

WIOA Strategic Workforce Development Plan

Local Plan Template

PYs 2024-2027



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Local Area Information

TN Local Area: _____

Local Workforce Development Area(s) Contact Information:

Executive Director Name

Email Address

Regional Director Contact Information:

Regional Director Name

Email Address

Chief Local Elected Official (CLEO) Contact Information:

CLEO Name

Email Address

Board Chair Contact Information:

Board Chair Name

Board Chair Email Address

Date of Submission: _____

LOCAL AREA: Northern Middle Workforce 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
Increase LFPR in Northern Middle	Increase LFPR	Improve LFPR in four counties that are below the state average.	6/30/2025 Ongoing	Survey residents (not in labor force) in 4 counties in partnership with county mayors	7/31/2024	Research and Implement Work-from-Home opportunities to support jobseekers with barriers to employment	9/30/2024	Engage local county jails/employers to develop more WDI's with Title II AE to increase pipeline of workers	6/30/2025
Improve Tracking of Job Placement across the System	Expand Data Research and Analytics	Implement data tracking system to capture job placements across partners.	6/30/2025	Partner meeting to assess current data and system capacity	9/30/2024	Train staff and implement new system across partners	12/31/2024	Measure monthly dashboard to track job placements'	1/1/2025
Identify ownership and data tracking of services to employers	Implement Business Engagement Plan	Identify and empower Regional Business and Workforce Director to implement system to track employer services	9/30/2024	Identify Assets and funding resources in local area.	12/31/2024	Empower New Business and Workforce Director in Northern Middle -Implement dashboard for tracking BEP activity	3/31/2025	Train and implement new Zen Desk system with monthly dashboard to track services.	TBD
Increase participation in the TYEP	Increase LFPR	Increase enrollment in TYEP in Northern Middle Goal 692	6/30/2025	Work with county mayors to identify government positions for TYEP	7/1/2024	Milestone Enrollment 550	12/31/2024	Increase enrollments of individuals with disabilities in TYEP by working with CBOs and VR Goal of 100 enrollments	6/30/2025
Increase Staff Training	Superior Service Delivery/Implement Business Engagement Plan	Improve staff training in Northern Middle to provide a more comprehensive approach with both job seekers and employers	6/30/2026	On-going staff training on new BEP and for CSP selected for Northern Middle on 10/1/24	12/31/2024	Engage business consultants in grant opportunities such as IWT, Apprenticeships, and CBG grants so services can be delivered on front line. Expend 100% of Employer funding for 24-25	6/30/2025	Implement job seeker and employer customer satisfaction measure to improve quality of service deliver. Benchmark other areas	6/30/2025

Regional and Local Analysis:

- a. Provide an analysis of regional economic conditions, including:
 - 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.

- b. Describe 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.

Rank	Advertised Detailed Job Skill	Advertised Skill Group	Job Opening Match Count
1	Customer service	Customer Service Skills	19,463
2	Inventory management	Bill and Account Collectors Skills	1,624
3	Cash handling	Cashier Skills	1,531
4	Developing new business	Business Development Skills	1,442
5	Preventative maintenance	Maintenance Technician Skills	1,361
6	Inventory control	Bill and Account Collectors Skills	1,250
7	Food preparation	Food Preparation Worker Skills	1,170
8	Risk management	Risk Analyst Skills	1,115
9	Typing	Office Clerk Skills	1,099
10	Word processing	Office Clerk Skills	869

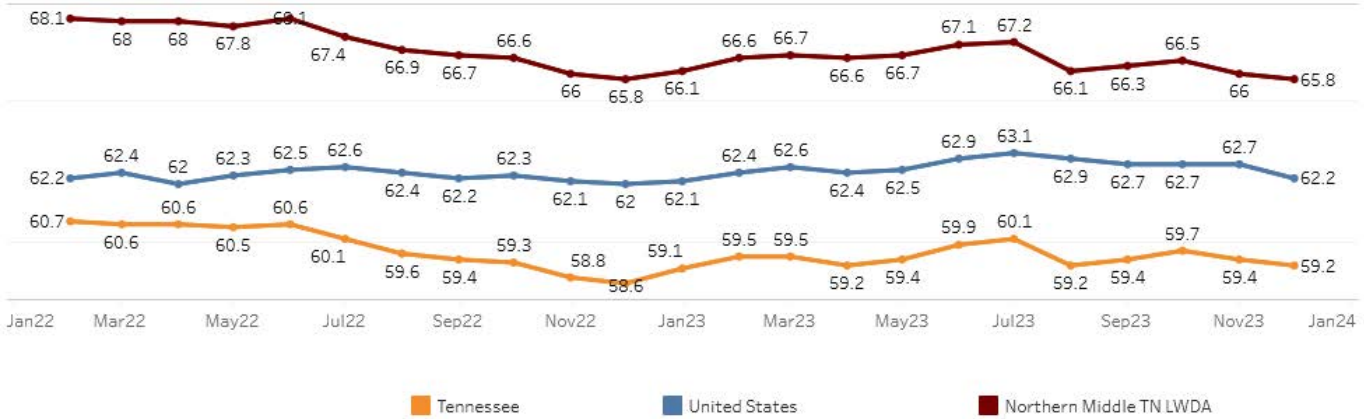
Also see Appendix A for the WIRED DATA for Middle Tennessee and Northern Middle.

- c. Provide an analysis of the regional and local workforce, including:
- 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.

Labor Force Estimates - LWDA

	January 2024 Pre.				December 2023 Rev.	
	Labor Force	Employed	Unemployed	Rate	Rate	Change
Northern Middle TN	1,159,242	1,126,153	33,089	2.9	2.5	0.4
Cheatham	23,028	22,395	633	2.7	2.4	0.3
Davidson	420,009	408,276	11,733	2.8	2.5	0.3
Dickson	28,413	27,621	792	2.8	2.5	0.3
Houston	3,281	3,104	177	5.4	4.3	1.1
Humphreys	8,932	8,601	331	3.7	3.0	0.7
Montgomery	89,313	85,834	3,479	3.9	3.4	0.5
Robertson	40,096	39,009	1,087	2.7	2.5	0.2
Rutherford	199,269	193,815	5,454	2.7	2.4	0.3
Stewart	5,807	5,585	222	3.8	3.2	0.6
Sumner	110,735	107,669	3,066	2.8	2.4	0.4
Trousdale	5,883	5,676	207	3.5	3.0	0.5
Williamson	140,778	137,203	3,575	2.5	2.3	0.2
Wilson	83,698	81,365	2,333	2.8	2.5	0.3

LFPR - TN/US



- d. Provide an analysis of workforce development activities, including education and training, in the region.
 - 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.

