT and IWT ● Prioritize programs that lead to employment in in-demand occupations Programs demonstrating strong outcomes in placement, retention, and employer engagement are prioritized for continued investment.

b. How will local area initiatives (such as registered apprenticeships, incumbent worker training programs, on-the-job training programs, and customized training solutions) be modified to facilitate increased engagement of businesses, including small businesses and businesses in in-demand sectors and occupations, and how will their impact be measured?

Employer Engagement and Workforce Initiatives The Greater Memphis Local Workforce Development Board (GMLWDB) will strengthen local workforce initiatives—including Registered Apprenticeships, Incumbent Worker Training (IWT), On-the-Job Training (OJT), and customized training—to increase engagement with businesses of all sizes, particularly small businesses and those in in-demand industries . Coordinated Business Engagement The LWDB will expand its Business Services Team (BST) model, ensuring a coordinated, system-wide approach to employer engagement. This model provides businesses with a single, streamlined entry point for workforce services, reducing duplication and improving responsiveness. In partnership with the Greater Memphis Chamber and economic development partners, the LWDB will strengthen sector-based engagement in key industries and increase outreach to small and mid-sized businesses through targeted convenings, employer roundtables, and direct engagement. Enhancements to Training and Work-Based Learning Local initiatives will be modified to increase flexibility, accessibility, and employer participation: ● Registered Apprenticeships: Expanded development of apprenticeship and pre-apprenticeship pathways aligned with industry demand ● OJT: Increased use as a primary hiring tool, including targeted outreach to employers hiring individuals with barriers ● IWT: Strategic use to upskill incumbent workers and prevent layoffs GMLWDB Local Plan 112● Customized Training: Employer-driven training solutions designed to meet specific workforce needs ● Short-term credentials: Alignment with industry-recognized, stackable credentials that support immediate employment and advancement These strategies ensure training is directly connected to hiring demand and business needs. Flexible and Employer-Centered Delivery To improve access and engagement, the LWDB will incorporate: ● Virtual and on-site employer services ● Recruitment support, candidate screening, and hiring events ● Integration of tools such as Rapid Response, WOTC, and Federal Bonding Measuring Impact The LWDB will track effectiveness using clear, outcome-based metrics, including: ● Number of businesses engaged (including small businesses) ● Participation in OJT, IWT, and apprenticeship programs ● Employment, retention, and wage outcomes ● Credential attainment ● Employer satisfaction and repeat engagement Performance data and employer feedback will be used to continuously refine strategies and ensure alignment with real-time workforce needs.

c. Provide an updated description of how the LWDB will drive the partnerships necessary for effective business engagement, focusing on the use of established regional and local business intermediaries, employer consortiums, and economic development groups.

Business Intermediaries and Economic Development Partnerships The Greater Memphis Local Workforce Development Board (GMLWDB) drives effective business engagement by leveraging regional and local intermediaries, employer networks, and economic development partners to align workforce strategies with real-time business needs . Strengthening Economic Development Alignment The LWDB works in coordination with key partners, including the Greater Memphis Chamber, Tennessee Department of Economic and Community Development, EDGE, and local chambers, to ensure workforce services are integrated into business recruitment, retention, and expansion efforts. Workforce strategies are aligned with economic development priorities so that talent solutions are embedded early in employer growth strategies, particularly in high-demand and emerging industries. Coordinated Business Services Team (BST) Model The LWDB utilizes a coordinated Business Services Team (BST) to provide a unified, “no wrong door” approach to employer engagement. This includes: ● Shared employer outreach and communication across partners ● Coordinated service delivery and customized workforce solutions ● Regular partner convenings to review employer demand and align strategies This model ensures employers receive consistent, streamlined services regardless of entry point. GMLWDB Local Plan 115Employer Consortiums and Sector Partnerships The LWDB is strengthening employer consortiums and sector-based partnerships in key industries to ensure employers play a direct role in shaping workforce solutions. These partnerships: ● Define in-demand skills and hiring needs ● Inform training design and career pathways ● Support work-based learning opportunities, including OJT and apprenticeships Small Business and Industry Engagement To increase engagement with small and mid-sized businesses, the LWDB is: ● Creating simplified access points to workforce services ● Offering bundled solutions (recruitment, training, and OJT/IWT support) ● Expanding outreach through chambers, business associations, and industry networks Technology and Continuous Improvement Employer engagement is supported through technology-enabled tracking and communication tools, allowing the LWDB to monitor engagement, follow up with employers, and improve service delivery. Performance is measured through metrics such as: ● Number of businesses engaged and retained ● Participation in workforce programs (OJT, IWT, apprenticeships) ● Employer satisfaction and repeat engagement Leveraging Chamber Councils for Employer Engagement Through its partnership with the Greater Memphis Chamber, the LWDB leverages access to a network of industry councils and business leadership groups to strengthen employer engagement and workforce alignment. GMLWDB Local Plan 116These councils represent a broad cross-section of industries and provide a structured platform for: ● Direct employer input on workforce needs, skills gaps, and hiring trends ● Ongoing engagement with industry leaders and decision-makers ● Alignment of workforce strategies with real-time business priorities The LWDB utilizes these councils to: ● Gather insights that inform training investments and career pathway development ● Promote workforce programs, including OJT, IWT, and apprenticeship opportunities ● Identify employers interested in participating in sector partnerships and work-based learning models This connection ensures that workforce strategies are continuously informed by the voice of business and aligned with regional economic development efforts.

d. Describe how the local area's workforce development programs and strategies will be coordinated and integrated with economic development activities to increase and enhance the region's economic competitiveness.
    i. Describe how these programs will promote entrepreneurial skills training and microenterprise services.

Coordination with Economic Development The Greater Memphis Local Workforce Development Board (GMLWDB) aligns workforce strategies with regional economic development efforts to strengthen the competitiveness of the Greater Memphis region. In coordination with the Greater Memphis Chamber, EDGE, and local municipalities, the LWDB ensures workforce services are integrated into business recruitment, retention, and expansion strategies. Workforce staff participate in economic development planning and project discussions to ensure talent solutions are embedded early, including hiring, training, and pipeline development. Through its partnership with the Greater Memphis Chamber, the LWDB also supports special projects and business attraction efforts, aligning workforce incentives and training resources to meet employer needs as companies locate or expand in the region. This alignment is supported by: ● Use of labor market data and real-time business intelligence to guide workforce investments ● Expansion of sector partnerships in high-growth industries ● Integration of work-based learning models (OJT, IWT, apprenticeships) tied directly to employer demand ● Coordination of rapid response and layoff aversion strategies Promoting Entrepreneurial Skills and Microenterprise Development The LWDB recognizes entrepreneurship as a key driver of regional economic growth and supports it as a viable career pathway. GMLWDB Local Plan 119Workforce programs connect individuals to entrepreneurial training in: ● Business planning and financial literacy ● Digital marketing and e-commerce ● Small business operations and management The LWDB partners with organizations such as the Small Business Administration (SBA), Minority Business Development Agency (MBDA), Epicenter, local chambers, and community development organizations to provide coordinated support. To strengthen microenterprise development, the LWDB will: ● Promote entrepreneurship training for youth, dislocated workers, and individuals with barriers ● Connect participants to microloans, grants, and technical assistance ● Support engagement with incubators, accelerators, and co-working spaces ● Integrate digital skills and e-commerce training into workforce strategies Entrepreneurs are also connected back into the workforce system through services such as hiring support, incumbent worker training, and labor market insights, ensuring small businesses can grow and remain competitive.

e. Provide an updated description on how the LWDB will coordinate its workforce investment activities with statewide rapid response activities.