Support of State Initiatives:

- a. Labor Force Participation Rate (LFPR)
 - i. Describe how the LWDB will provide focused advocacy and engagement to special populations in effort to increase in the local LFPR.
 - ii. What regional or local initiatives will the LWDB support or implement to positively impact LFRP efforts?

b. Business Engagement Plan

- i. How will the local area implement the TDLWD-WFS Business Engagement Plan to redefine “business engagement” pursuant to the state-wide framework and provide streamlined solutions to employer customers?
- ii. How will the local area apply the seven pillars of the TDLWD-WFS Business Engagement Plan to the work of the Business Services Team?

- c. Summer Youth Employment Program (SYEP)
 - i. Describe how the LWDB will implement SYEP in the local area.
 - ii. How will the LWDB leverage partnerships and current connections with both in-school and out-of-school youth, as well as employers, to increase SYEP participation and job placement?
 - iii. Describe how the LWDB will conduct outreach to employers, as well as youth participants, to ensure Youth work experience is utilized year-round.

- d. AJC Operations Improvement: AJC Assessment
 - i. Provide an analysis of the KPMG assessment study results specific to the local area.
 - ii. How does the LWDB plan to incorporate the recommendations and adjust the local service strategy if necessary?

e. Infrastructure

- i. Describe how the LWDB plans to 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?

	A	B	C
1	Northern Middle Workforce Board Support & Partnerships		
2	Initiative	Description	County
3	Premier Radiology	Outpatient Diagnostic Imaging Services	Montgomery
4	Austin Peay State Univeristy	Grow Your Own Teacher Apprenticeship	Montgomery
5	Economic Development Administration	Electrical Joint Apprentieceship and Training	Davidson
6	Office of Manufacturing and Energy Supply Chains	Wildcat's domestic cathode active material manufacturing plant	Dickson
7	Wilson County TVA Grant	Apprenticeship Training for EV, Robotics and Advanced Manufacturing Industries	Wilson
8	Families First Community Grant Program	Catholic Charities, Diocese of Nashville	Davidson
9	USDA Rural Development	2023 Middle Tennessee Workforce Compensation Study (MTIDA)	Rural
10	Office of Refugee Resettlement Employer Engagement Program	New American and Refugee Pathway Program	Davidson
11	TN Department of Labor and Workforce Services	Summer Youth Employment Program	All
12	TVA Workforce Invest Grant Program	Forward Sumner Certified Career Readiness Pathways and Training	Sumner
13	Innovative Schools Models Grant	Career readiness training, mentoring and advising	Montgomery, Dickson, Davidson
14	TCAT Nashville Community Reinvestment Grant	Wrap-around Supportive Services for justice involoved individuals seeking employment in Information Technology and Construction sectors	Davidson
15	Department of Energy - American Geothermal Proposal	Heat Pump Defense Production Act Program	All
16	Connected Community Facilities Grant	Rennovations to the historic Ward School to transform it to a much needed community gathering location for digital accessibility	Trousdale

Strategic Planning Elements:

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

- b. Describe the LWDB's goals relating to performance accountability measures. How do these measures support regional economic growth and self-sufficiency?

- c. Provide a description of how the LWDB will support the strategy identified in the State Plan 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.

Local One-Stop System:

- a. Describe the LWDA's progressive service strategy, incorporating updates resulting from the AJC Assessment, and how the annual Partner's Memorandum of Understanding (MOU) will support the implementation of this strategy.

- b. Identify programs that are part of the local area's one-stop system, 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.

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

Workforce Development and Career Pathways

- a. Describe how the LWDB will work with providers to facilitate the development of career pathways, including co-enrollment in core programs and academic training programs when appropriate.

- b. Describe how the LWDB will work with providers to improve access to activities leading to recognized postsecondary credentials.
 - i. Explain how the LWDB will ensure these credentials are 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.

Access to Employment and Services:

- a. Describe how the LWDB and its partners will expand access to employment, training, education, and supportive services for eligible individuals, particularly individuals with barriers to employment.

- b. Provide a description of how the LWDB will provide services to priority populations as outlined in the State Plan, including:
 - i. Directions 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.

- c. Describe how the local area will facilitate access to services through the One-Stop delivery system, including remote areas, through the use of technology.

- d. Describe how AJCs are implementing and transitioning to an integrated technology enabled intake care management information system.

- e. Provide a description and assessment of the type and availability of programs and services provided to adults and dislocated workers in the local area.

- f. Describe how workforce activities will be coordinated with the provision of transportation, including public transportation, and appropriate supportive services in the local area.

- g. Provide a 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.

- h. What initiatives will the LWDB implement to best serve individuals who have been justice involved?

- i. Describe 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.

- 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) (section 188), 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.).

Business Engagement:

- a. Describe how the LWDB will utilize the Business Engagement Plan to provide consistent messaging and services to local area business and industry.

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

- c. Describe how the LWDB drives the partnerships necessary for effective business engagement, including the use of business intermediaries and economic development groups.

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

- e. Describe how the LWDB will coordinate its workforce investment activities with statewide rapid response activities.

Training Services

- a. Describe how the local area will provide adult and dislocated worker employment and training activities. This may include incumbent worker, on-the-job, and customized training programs.

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

- c. Describe how the LWDB will ensure informed customer choice in the selection of training programs regardless of how training services are provided.

- d. Describe how the LWDB will ensure continuous improvement of eligible training providers of services and that the providers will meet the needs of local employers and jobseekers.

Program Coordination:

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

- b. Describe 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.

- c. How will the LWDB coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II?
- i. Include information on expanding 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.

- d. Describe any executed 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.

- e. How do the LWDA's programs and strategies strengthen the linkages between the One-Stop delivery system and unemployment insurance programs?

Youth Activities

- a. Provide an assessment of the type and availability of youth workforce investment activities in the local area.

- b. Explain 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.

- c. Describe successful models for youth services from your local area, including but not limited to virtual work experiences, OSY recruitment, and engagement strategies.

- d. Explain 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.

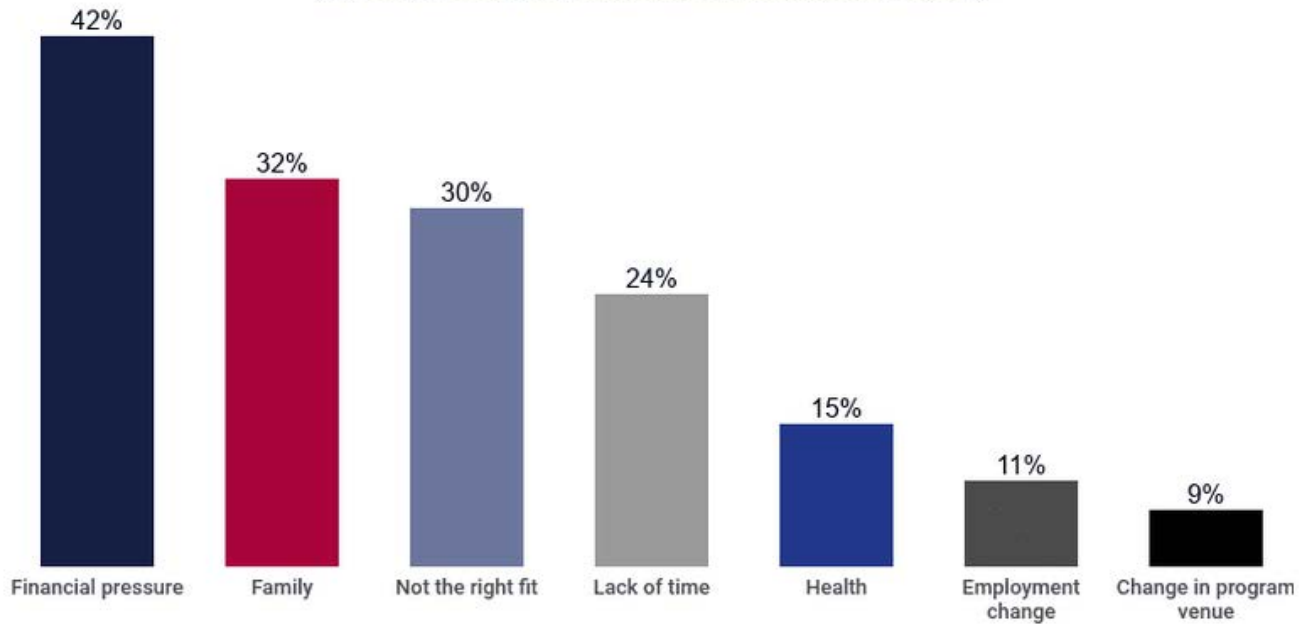
Table 1.12

First-time Freshmen Requiring Learning Support at Community Colleges Fall 2014 - Fall 2021								
Learning Support Subject	2014	2015	2016	2017	2018	2019	2020*	2021
No Learning Support	5,984	7,822	7,686	7,376	7,201	8,058	7,639	7,469
Writing Only	361	487	526	529	499	520	278	338
Math Only	4,303	4,745	4,585	4,195	4,197	3,682	2,883	2,811
Reading Only	332	484	465	494	535	511	448	316
1 Subject	4,996	5,716	5,576	5,218	5,231	4,713	3,609	3,465
Writing and Math	1,404	1,527	1,440	1,634	1,640	1,390	1,062	1,061
Writing and Reading	395	746	770	805	629	660	416	378
Math and Reading	911	1,123	955	975	1,123	889	700	600
2 Subjects	2,710	3,396	3,165	3,414	3,392	2,939	2,178	2,039
3 Subjects	3,607	4,400	3,995	4,854	5,005	4,351	3,530	3,302
Any Learning Support	11,313	13,512	12,736	13,486	13,628	12,003	9,317	8,806
Total Freshmen Cohort	17,297	21,334	20,422	20,862	20,829	20,061	16,956	16,275
% Learning Support	65.4%	63.3%	62.4%	64.6%	65.4%	59.8%	54.9%	54.1%

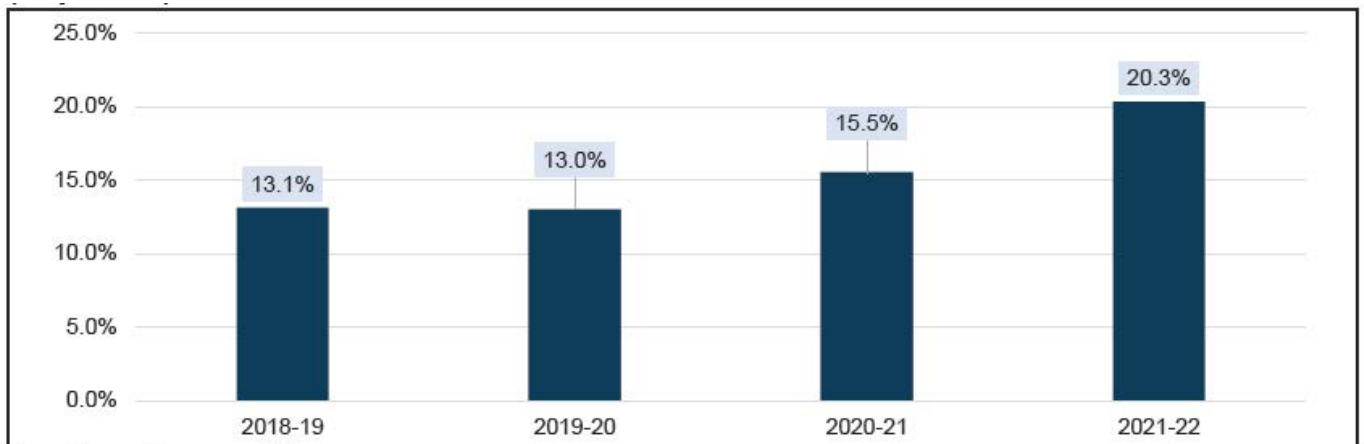
Table 2.1

First Fall to Second Fall Retention Rates for Public Institutions Fall 2020 - Fall 2021					
Institution	Fall 2020 FTTF	Fall 2021			Retention Rate
		Enrolled at Admitting Institution	Enrolled in Other Public Institution	Total Enrolled	
TBR Community Colleges					
Chattanooga State Community College	1,297	625	41	666	51.3%
Cleveland State Community College	692	319	25	344	49.7%
Columbia State Community College	1,438	778	87	865	60.2%
Dyersburg State Community College	483	243	20	263	54.5%
Jackson State Community College	818	360	40	400	48.9%
Motlow State Community College	1,457	720	61	781	53.6%
Nashville State Community College	1,122	500	35	535	47.7%
Northeast State Community College	1,090	621	21	642	58.9%
Pellissippi State Community College	1,984	959	141	1,100	55.4%
Roane State Community College	1,004	530	46	576	57.4%
Southwest Tennessee Community College	1,190	657	26	683	57.4%
Volunteer State Community College	1,774	782	57	839	47.3%
Walters State Community College	1,236	656	38	694	56.1%
TBR Community College Total	15,585	7,750	638	8,388	53.8%