Coordination with Statewide Rapid Response The Greater Memphis Local Workforce Development Board (GMLWDB) coordinates workforce investment activities with statewide Rapid Response through close alignment with the Tennessee Department of Labor and Workforce Development (TDLWD) and a reconfigured, system-wide business services approach. Coordinated and Early Intervention The LWDB maintains direct communication with state Rapid Response staff to ensure timely notification and rapid deployment of services. The region prioritizes early intervention, providing services even below WARN thresholds and targeting employer engagement within 48 hours when feasible. Rapid Response is integrated with economic development and business engagement efforts to support both layoff aversion and rapid reemployment. Reconfigured Business Services Model To strengthen coordination, the LWDB has restructured its business services approach to operate as a single, unified function across the system: ● The One-Stop Operator (OSO) coordinates outreach and monitors system-wide engagement ● The LWDB Business Services Team leads employer relationships and Rapid Response strategy ● Career Service Providers (CSPs) execute enrollment into OJT, IWT, training, and reemployment services This model ensures Rapid Response is fully aligned with employer engagement, sector strategies, and workforce investments, rather than operating as a standalone function. Integration with Workforce Services GMLWDB Local Plan 122Rapid Response activities are directly connected to workforce programs, including: ● OJT, IWT, apprenticeships, and ITAs ● Short-term, industry-aligned training for dislocated workers ● Layoff aversion strategies such as upskilling and incumbent worker training Tools such as EconoVue are used to identify at-risk employers and target early intervention. Data-Driven Performance All Rapid Response activities are tracked in the Virtual One-Stop (VOS) system and monitored through performance metrics, including: ● Workers served and reemployed ● Layoffs averted ● Participation in training and work-based learning

Training Services

a. Update how the local area will provide adult and dislocated worker employment and training activities aligning with industry needs. This should include industry-recognized credentials, registered apprenticeships and pre-apprenticeships, incumbent worker, on-the-job, and customized training programs.

Training Services The Greater Memphis Local Workforce Development Board (GMLWDB) delivers adult and dislocated worker training aligned with industry demand, using labor market data, employer input, and sector partnerships to guide investments. Training is required to lead to industry-recognized credentials and employment outcomes in high-demand sectors. Training Strategies The LWDB utilizes a range of employer-driven training models, including: ● Individual Training Accounts (ITAs) for short-term, credential-focused programs ● Registered Apprenticeships and pre-apprenticeships aligned with career pathways ● On-the-Job Training (OJT) for paid, skill-based employment ● Incumbent Worker Training (IWT) to upskill workers and prevent layoffs ● Customized training designed with employers to meet specific workforce needs All training programs must align with employer-validated skills and hiring demand. Dislocated Worker Response Training for dislocated workers is coordinated with Rapid Response, ensuring early engagement and quick connection to reemployment through short-term training, work-based learning, and hiring events.

b. Describe how contracts will be coordinated with the use of Workforce Pell and Individual Training Accounts (ITAs).

Coordination of ITAs and Workforce Pell The Greater Memphis Local Workforce Development Board (GMLWDB) coordinates Individual Training Accounts (ITAs) with Workforce Pell and Pell Grants to maximize training access and reduce duplication of funding. Pell funding is used as the primary source of payment for eligible participants, with ITAs used to cover remaining costs such as tuition gaps, required materials, and supportive services. This ensures efficient use of resources and expands the number of individuals served. All ITA-funded training must align with in-demand occupations and industry-recognized credentials, as identified through labor market data and employer engagement. Integrated Funding and Service Delivery The LWDB supports coordination through: ● Co-enrollment across workforce and education programs ● Integrated case management to guide training selection ● Alignment of training with career pathways and employer demand With the expansion of Workforce Pell to short-term programs, the LWDB will further align funding strategies to increase access to credential-focused training in high-demand sectors. Accountability and Quality Assurance Training providers are held accountable through the Eligible Training Provider List (ETPL) and are evaluated based on completion, credential attainment, and employment outcomes. Programs that do not meet performance standards are removed from eligibility. GMLWDB Local Plan 127The LWDB also prioritizes training investments through a tiered ITA structure, directing funding toward occupations that lead to family-sustaining wages and career advancement.

c. Describe how the LWDB will focus on in-demand occupations and priority sectors while ensuring informed customer choice in the selection of training programs regardless of how training services are provided.

In-Demand Occupations and Informed Customer Choice The Greater Memphis Local Workforce Development Board (GMLWDB) prioritizes training investments in in-demand occupations and industry sectors using labor market data, employer engagement, and sector partnerships to guide decisions. At the same time, the LWDB ensures informed customer choice by allowing participants to select training programs that align with their career goals, provided those programs lead to industry-recognized credentials and employment opportunities. Demand-Driven Training with Customer Choice Training is delivered through multiple models, including: ● Individual Training Accounts (ITAs) ● On-the-Job Training (OJT) ● Registered Apprenticeships and customized training Participants receive assessment and career planning services and develop an Individual Employment Plan (IEP) to guide training selection. To support informed decision-making, participants are provided access to the Eligible Training Provider List (ETPL), which includes performance data on training providers such as completion rates, credential attainment, and employment outcomes. Access and Alignment Training options include in-person, regional, and virtual programs, ensuring access across the service area. All WIOA-funded training must align with in-demand occupations and support career pathways and stackable credentials.

d. Provide an updated description of how the LWDB will ensure continuous improvement of eligible training providers of services and evaluate that the providers are meeting the needs of local employers and jobseekers.