Top Reasons College Dropouts Give for Leaving School (by the percentage of dropouts who cited each reason)



Education Data Initiative source: StraighterLine with the University Professional and Continuing Education Association



Source: Tennessee Department of Education.

Administration

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

[Click here to view CLEO NM Agreement](#)

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

- c. Provide the local levels of performance negotiated with the Governor and CLEO 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.

WIOA Performance Metrics	Local Model Expected	PY22 State Goals	PY23 State Goals	Labor Proposed LWDA Accepted PY22 Goal	Labor Proposed LWDA Accepted PY23 Goal
Adult Measures					
<i>Employment Rate 2nd Quarter after exit</i>	79.1%	81.5%	81.5%	81.5%	81.5%
<i>Employment Rate 4th Quarter after exit</i>	77.2%	80.2%	81.0%	80.2%	81.0%
<i>Median Earnings 2nd Quarter after exit</i>	\$ 6,784.86	\$ 6,900.00	\$ 7,025.00	\$ 6,900.00	\$ 7,025.00
<i>Credential Attainment within 4 Quarters after exit</i>	70.2%	69.0%	69.5%	69.0%	69.5%
<i>MSG</i>	74.5%	62.0%	63.5%	62.0%	63.5%
Dislocated Worker					
<i>Employment Rate 2nd Quarter after exit</i>	85.6%	81.0%	81.5%	83.0%	83.5%
<i>Employment Rate 4th Quarter after exit</i>	80.4%	81.0%	81.0%	81.0%	81.0%
<i>Median Earnings 2nd Quarter after exit</i>	\$ 9,657.33	\$ 7,900.00	\$ 7,944.00	\$ 7,900.00	\$ 7,944.00
<i>Credential Attainment within 4 Quarters after exit</i>	87.7%	70.6%	70.6%	65.0%	65.5%
<i>MSG</i>	73.7%	61.2%	61.2%	61.2%	61.2%
Youth					
<i>Employment or Placement Rate 2nd Quarter after exit</i>	70.7%	77.2%	77.5%	77.5%	78.0%
<i>Employment or Placement Rate 4th Quarter after exit</i>	66.9%	76.5%	77.5%	76.5%	77.0%
<i>Median Earnings 2nd Quarter after exit</i>	\$ 4,042.35	\$ 3,720.00	\$ 3,800.00	\$ 3,720.00	\$ 3,800.00
<i>Credential Attainment within 4 Quarters after exit</i>	64.5%	59.8%	61.5%	65.0%	65.5%
<i>MSG</i>	67.0%	54.2%	55.0%	54.2%	55.0%

Northern Middle's Key Performance Indicator Targets:
July, 2023 through June, 2024

Program	Performance Measure	PY23
Justice-Involved Individuals	New Enrollment	1,069
Wagner-Peyser	New Enrollment	5,702
Reemployment Services	Co-enrollment	49
Senior Employment	New Enrollment	56
Jobs for Veterans	New Enrollment	147
Youth	New Enrollment	460
Youth- In-School Youth	New Enrollment	138
Trade Adjustment Assistance	Co-enrollment with Dislocated Worker	90%
Apprenticeship	Peak Enrollment (Tennessee)	6,774
Adult and Dislocated Worker	New Enrollment	1,000
SNAP Employment & Training	New Enrollment	1,178
Youth- Work Experience	New Enrollment	500
Apprenticeship	State certified Pre-Apprenticeship Programs	55
Program	Performance Measure	
Living Wages (Pilot)	WIOA participants that earn a MIT living wage w/in 12 months of	190
Program	Performance Measure	Target
Incumbent Worker and On-the-Job Training	New Enrollment	150
National Dislocated Worker	New Enrollment	Conditional

- d. Describe the actions taken toward becoming or remaining a high-performing LWDB, consistent with factors developed by the State Workforce Board (SWB).

Public Comment:

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

**Middle Tennessee Regional and Northern Middle Workforce Area
Plans
Program Years 2024-2027**

The Local Workforce Development Areas of Middle TN, Northern Middle serving Cheatham, Davidson, Dickson, Houston, Humphrey, Montgomery, Robertson, Rutherford, Stewart, Sumner, Trousdale, Williamson, Wilson, Southern Middle serving Bedford, Coffee, Franklin, Giles, Hickman, Lawrence, Lewis, Lincoln, Marshall, Maury, Moore, Perry, Wayne, and Upper Cumberland serving Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, and White Counties have completed the Regional Workforce Plan for the 2024-2027 program years.



The Middle TN Regional Plan and the Northern Middle Workforce Board's Local Plan will be open for Public Comment March 15th -31st, 2024 and will be available at any American Job Center in Middle TN or online at:

www.ucwork.org
www.sctdd.org/notices/
<https://nm-wb.com/board/public-notices/> or



Please submit comments or questions to: wioaplan@workforceessentials.com

A Virtual Public Listening Session will be held on
March 19, 2024, 5:00 PM – 6:00 PM, CST

To attend virtual meeting, click on link or scan QR Code below:

<https://bit.ly/3UY9Kht>



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

Stakeholder Involvement:

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

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](#)

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:

[Click here](#) to view CLEO Signature Page

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:

Please click [here](#) for the most recent MOU/IFA update which was submitted on January 26, 2024.

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.”

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:



Northern Middle Plan Signatures

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

By signing below, the Chief Local Elected Official requests approval of the Northern Middle Workforce Development Board's 2024-2027 Local Plan.

Chief Local Elected Official Name Mayor Bob Rial

Chief Local Elected Official Signature  B1D42316DE2F418...

Date 3/14/2024

[Return to Attachments page](#)

WIRED DATA

Workforce Analysis



Middle TN -Northern Middle

Middle Region

(i) Employment and Unemployment

Total employment in the Middle Region, excluding agriculture and the self-employed, increased to 1,461,565. Labor force also increased in the Middle region.

The Middle Region consists of three Local Workforce Development Areas: Northern Middle, Southern Middle, and Upper Cumberland, encompassing a total of 40 counties. Of these, 29 counties increased employment as compared to 40 the year prior. This is an expected pattern as the year prior was a year of recovery for the Tennessee economy. The average number of establishments increased to 97,982 over the year and payroll increased by 11.4 percent to \$85.9 billion. The increase in payroll was at a faster rate than the state.

The average unemployment rate decreased from 2021 to 2022 to 3.0 percent, which is less than the state annual average. Youth unemployment in 2021(the latest data available) is lower compared to the state rate of 11.4 percent. The percent of those in poverty was stable at 13.4 percent, below the state rate, yet higher for the Middle Region than last year.

The labor force participation rate (LFPR) in the Middle Region in 2022 was 58.73 percent, somewhat lower than the previous year. However, despite this, the state's labor force participation rate increased to 58.6 percent in 2022. The Middle Region's participation rate mirrors the states. The largest decrease for the Middle Region was in the Southern Middle LWDA, which was expected given the negative population growth. A significant decrease in labor force participation rate was also seen in the Northern Middle area.

Poverty rates declined from 13.9 percent in 2020 to 13.4 percent for the Middle Region in 2021, as federal aid was targeted to individuals with the greatest needs. The highest poverty rate in the region was in the Upper Cumberland LWDA at 16.7 percent. Upper Cumberland LWDA was the only LWDA in the Middle Region that had poverty rates higher than the state's average. The 2022 rates should have been lower, given the improving economy; reducing poverty and increasing educational attainment should be key targets of workforce policy in this region. Like the state, about a third of those not in the labor force have a disability, with Upper Cumberland LWDA having the highest rate.

Youth unemployment in the Middle Region increased slightly from 9.63 in 2020 to 9.89 in 2021.

Significant Barriers to Employment

The table below identifies numbers of individuals with significant barriers to employment in the Middle Region, using the latest data available. The Middle Region has the following populations greater than its share of the population in the state:

- 43 percent of individuals on probation or parole.
- 58 percent of those with limited English- speaking ability

	Northern Middle TN LWDA	Southern Middle TN LWDA	Upper Cumberland LWDA	Middle Region	State Total
Number of American Indians or Alaskan Natives alone	5,580	1,280	929	7,789	15,219
Population Ages 15-19	134,346	31,323	22,134	187,803	438,290
Population Ages 20-24	139,907	26,953	22,911	189,771	443,703
Population Ages 55+	509,632	158,632	126,627	794,891	2,022,778
Number of Veterans 2022	119,735	30,289	22,849	172,873	423,042
Number Below Poverty	213,708	58,774	58,453	330,935	955,929
Number With Disability	238,769	74,512	65,836	379,117	1,025,259
Number of Single Parent Families	341,445	73,965	58,825	474,235	1,234,824
Probationers and Parolees 2023	22,572	4,305	3,629	30,506	71,142
Community Correction 2023	1,648	5	106	1,759	3,401
Mental Health Court Statistics (FY 2023)	47	0	0	47	96
Limited English Speaking	22,856	821	64	24,331	42,056
Foster Care Services - Youth Aged 2022	192	68	52	312	801
Clients In Recovery Courts (2023)	400	45	108	553	1,399
Disadvantaged Youth and Adults	157,655	45,750	40,300	243,705	693,590
TANF 24 Months from 2022	348	112	60	520	1,816
Prison Population 2023	4,263	2,437	0	6,700	19,063
Jail Population 2023	5,646	1,901	1,515	9,065	25,696

(ii) Labor Market Trends

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

- Healthcare and social assistance (178,447)
- Retail Trade (135,359)
- Manufacturing (139,351)
- Accommodation and Food Services (131,314)
- Educational Services (96,674)

Compared to 2018, the industries adding the most new workers included the transportation and warehousing (20,657 new jobs), professional, scientific, and technical (13,049) and construction (13,705) industries. Only one industry, manufacturing, lost jobs from 2018 to 2022 (1,009). With this increase, accommodation and food services reported a growth of 3% since 2018, thus increasing its employment numbers post-pandemic. The most rapid growth was in the information, construction and transportation and warehousing sectors. The industries with the highest earnings per worker were the management of companies and enterprises, finance, and insurance, professional, scientific, and technical, and information industries. The lowest earnings per employee were in the accommodation and food services industries.

The office and administrative support occupational group remained the largest in the Middle Region, according to the Occupational Employment and Wages Survey for 2022, which provides data on all industries except agriculture and the self-employed. Employment in this group in May 2022 was 184,660; however, it decreased employment by 3% since 2015. The next three largest industries were transportation and material moving, sales and related, and food preparation and serving. Sales and related jobs declined during the pandemic as e-commerce expanded. This group in 2022 has recovered and has employment at about the same level as in 2015.

Occupational groups that added the most jobs from 2015 to 2022 included transportation and material moving, computer and mathematical, business and finance, management, healthcare practitioners and technical, and construction. Office and administrative support and personal care and service lost the most jobs over the seven-year period. Other than management, the occupational groups with the highest median earnings included computer and mathematical, architecture and engineering, legal, healthcare practitioners and technical, and business and finance. These earnings results show the importance of STEM education and training in achieving higher earning.