Continuous Improvement of Training Providers The Greater Memphis Local Workforce Development Board (GMLWDB) ensures continuous improvement of Eligible Training Providers (ETPs) through ongoing performance monitoring, data transparency, and accountability standards aligned with employer and jobseeker needs. Performance Monitoring and Accountability Training providers are evaluated using key performance indicators, including: ● Completion rates ● Credential attainment ● Measurable skill gains ● Employment and wage outcomes All providers must demonstrate alignment with in-demand occupations and employer needs to remain eligible for WIOA-funded training. Training Provider Dashboard The LWDB has implemented an enhanced Training Provider Dashboard to track and monitor provider performance in real time. The dashboard allows staff to: ● Compare provider outcomes across programs ● Identify performance trends and gaps ● Inform funding decisions and participant referrals This tool increases transparency and ensures training investments are directed toward high-performing, industry-aligned providers. Corrective Action and Continuous Improvement GMLWDB Local Plan 132Providers that do not meet performance benchmarks are subject to: ● Technical assistance and corrective action plans ● Reduced referrals if performance does not improve ● Recommendation for removal from the Eligible Training Provider List (ETPL) when necessary Work-Based Learning Oversight The LWDB applies similar standards to OJT and employer-based training, requiring employers to demonstrate the ability to provide quality training and retain participants in unsubsidized employment. Employers with poor outcomes are not approved for future contracts.

Program Coordination:

a. Provide an updated description of how education and workforce investment activities will be coordinated in the local area. This must include:
   ii. Coordination of Perkins V and relevant secondary and postsecondary education programs;
   iii. Co-locations and activities with education and workforce investment to coordinate strategies and enhance services; and
   iv. A description of how the LWDB will avoid duplication of services.

Coordination of Education and Workforce Activities The Greater Memphis Local Workforce Development Board (GMLWDB) coordinates education and workforce activities through aligned partnerships, co-location, and shared service delivery. Perkins V and Education Alignment The LWDB collaborates with Perkins V-funded CTE programs, K-12 systems, and postsecondary institutions to align career pathways with in-demand industries. This includes sharing labor market data, supporting career pathway development, and strengthening transitions from education to employment. Co-Location and Integrated Services Workforce and education partners coordinate services through the American Job Center (AJC) system and affiliated sites, using: ● Co-enrollment and referrals ● Shared case management when appropriate ● Regular partner coordination meetings Avoiding Duplication The LWDB avoids duplication through: ● Service mapping and coordinated planning across partners ● Clear referral processes and defined partner roles ● Ongoing communication to align new and existing services

b. Describe updated plans, strategies, and assurances concerning the coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), to improve service delivery and avoid duplication of services.

Coordination with Wagner-Peyser Employment Services The Greater Memphis Local Workforce Development Board (GMLWDB) coordinates with Wagner-Peyser Employment Services to ensure integrated service delivery, improved customer experience, and elimination of duplication. Wagner-Peyser services, including labor exchange, job search assistance, and employer engagement, are fully aligned with WIOA Title I services within the American Job Center (AJC) system. The One-Stop Operator (OSO) serves as the central coordinating entity, ensuring alignment of customer flow, referrals, and service delivery across all partners. The OSO monitors how individuals move through the system and ensures Wagner-Peyser services are seamlessly integrated into the broader One-Stop model. Staff are cross-trained, and shared intake and referral processes ensure customers are connected to the appropriate services without duplication. Ongoing coordination includes regular review of service delivery, employer engagement, and labor market information, ensuring a unified and responsive workforce system.

c. How will the LWDB update coordination of WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II?
   i. Include information on utilizing virtual services and mobile teams and units to expand access to employment, training, education, and supportive services provided through the local one-stop system for Title II participants with barriers to employment.
   ii. Include how the LWDB will carry out the review of local applications submitted under Title II consistent with WIOA Sec. 107(d)(11)(A) and (B)(i) and WIOA Sec. 232.