(iii) Education and Skill Level of the Workforce

The Upper Cumberland LWDA reported the lowest rate of educational attainment in 2021, with 43.2 percent of the population aged 25 years or more having some college or additional education. In contrast, the rate in the Northern Middle LWDA was 66.8 percent, well above the state’s average. The Middle Region of the state of Tennessee shows significant disparities concerning the post high school educational attainment of individuals based on their race or ethnic heritage. These disparities are not unique to the Middle Region, as they reflect a pattern throughout the whole state. In the Middle Region, the attainment of a bachelor’s degree or higher by individuals who are over the age of 25 and identify their race as White is 33.39 percent, which shows a significant disparity when compared to those who identify their race as Black (28.50), and those who identify their heritage as Hispanic or Latino (18.59)

Educational Attainment	Middle Region White Only	Middle Region Black Only	Middle Region Hispanic or Latino Only	Statewide White Only	Statewide Black Only	Statewide Hispanic or Latino Only
Population 25 years and over	1,534,019	230,544	100,658	3,701,360	725,820	194,222
High school graduate only	474,318	68,564	19,937	1,171,517	247,651	54,356
Percent high school graduate only	30.92%	29.74%	19.81%	31.65%	34.12%	27.99%
High school graduate or higher	1,388,732	206,950	68,012	3,317,421	636,892	125,079
Percent high school graduate or higher	90.53%	89.77%	67.57%	89.63%	87.75%	64.40%
Bachelor degree or higher	512,239	65,703	18,717	1,114,827	159,001	33,770
Percent bachelor degree or higher	33.39%	28.50%	18.59%	30.12%	21.91%	17.39%

The most requested certifications in the Middle Region are CPR, commercial driver license, CPA, and nursing leadership certifications. For June 2023, the most requested tools and technologies include facility with Microsoft Office and Power Point, SQL, Python, operation of cash registers and forklifts, and use of personal protective equipment.

Of the top 10 employers posting jobs in the Middle Region on August 1, 2023, 4 included hospitals and other healthcare employers, as well as Kroger, Metro Nashville public schools, and fast-food companies. Reflecting the top occupational groups and those adding the most new jobs, top job postings in the region included healthcare practitioners and technical occupations, management,

sales, and food related occupations.

(iv) Skill Gaps

Demand: Tennessee is a leading state in transportation, distribution, and logistics. The transportation cluster contains several occupations that are in-demand statewide and in every region of the state, including automotive service technicians and mechanics; bus and truck mechanics and diesel engine specialists; production, planning, and expediting clerks; heavy and tractor-trailer truck drivers; industrial truck and tractor operators; and mobile heavy equipment mechanics.

Supply: Several TCAT programs train Tennesseans in this cluster who remain in Tennessee to work. The highest employment rates for certificate programs were logistics and supply chain management at 62 percent and diesel mechanics technology at 54 percent. First-year wages for the bachelor's degree program in logistics was \$53,062, and for the master's degree, \$90,607. High school CTE concentrators in autobody collision repair and diesel mechanics were employed in Tennessee at rates of more than 60 percent. This cluster had 121 apprenticeship completers.

Occupations with unmet needs by industry for Middle Region:

- A. Manufacturing
 - Electromechanical Engineering Technicians
- B. Transportation
 - Heavy Tractor – Trailer Truck Drivers
 - Industrial Truck and Tractor Operators
 - Mobile Heavy Equipment Mechanics
- C. Business, Finance, Government Management, Support
 - Medical Records Administrators
 - Accounting Technicians
 - Business Statisticians
 - Project Management Specialists
 - Public Policy Specialists
- D. Health Sciences
 - Respiratory Therapists
 - Physical Therapists, Mental Health Nurses

- E. Human Services
 - Social and Behavioral Health Workers
- F. Information technology
 - Computer and IT Security
- G. Education
 - Early Childhood Educators
 - Secondary Educators
 - Reading, Math, English, and Art Teachers

Advertised Job Skills Table for Middle Region

Rank	Advertised Detailed Job Skill	Advertised Skill Group	Job Opening Match Count
1	Customer service	Customer Service Skills	19,463
2	Inventory management	Bill and Account Collectors Skills	1,624
3	Cash handling	Cashier Skills	1,531
4	Developing new business	Business Development Skills	1,442
5	Preventative maintenance	Maintenance Technician Skills	1,361
6	Inventory control	Bill and Account Collectors Skills	1,250
7	Food preparation	Food Preparation Worker Skills	1,170
8	Risk management	Risk Analyst Skills	1,115
9	Typing	Office Clerk Skills	1,099
10	Word processing	Office Clerk Skills	869



Department of
**Labor & Workforce
Development**

WIRED DATA

Economic Analysis



Northern Middle LWDA

The Northern Middle LWDA is projected to have positive job growth in 2030 of 29%. The industry that is projected to be the largest in 2030 in the Northern Middle LWDA is Healthcare and Social Assistance (168,145 jobs). This is a continuing trend, since in 2022.

Northern Middle experienced an increase of 55,446 in employment from 2021 to 2022, ending with 1,064,835 average employment in 2022. Average weekly wages increased from \$1252 to \$1327. Looking forward to 2030, Northern Middle is expecting to have 29 percent growth in employment from 2020 to 2030. Its three largest industries are projected to be **health care and social assistance, manufacturing, and accommodation and food services** (Fig. 10).

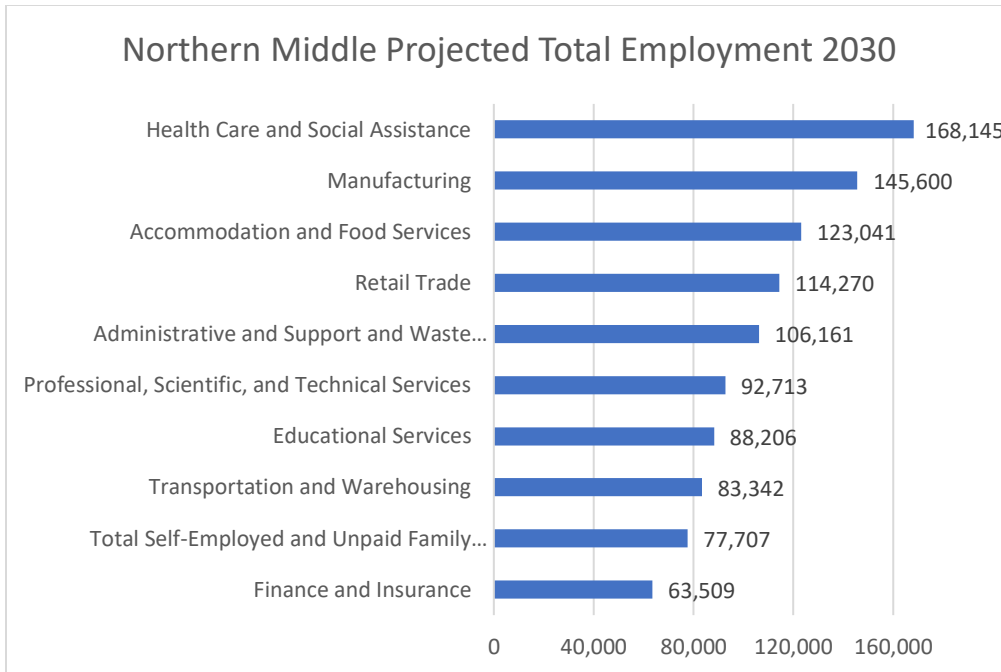


Fig. 10

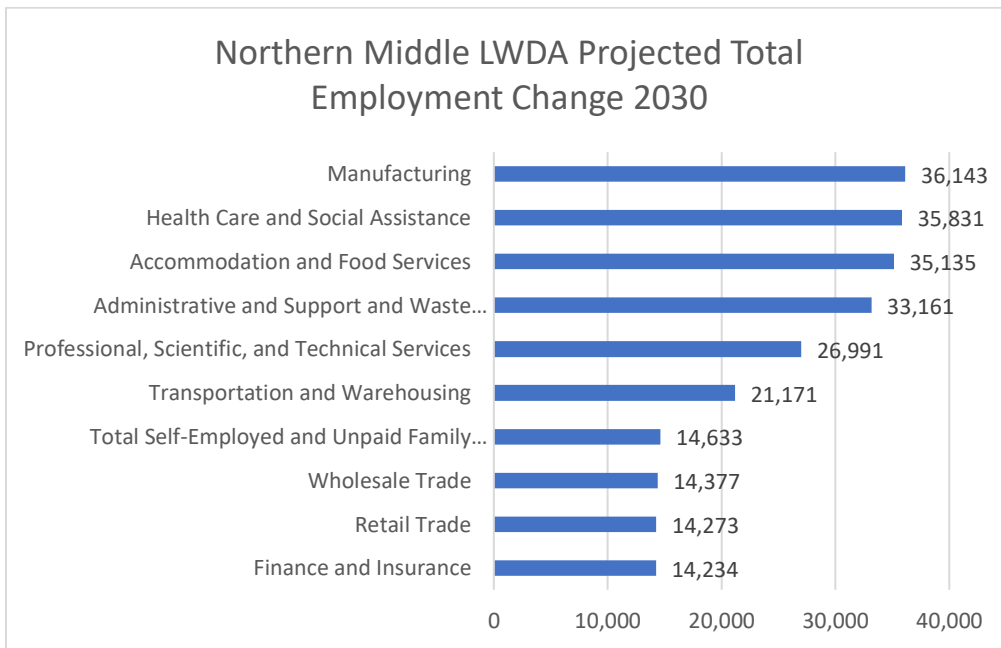


Fig. 11

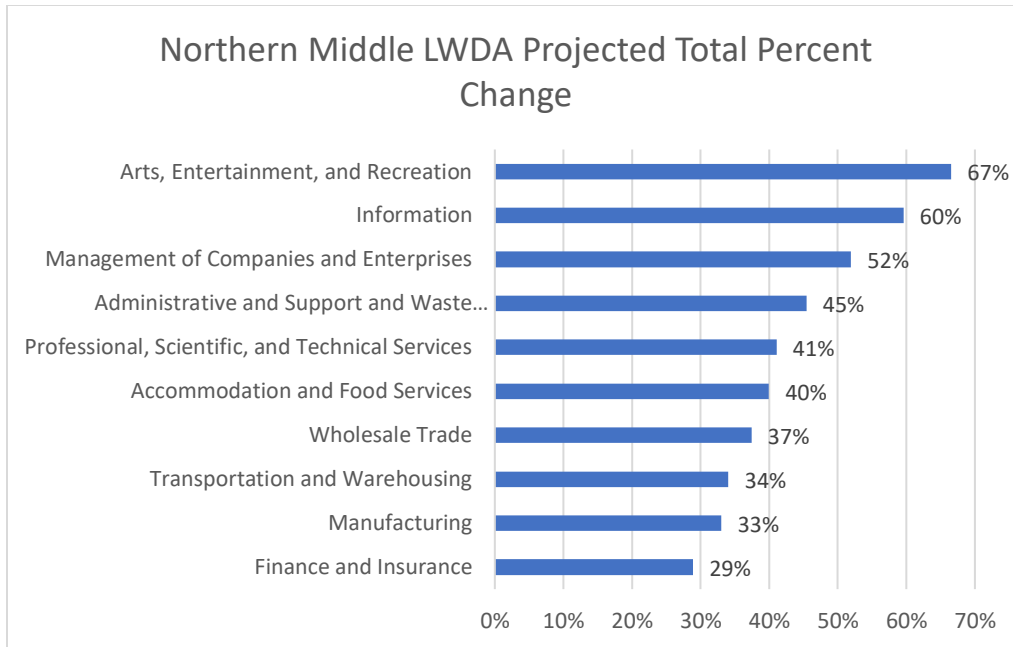


Fig. 12

These same three industries (**health care and social assistance, manufacturing, and accommodation and food services**) are expected to create the most new jobs through 2030, each creating about 35,000- 36,000 jobs. The most rapidly growing industries in the Northern Middle LWDA are the result of significant industry investments and the strong economic market forces in the region. These include the rapid growth in the **information** and management of companies and enterprises industries. The Middle Region will continue its historical growth in **the arts, entertainment, and recreation industries**.