Coordination of Title I and Title II Services The Greater Memphis Local Workforce Development Board (GMLWDB) coordinates WIOA Title I and Title II activities to ensure integrated access to education, training, and employment services for individuals with barriers. The One-Stop Operator (OSO) serves as the central coordinator, aligning referrals, service flow, and partner collaboration between workforce and adult education providers. To expand access, the LWDB utilizes: ● Virtual services for workshops, assessments, and case management ● Mobile teams and community-based access points to reach underserved populations Adult education providers are integrated through referral pathways and co-enrollment, supporting participants in obtaining high school equivalency, English language skills, and transition into career pathways. Title II Application Review The LWDB reviews Title II applications in accordance with WIOA Sections 107(d)(11) and 232, ensuring alignment with: ● Local workforce priorities ● One-Stop system coordination GMLWDB Local Plan 139● Service to individuals with barriers to employment

d. Provide an update on any currently executed or planned cooperative agreements that define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop system. This includes cooperative agreements for co-location of services.

The GMLWDB maintains cooperative agreements, including the WIOA Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), to ensure the integration of services across the one-stop system. Cooperative Agreements and One-Stop Integration The Greater Memphis Local Workforce Development Board (GMLWDB) maintains cooperative agreements, including the WIOA Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), to ensure full integration of services across the one-stop system. These agreements define partner roles, resource contributions, service coordination, and co-location strategies, ensuring access to the full range of workforce, education, and supportive services. The One-Stop Operator (OSO) serves as the coordinating entity, ensuring alignment across all providers through: ● Monthly partner coordination meetings ● Business services alignment ● Cross-training and shared service delivery practices Co-location is implemented within the American Job Center (AJC) network and affiliated sites, with continued expansion of integrated and community-based access points to improve service availability.

e. Provide an updated description of how the LWDA's programs and strategies strengthen the linkages between the One-Stop delivery system and unemployment insurance programs?

Linkages with Unemployment Insurance (UI) Programs The Greater Memphis Local Workforce Development Area (LWDA) strengthens linkages between the One-Stop system and Unemployment Insurance (UI) programs to support rapid reemployment and reduced duration of unemployment. The One-Stop Operator (OSO) coordinates integration of UI and workforce services by aligning intake, referrals, and service flow across partners. Through the Reemployment Services and Eligibility Assessment (RESEA) program, UI claimants are directly connected to American Job Center (AJC) services, including career counseling, job search assistance, training opportunities, and placement support. AJC staff assist claimants with UI claims, labor market information, and immediate connection to workforce programs, while UI data is used to proactively identify and engage individuals early in their unemployment.

Youth Activities

a. Provide an updated assessment of the type and availability of youth workforce investment activities in the local area, including a description of how these activities will be focused towards in-demand and emerging sectors?

Youth Workforce Activities The Greater Memphis Local Workforce Development Board (GMLWDB) provides a range of youth workforce activities focused on career pathways, work-based learning, and training aligned with in-demand and emerging sectors. Youth services include career exploration, occupational skills training, and paid and unpaid work experiences, guided by Individual Service Strategies (ISS) and aligned with employer demand. Alignment with In-Demand and Emerging Sectors Youth programming is intentionally aligned with high-growth industries, including healthcare, logistics, advanced manufacturing, construction, and technology. This is achieved through: ● Work-based learning opportunities (internships, pre-apprenticeships, and OJT) tied to priority sectors ● Credential-focused training that leads to employment in in-demand occupations ● Employer and sector partnerships that inform program design and career pathway development Availability and Access GMLWDB Local Plan 146Services are delivered through community-based providers and workforce partners, ensuring access for youth with barriers to employment, including out-of-school youth and justice-involved youth. Programs are selected through a competitive procurement process, prioritizing providers that demonstrate strong outcomes, sector alignment, and the ability to connect youth to employment.

b. Provide an updated description of how providers and LWDB staff ensure the WIOA elements:
   i. Connect back to the WIOA Youth Program Design Framework, particularly the Objective Assessments and ISS; and
   ii. Are made available to youth with disabilities by describing specific program practices, tools, and services that are tailored to serve youth with disabilities.

WIOA Youth Program Design and Accessibility The Greater Memphis Local Workforce Development Board (GMLWDB) ensures WIOA youth services are aligned with the Youth Program Design Framework through the use of objective assessments and the Individual Service Strategy (ISS). All participants complete an objective assessment at enrollment to identify strengths, barriers, and career interests. This informs the ISS, which outlines education and employment goals and is regularly updated to track progress and guide service delivery. All 14 WIOA youth elements are made available through direct services and partner coordination and are aligned to each participant's ISS. Services for Youth with Disabilities The LWDB ensures youth with disabilities have full access to services through: ● Individualized accommodations and inclusive service delivery ● Coordination with partners such as Vocational Rehabilitation ● Access to Pre-Employment Transition Services (Pre-ETS), including career exploration, work-based learning, and self-advocacy training ● Use of assistive technology and workplace readiness supports

c. Provide an updated description of successful models for youth services from your local area, including but not limited to virtual work experiences, YEP, pre-apprenticeships, OSY recruitment and engagement strategies.

Youth Service Delivery Models The Greater Memphis Local Workforce Development Board (GMLWDB) utilizes a range of proven and emerging models to support youth workforce development, with a focus on work-based learning, career pathways, and engagement of out-of-school youth. Key Models ● Youth Employment Program (YEP) Provides paid work experiences aligned with in-demand sectors, combining wages, mentoring, and skill development to support career readiness and retention. ● Work-Based Learning and Pre-Apprenticeships Includes internships, pre-apprenticeships, and on-the-job training that connect youth directly to employers and career pathways in high-growth industries. ● Virtual Work Experiences and Digital Engagement Expands access through virtual career exploration, online workshops, and technology-enabled learning, allowing youth to engage regardless of location. ● Out-of-School Youth (OSY) Recruitment and Engagement Focuses on connecting youth through community-based partnerships, reentry programs, and targeted outreach in high-need areas, ensuring access for youth with barriers to employment. Strategic Approach These models are aligned with in-demand industries and Individual Service Strategies (ISS) and supported through partnerships with education providers, employers, and community organizations.

d. Provide an updated description of how the LWDB has defined the criterion of "requires additional assistance to complete an educational program, or to secure and hold employment" for OSY and ISY, including:
   i. Evidence supporting the established criteria, to include current labor market information, statistical evidence and other data deemed supportive;
   ii. A description of how the LWDB ensures regional alignment in this criteria; and
   iii. List any documentation required from the participant to support established criteria and any additional case management parameters the LWDB has deemed necessary.

"Requires Additional Assistance" Criteria The Greater Memphis Local Workforce Development Board (GMLWDB) defines "requires additional assistance" for ISY and OSY based on documented academic, employment, and socioeconomic barriers that impact a youth's ability to complete education or secure and retain employment. i. Supporting Evidence Criteria are informed by labor market data, unemployment trends, and regional skill gaps, ensuring alignment with populations most impacted by barriers. In addition, the LWDB is advancing a place-based approach, informed by American Community Survey (ACS) data, to target youth residing in high-poverty ZIP codes (30%+ poverty rate) as an indicator of need . This approach strengthens targeting, reduces documentation burden, and aligns services to communities with the greatest need. ii. Regional Alignment The LWDB ensures consistent application across providers through standardized policy, staff training, and monitoring, aligned with regional priorities and state guidance. The proposed place-based strategy further supports alignment by establishing uniform geographic criteria across the service area. GMLWDB Local Plan 153iii. Documentation and Case Management Eligibility is supported by documentation such as: ● School records or assessments ● Employment history or case notes ● Proof of residency (e.g., utility bill, lease, or government-issued ID) All determinations are documented in the system and tied to the participant's Individual Service Strategy (ISS), with ongoing case management to track progress and service alignment. Compliance and Monitoring The LWDB monitors use of this category, including the 5% ISY cap, and will align any place-based implementation with state-approved waiver guidance and oversight protocols. G

Administration

a. Identify the entity responsible for the disbursal of grant funds as determined by the Chief Local Elected Official(CLEO) or the Governor under WIOA sec. 107(d)(12)(B)(i).