Table 2. Occupations in Demand-Middle Region LWDAs

Code	Occupations	NM	SM	UC	Typical Education	No. of LWDAs	Annual Entry Level Wage
15-1231	Computer Network Support Specialists		1	1	AS	2	\$42,299
17-3023	Electrical and Electronic Engineering Technologists and Technicians	1	1	1	AS	3	\$42,313
25-2011	Preschool Teachers, Except Special Education		1	1	AS	2	\$22,499
29-1141	Registered Nurses		1	1	AS	2	\$54,486
29-2032	Diagnostic Medical Sonographers		1	1	AS	2	\$54,196
31-2011	Occupational Therapy Assistants		1	1	AS	2	\$47,282
31-2021	Physical Therapist Assistants	1	1	1	AS	3	\$46,871
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	1	1	1	AS	3	\$28,534
15-1232	Computer User Support Specialists	1	1	1	SC	3	\$36,615
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1	1	1	SC	3	\$30,253
29-2061	Licensed Practical and Licensed Vocational Nurses	1	1	1	PSN	3	\$36,873
31-9091	Dental Assistants	1	1	1	PSN	3	\$32,692
31-9092	Medical Assistants	1	1	1	PSN	3	\$28,974
31-9097	Phlebotomists	1	1	1	PSN	3	\$29,229
39-5012	Hairdressers, Hairstylists, and Cosmetologists	1	1		PSN	2	\$20,559
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	1	1		PSN	2	\$33,235
49-3023	Automotive Service Technicians and Mechanics	1		1	PSN	2	\$36,840
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	1	1	1	PSN	3	\$35,517
53-3032	Heavy and Tractor-Trailer Truck Drivers	1	1	1	PSN	3	\$37,627
11-3071	Transportation, Storage, and Distribution Managers	1	1	1	HS	3	\$59,054
11-9051	Food Service Managers	1	1	1	HS	3	\$34,011
11-9081	Lodging Managers	1		1	HS	2	\$27,107
11-9141	Property, Real Estate, and Community Association Managers	1		1	HS	2	\$39,179
21-1093	Social and Human Service Assistants	1	1		HS	2	\$26,193
29-2052	Pharmacy Technicians		1	1	HS	2	\$28,760
33-3012	Correctional Officers and Jailers	1		1	HS	2	\$32,193

Code	Occupations	NM	SM	UC	Typical Education	No. of LWDAs	Annual Entry Level Wage
33-9032	Security Guards		1	1	HS	2	\$23,955
35-1011	Chefs and Head Cooks	1	1	1	HS	3	\$38,123
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	1	1	1	HS	3	\$26,522
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	1	1	1	HS	3	\$29,997
37-2021	Pest Control Workers	1	1	1	HS	3	\$28,807
39-9031	Exercise Trainers and Group Fitness Instructors	1	1	1	HS	3	\$24,048
41-1011	First-Line Supervisors of Retail Sales Workers	1	1	1	HS	3	\$29,629
41-3021	Insurance Sales Agents	1	1	1	HS	3	\$33,265
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	1		1	HS	2	\$35,066
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products		1	1	HS	2	\$34,217
41-9022	Real Estate Sales Agents	1		1	HS	2	\$23,636
43-3011	Bill and Account Collectors	1	1		HS	2	\$28,169
43-3021	Billing and Posting Clerks	1	1		HS	2	\$31,557
43-3051	Payroll and Timekeeping Clerks	1	1	1	HS	3	\$32,642
43-4051	Customer Service Representatives	1	1	1	HS	3	\$30,909
43-5032	Dispatchers, Except Police, Fire, and Ambulance	1	1	1	HS	3	\$46,508
43-5051	Postal Service Clerks		1	1	HS	2	\$34,837
43-5061	Production, Planning, and Expediting Clerks		1	1	HS	2	\$30,541
43-5071	Shipping, Receiving, and Inventory Clerks	1	1	1	HS	3	\$41,469
43-6011	Executive Secretaries and Executive Administrative Assistants	1	1	1	HS	3	\$27,859
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1	1	1	HS	3	\$23,733
43-9061	Office Clerks, General	1		1	HS	2	\$22,727
43-9199	Office and Administrative Support Workers, All Other	1	1		HS	2	\$41,222
47-2021	Brickmasons and Blockmasons	1	1		HS	2	\$34,417
47-2031	Carpenters	1	1	1	HS	3	\$29,001

Code	Occupations	NM	SM	UC	Typical Education	No. of LWDAs	Annual Entry Level Wage
47-2073	Operating Engineers and Other Construction Equipment Operators	1	1		HS	2	\$38,893
47-2111	Electricians	1	1	1	HS	3	\$31,049
47-2152	Plumbers, Pipefitters, and Steamfitters	1	1	1	HS	3	\$33,669
47-2211	Sheet Metal Workers	1	1		HS	2	\$39,021
47-4011	Construction and Building Inspectors	1		1	HS	2	\$29,362
47-4090	Miscellaneous Construction and Related Workers	1		1	HS	2	\$44,257
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers		1	1	HS	2	\$42,036
49-3021	Automotive Body and Related Repairers	1	1	1	HS	3	\$31,045
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	1		1	HS	2	\$35,389
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	1	1		HS	2	\$39,800
49-9098	Helpers--Installation, Maintenance, and Repair Workers	1	1	1	HS	3	\$27,063
49-9099	Installation, Maintenance, and Repair Workers, All Other	1	1	1	HS	3	\$31,048
51-1011	First-Line Supervisors of Production and Operating Workers	1	1	1	HS	3	\$42,576
51-2090	Miscellaneous Assemblers and Fabricators	1	1	1	HS	3	\$29,981
51-3092	Food Batchmakers	1	1		HS	2	\$28,478
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic		1	1	HS	2	\$30,208
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1		1	HS	2	\$32,150
51-4121	Welders, Cutters, Solderers, and Brazers		1	1	HS	2	\$35,801
51-4199	Metal Workers and Plastic Workers, All Other	1	1		HS	2	\$30,910
51-5112	Printing Press Operators	1		1	HS	2	\$28,846
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	1	1	1	HS	3	\$29,647
51-9111	Packaging and Filling Machine Operators and Tenders	1	1	1	HS	3	\$28,334

Code	Occupations	NM	SM	UC	Typical Education	No. of LWDAs	Annual Entry Level Wage
51-9124	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	1	1		HS	2	\$32,008
51-9161	Computer Numerically Controlled Tool Operators		1	1	HS	2	\$34,838
51-9199	Production Workers, All Other		1	1	HS	2	\$26,715
53-3033	Light Truck Drivers	1	1		HS	2	\$27,967
47-2061	Construction Laborers	1	1	1	NC	3	\$35,999
47-2141	Painters, Construction and Maintenance	1	1	1	NC	3	\$40,166
51-3021	Butchers and Meat Cutters		1	1	NC	2	\$27,032
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	1	1		NC	2	\$25,258
53-7051	Industrial Truck and Tractor Operators	1	1	1	NC	3	\$31,285
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1	1	1	NC	3	\$27,637

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

The description for determining the occupations in demand for the Middle Region LWDAs can be found with Table 1, East Tennessee Demand Occupations. The 83 occupations in demand listed above are found primarily in the most prominent industries in the Middle Region LWDAs, including health care and social assistance, manufacturing, administration and support, leisure and hospitality, information, installers and repairers, and construction. Many of the occupations in professional, scientific, and technical services require degrees at the bachelor's level and above.