Greater Memphis Chamber

b. Describe the competitive process to be used to award subgrants and contracts for WIOA Title I activities in the local area.

Competitive Procurement Process The Greater Memphis Local Workforce Development Board (GMLWDB) awards subgrants and contracts for WIOA Title I activities through a competitive procurement process that ensures full and open competition in accordance with 2 CFR 200 and WIOA requirements . Competitive Process For youth and service provider contracts, the LWDB utilizes a Request for Proposals (RFP) process, which includes: ● Publicly advertised solicitations ● Clearly defined scope of work and evaluation criteria ● Proposals reviewed by a formal evaluation process ● Selection based on best value, performance, and alignment with program goals Contracts are awarded to providers that demonstrate the ability to meet performance outcomes, serve target populations, and align with in-demand sectors. Procurement Methods and Oversight Depending on funding level, the LWDB uses: ● Small purchase procedures (quotes from multiple vendors) ● Competitive proposals (RFPs) for larger procurements ● Limited sole source procurement only when allowable All contracts are awarded on a cost-reimbursement basis, and the LWDB maintains oversight to ensure providers meet all performance, compliance, and service delivery requirements . GMLWDB Local Plan 158Conflict of Interest and Accountability The LWDB enforces strict conflict of interest policies, ensuring no individual involved in procurement has a financial or personal interest in contract awards. All procurement decisions are documented, including the basis for selection and pricing .

c. Update the local levels of performance negotiated with the Governor and CLEO, and state KPIs, to be used to measure the performance of the local area and to be used by the LWDB for measuring the performance of the fiscal agent, eligible providers, and the One-Stop delivery system, in the local area.

Local Performance Measures and KPIs The Greater Memphis Local Workforce Development Board (GMLWDB) utilizes state-negotiated performance levels in alignment with the Governor and Chief Local Elected Official (CLEO) to measure system effectiveness across all programs. These measures include WIOA primary indicators such as: ● Employment (2nd and 4th quarter) ● Median earnings ● Credential attainment ● Measurable skill gains ● Effectiveness in serving employers Local Application of Performance Measures The LWDB applies these measures across the system to evaluate: ● Eligible service providers (CSPs) through contract performance and outcomes ● The One-Stop delivery system, including service flow, referrals, and customer outcomes ● The fiscal agent, through financial stewardship, compliance, and timely reporting Performance is reviewed regularly through Board reporting and provider monitoring, ensuring accountability and alignment with state expectations. Local KPIs and Real-Time Monitoring In addition to state measures, the LWDB utilizes local key performance indicators (KPIs) to track real-time system performance, including: GMLWDB Local Plan 161● Enrollment and service timelines (including 7-day enrollment) ● Participation in training and work-based learning (OJT, IWT, apprenticeships) ● Employer engagement and repeat business utilization ● Service to priority populations and high-poverty areas These micrometrics allow the LWDB to identify gaps early and make immediate adjustments. Continuous Improvement and Accountability Performance data is used to: ● Inform funding and contracting decisions ● Drive corrective actions when benchmarks are not met ● Strengthen alignment between workforce services and economic demand

d. Describe the actions taken toward becoming or remaining a high-performing LWDB, consistent with the LWDB's assessment and certification by the University of Tennessee for Industrial Services (UTCIS), as overseen by the State Workforce Development Board.

High-Performing LWDB The Greater Memphis Local Workforce Development Board (GMLWDB) has initiated the high-performing board assessment process in partnership with UTCIS and Tamera Parsons. The assessment survey has been deployed to board members, with approximately 67% completion. Initial results have been received, and the LWDB is currently scheduling one-on-one interviews with board members to gather additional input. UTCIS will present the final assessment results to the Board in May, which will inform next steps for strengthening board performance, governance, and system alignment.

Public Comment:

a. Describe the process used by the LWDB to provide a period of at least 15 days, but no more than 30 days, for public comment on plan modifications.

Public Comment: a. Describe the process used by the LWDB to provide a period of at least 15 days, but no more than 30 days, for public comment on plan modifications. The Greater Memphis Local Workforce Development Board, in accordance with the Workforce Innovation and Opportunity Act (WIOA), has developed a Draft Local WIOA Plan PY 2026 – 2029, which includes: Shelby, Fayette, Tipton, and Lauderdale County. The public is invited to comment on the Local Plan on April 11th, 2026. Both the Local and Regional Plans can be found at https://greatermemworkforce.com/ All public comments should be emailed to board@greatermemworkforce.com.

b. Include any comments submitted during the public comment period that represent disagreement with the plan modifications.

Will be updated following public comment submissions

Stakeholder Involvement:

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

Stakeholder Involvement Prior to submission of the Local Plan, the Greater Memphis Local Workforce Development Board (GMLWDB) met stakeholder involvement requirements in accordance with TDLWD Regional and Local Plan policy. A public notice will be posted on the GMLWDB website (greatermemworkforce.com) to inform stakeholders of the opportunity to review and provide input. The plan will be made available online. An electronic communication will also be distributed to workforce system stakeholders to encourage review and feedback. Stakeholder input is solicited through a public comment email (board@greatermemworkforce.com) available on the website during the designated public comment period. In addition, hybrid public listening sessions were scheduled for April 22 and April 23 to provide further opportunities for engagement.

April 22, 2026 Virtual Call-In Information
Join: https://teams.microsoft.com/meet/23270617689677?p=qLZSu7JQcWnALFi2HN
Meeting ID: 232 706 176 896 77
Passcode: F2G4BL6X

April 23, 2026 Virtual Call-In Information
Join: https://teams.microsoft.com/meet/23277509502405?p=IJtfppCfn0m0z56MUN Meeting ID: 232 775 095 024 05 Passcode: 6RE6kU69

Attachments

Attachment A- Required Policies

In the space below, please provide a link to the LWDB policy page, which must include the following required local policies:

- Property Management Policy
- Supportive Services Policy
- Youth Program Design Policy
- Priority of Service Policy
- Local Governance Policy
- Co-Enrollment Policy
- Electronic Case Files Policy
- Grievance and Complaint Resolution Policy
- Minimum Participant Cost Rate Policy
- Monitoring Policy
- Youth Eligibility Policy

https://greatermemworkforce.com/policies-and-agreements/

Attachment B- CLEO Signature page

Attachment B can be submitted one of two ways. If the LWDA has capacity for electronic signatures, it can be linked in the space below. In the alternative, the LWDA can provide via email. Please designate which option is selected.

☐ Attachment B is linked in the space below:

☐ Attachment B has been sent via email to Workforce.Board@tn.gov

Attachment C- Partners MOU & IFA

Please affirm the LWDA has previously submitted a Partner's MOU and Infrastructure Funding Agreement pursuant to TDLWD-WFS Guidance-WIOA Memorandum of Understanding (MOU)/One-Stop Service Delivery and Infrastructure Funding Agreement (IFA). In the space below, provide the date on which these documents were most recently submitted:

Attachment D- Additional Cooperative Agreements

Please provide any executed cooperative agreements, other than the Partner's MOU, to which the LWDA is a party. Any additional cooperative agreements can be provided as "Attachment D to Local Plan" via email to Workforce.Board@tn.gov. In the space below, please list the name of any additional cooperative agreement that will be included. If none exist, please state "none."

none

Attachment E- Budget Information and Supporting Materials

Please provide the following fiscal materials via email to Workforce.Board@tn.gov using the subject line "Local Plan Attachment E."

- Detailed budget listing the sources and uses of TDLWD pass-through funds and all non-Federal matching funds
- Supporting budget narrative explaining expenditures by line items listed on Standard Form 424A
  (Include purpose of travel and supply/equipment lists and describe expenses in the 'other' line item, if applicable. If the budget includes personnel or contractual expenses, cash or in-kind, estimate the number of hours/days and hourly rate, or portion of FTE and salary, for the time that is expected to be spent on the proposed project by key personnel, contractors, or consultants. If the budget includes land or buildings, provide an MAI appraisal or comparable appraisal. Include a description of all leveraged funds, including any fee based and/or revenue generated. Include description of any in-kind resources, including the methods used to determine their value).
- Letters of Commitment from each non-TDLWD funding source (federal state, local, or private) that specifies the amount and type of funds committed (grant, loan, cash, or in-kind)
- Any additional pertinent supporting materials, as applicable.

In the text box below, provide the date Attachment E was submitted and name of individual submitting: