Northern Middle Tennessee Workforce Board Inc.

Innovations Committee
May 1, 2025
1:00 P.M.

Click here for Zoom Link
Meeting ID: 852 8181 6882
Passcode: 372433
One tap mobile: +13017158592,,85281816882# US

Agenda

Welcome

Call the Meeting to Order

Approval of Minutes

Business Reports:

1. CSP Performance Update
    a. MAC
    b. EDSI
    c. Clarksville
    d. Gallatin
2. Eligible Training Provider Requests
3. Career Service Provider Update
4. AJC Locations

Adjourn

Members:

Seth Thurman (Chair)

Anne Fugate

Tony Adams

Billy Givens

Selittia Johnson

Robin Baldree

Greg Jones

Complete zoom link: https://us02web.zoom.us/j/85281816882?pwd=irZxbiUF3YbIJmUe9NQpSJQQWb3qo6.1

DRAFT UNTIL APPROVED

Northern Middle Tennessee Workforce Board
Innovation Committee
Meeting Minutes
January 30, 2025, via Zoom 2:00 PM

Members Attending	Members Absent	Staff & Guests Attending
Seth Thurman	Anne Fugate	Andrea Dillard
Billy Givens	Tony Adams	Meagan Dobbins
Selina Moore	Selittia Johnson	Ginger Fussell
	Robin Baldree	Alyssa Spaulding
	Greg Jones	

The Northern Middle Tennessee Workforce Board Innovation Committee met via Zoom on January 30, 2025, at 2 PM.

With a quorum confirmed, Chairman Seth Thurman called the meeting to order. Selina Moore moved to approve the minutes, and Billy Givens seconded. With no further discussion, the minutes were unanimously approved. Andrea Dillard introduced a new board member, Selina Moore. She has worked for the TN Department of Labor for 20 years and serves on the Southern Middle Board. She is replacing Ryan Jolley.

CSP Performance Update
Andrea Dillard delivered the CSP Performance update for Q2, which ended in December 2024. MAC, the youth provider in Davidson County, narrowly missed 100% of their enrollment goals for in-school and out-of-school youths. MAC is back on track with enrollments since the start of the year, so Andrea is not concerned. They have met their cumulative goal (50%) in every category but exits. MAC and EDSI were directed to clean up their caseloads to remove long-term individuals, which has slightly affected their exits. They are slowly removing these cases each quarter to avoid too many negatives simultaneously. EDSI has exceeded their enrollment goals in adult/DW and youth. Cumulatively, they are also behind on exits. Both contractors are currently failing to meet their MPCR.

Andrea then reminded the Committee about the pilot projects happening in the region. In Clarksville, the Board began delivering Title I and III services in October 2024. So far, they are only behind in youths, also likely due to the holidays. In Sumner, the state has taken charge of delivering services. They have not met enrollment goals. Andrea believes their problem stems

primarily from staffing issues. Only two Title I and two Title III staff are in the center; some staff are entirely new to WIOA. State staff have experienced turnover. Andrea has been having weekly calls with state leadership to discuss all three projects and work towards resolving issues.

Federal Performance

Meagan Dobbins delivered the Federal Performance update. She reminded the Committee that this report focuses on the performance of individuals enrolled up to two years ago. All adult and DW measures were met at least 90%, which is passing. There is one measure, the employment rate 2nd quarter after exit, which is very close. The 90% goal is 78.84%, and it is currently at 78.7%. This report will not be finalized until the middle of February, so there is still time to improve. These individuals were exited in 2023, so contacting them and obtaining employment information can be challenging.

Andrea Dillard reminded that Marla protested the state's substantial increase in Federal Performance standards. Her issue was that the better an area performed, the higher its standards were raised. How high can the standards go. Continuous immprovment doesn't always have to be higher. Board staff will always work towards exceeding the goals assigned, but it has become increasingly difficult to perform at this percentile.

Eligible Training Provider Requests

Andrea Dillard then delivered the Eligible Training Provider List report. The first section contains two new providers. The first is Tech Impact, which offers an Information Technology course that results in a CompTIA+ certification. Marla has personally met with them and thinks they have a good program. However, since they are not a state training provider, they must be approved by the Tennessee Higher Education Commission (THEC). Andrea put them on the report for consideration because she believes they will receive the approval, but THEC covers the entire state, meaning their turnaround can be slow. She asked the Committee to consider approving them pending approval from THEC so that they can be added as soon as possible. The second provider is CDRS Academy of Beauty, which offers several beauty programs. Every program results in a state licensure, which counts as a credential. The second section contains programs from Tech Impact, CDRS, Austin Peay, TCAT Nashville, and Vol. State. All programs presented result in a credential and have bright outlooks locally and nationally. The third section is a provider, Motlow State Community College, who had a program drop off the ETPL because of non-renewal. There was a cost increase. Billy Givens asked what the increase was. Andrea answered that she was unsure of the exact percentage, but it had to be less than 25% because anything above 25% requires Board reapproval. Seth Thurman commented that an increase in price from 2022 is not surprising. He then suggested a motion to recommend that the Board approve all providers and programs, including contingently approving Tech Impact based upon final approval from THEC. Billy Givens made the motion, and Selina Moore seconded. With no further discussion, the motion was passed unanimously.

CDL Schools Update

During the November 2023 Board meeting, there was a lot of discussion regarding private CDL schools' performance. Board policy is that to be on the ETPL, programs must have a 60% credential attainment rate and a 60% employment rate. After their first year, they will be reviewed to ensure they meet these rates. If they meet both rates, they are renewed for two years. If they meet one rate, they are renewed for one year with the understanding that if they fail to meet both rates at the second renewal date, they will be removed for two years and have to reapply. If they pass at that second renewal, they are renewed for two years. During that November 2023 meeting, 160 Driving Academy and Tennessee CDL School were removed from the ETPL. 160 Driving Academy appealed, and the Board elected to reinstate them with a plan to increase their outcomes over the next year. Currently, they have a 39% obtainment rate and a 60% employment rate. Board staff met with the owner, Steve Gold, and staff, who offered ideas on how to improve performance. One was to hold off on billing for participants until they pass a drug screen. Andrea pointed out that of the 25 individuals who dropped out, only 3 were related to a drug test. Tennessee CDL School, has been working to improve its tracking and reporting. She added that they have complied with everything asked of them. They are now at a 67.7% credential and 64.5% employment rate. Armored Trucking was accidentally approved for only one year at renewal when they should have been given two years. This will be corrected, and their renewal date will be in 2026.

Andrea then asked for any questions regarding 160 Driving Academy. Selina Moore asked if they could be approved for a year-long contingency to monitor performance. Andrea explained that this is what was done over the last twelve months. Selina replied that it feels like common sense that if they were given a chance to make changes and still are not meeting their goals, they should be removed. Seth Thurman agreed and pointed out everything Tennessee CDL School has changed in the same timeframe. Selina then asked if any TCATs offer CDL training. Andrea replied that there are not any as of now, but TCAT Clarksville is breaking ground to start a transportation program, and APSU has just started one. Billy Givens made a motion to recommend approving TN CDL School, and Selina Moore seconded. For 160 Driving Academy, Billy Givens made a motion recommending to wait to hear from them at the Board meeting before making any decisions and Selina Moore seconded. With no further discussion, the motions passed.

Programs and Grants

Andrea Dillard reviewed the employer grants. The Board approved setting aside $300,000 for employer grants, of which all has been obligated. Two employers that were given $10,000 have finished their training and were under budget. This is not reflected in the amount obligated since the final invoices have not been received. The State Apprenticeship Grant has been obligated. The State Apprenticeship Expansion Funds grant has approximately $7,500 left to obligate. The grant has specific eligibility criteria, and she is still identifying qualified employers. There should be no issue allocating the remaining funds by June 30.

Recently, the Governor's office has issued approximately $6M towards rural health care opportunities in rural communities. Northern Middle was awarded a grant and will partner with Volunteer State Community College to upskill advanced EMTs into paramedics in Cheatham, Dickson, Robertson, and Stewart counties. $119K in seed money has been granted until June 30 to purchase equipment and necessary items for training. There will then be an additional $240K in funding available from June 1, 2025, until July 30, 2026. Several other agencies in the NM region were also awarded.

CSP Procurement Update

EDSI and MAC have been the providers for 4.5 years. State procurement policy states that the maximum a contract can be extended for is 5 years. Andrea explained that Marla would like to speak to the local workforce development stakeholders such as county mayors and ECD boards to gather opinions on the AJCS and what can be improved. Workforce Essentials previously served as the CSP and delivered services in all 13 counties. During that time, the AJCs had a local connection with community involvement, but that seems to have decayed. Andrea believes delivering services in smaller counties is much easier because it is easier to connect and engage with the community. She continued that Marla is considering having the Board act as the CSP and involving other local workforce development stakeholders to be involved in delivering services. Selina Moore commented that as someone who has worked under both models, she liked having a local connection when providing services. She believes that the Board would be more in touch and have a quicker reaction to any issues that arise. Seth Thurman added that, as someone from a smaller community, it would be nice to have a local go to person.

Thomas P. Miller was contracted during the previous request for proposal to provide an independent third-party procurement. However, staff were not satisfied with their involvement level and would prefer to do the RFP in-house. This has been done in the past. Seth Thurman asked for the timeline and Andrea replied that the contract ends June 30, 2025. Marla plans to meet with local stakeholders over the next two weeks so that decisions can be made ASAP.

Adjourn

Andrea Dillard reminded that the Board meeting will be held on February 12, 2025 at the Montgomery County AJC. Then, with no further questions, Seth adjourned the meeting.

WIOA Federal Reporting Score Card
NORTHERN MIDDLE WORKFORCE BOARD

PY24 WIOA Core Performance Measures	Targets 100%	Targets 90%	Q1 PY 24	Q2 PY 24	Q3 PY 24	Q4 PY 24	
Adult Measures			**PASS**	**PASS**	**EST**	**EST**	
Exiters			528	496			
Participants Served			1969	1997			
Employment Rate 2nd Quarter after exit	84.1%	75.69%	81.5%	84.1%	83.2%	82.7%	
Employment Rate 4th Quarter after exit	83.8%	75.42%	77.7%	78.0%	79.2%	82.2%	
Median Earnings 2nd Quarter after exit	8,500	$ 7,650	$ 9,060	$ 9,770	$ 10,088	$ 9,938	
Credential Attainment w/in 4 Quarters after exit	74.0%	66.60%	67.6%	66.7%	70.5%	76.7%	
Measurable Skills Gains	72.3%	65.07%	67.5%	66.1%	66.1%	68.0%	
Dislocated Worker			**PASS**	**PASS**			
Exiters			242	316			
Participants Served			751	760			
Employment Rate 2nd Quarter after exit	86.4%	77.76%	83.7%	88.0%	88.1%	86.6%	
Employment Rate 4th Quarter after exit	86.0%	77.40%	79.0%	82.0%	80.7%	85.2%	
Median Earnings 2nd Quarter after exit	10,500	$ 9,450	$11,348	$11,931	$12,500	$12,741	
Credential Attainment w/in 4 Quarters after exit	69.1%	62.19%	69.7%	68.7%	70.0%	67.4%	
Measurable Skills Gains	73.9%	66.51%	71.1%	72.9%	82.4%	84.5%	
Youth			**PASS**	**PASS**			
Exiters			510	511			
Participants Served			1084	1051			
Employment Rate 2nd Quarter after exit	87.6%	78.84%	81.8%	81.0%	78.9%	80.6%	
Employment Rate 4th Quarter after exit	85.3%	76.77%	82.0%	79.1%	77.0%	79%	
Median Earnings 2nd Quarter after exit	6,000	$ 5,400	$ 5,820	$ 5,626	$ 5,625	$ 5,549	
Credential Attainment w/in 4 Quarters after exit	75.3%	67.77%	71.7%	75.6%	71.6%	78.3%	
Measurable Skills Gains	61.5%	55.35%	58.9%	56.3%	56.0%	50.9%	

GREEN-Passing at 100% of Goal

YELLOW-Passing at 90% of goal

Red-Failing at less than 90% of goal

MAC Goals 2024 2025

Matrix:		2024						2025					
		Sep 30 (QTR 1)			Dec. 30 (QTR 2)			Mar. 31 (QTR 3)			Cumulative June 30		
		Goal	Actual	%	Goal	Actual	%	Goal	Actual	%	Goal	Actual	%
Enrollments	ISY	36	36	100%	23	21	91.30%	18	20	111.11%	80	77	96.3%
	OSY	14	14	100%	18	15	83.33%	18	21	116.67%	65	50	76.9%
	Total	50	50	100%	41	36	87.80%	36	41	113.89%	145	127	87.6%
Exits													
	Youth	40	68	170%	33	25	76.22%	29	16	55.56%	116	112	96.6%
Positive Exits (85%)		Goal		Percent	Goal		Percent	Goal		Percent	Goal		Percent
	Youth	34	53	155.9%	28	17	61.0%	24	14	57.19%	99	84	85.2%
**Actual Positive Exit Rate (80%)													
		Exits		Percent	Exits		Percent	Exits		Percent	Exits		Percent
		68	53	77.9%	25	17	68.0%	16	14	87.50%	112	84	75.0%
Placement Wage													
	Youth	$ 13.00	$ 16.17	124.4%	$13.00	$16.52	127.1%	$ 13.00	$ 16.89	129.9%	$13.00	$ 16.23	124.8%

EDSI 24-25 Quarterly Benchmarks

Matrix:		2024						2025					
		Sep 30 (QTR 1)			Dec. 30 (QTR 2)			Mar. 31 (QTR 3)			Cumulative June 30		
		Goal	Actual	%	Goal	Actual	%	Goal	Actual	%	Goal	Actual	%
Enrollments	A/DW	250	358	143.20%	200	257	128.50%	200	321	160.50%	850	936	110.1%
	Total Youth	81	65	80.25%	50	57	114.00%	50	75	150.00%	231	197	85.3%
	In-School		21			17							
*Exits (80% of enrollments)	A/DW	200	159	79.50%	160	109	68.13%	160	253	158.13%	680	624	91.8%
	Youth	65	59	91.05%	40	23	57.50%	40	35	87.50%	185	146	79.0%
Positive Exits # (85% of Exits)		Goal		Percent	Goal		Percent	Goal		Percent	Goal		Percent
	A/DW	170	136	80.00%	136	107	78.7%	136	240	176.5%	578	560	96.9%
	Youth	55	55	99.85%	34	23	67.6%	34	34	100.0%	157	130	82.8%
		Exits		Percent	Exits		Percent	Exits		Percent	Exits		Percent
**Actual Positive Exit Rate	A/DW	159	136	85.53%	109	107	98.2%	253	240	94.9%	624	560	89.7%
Goal 80%	Youth	59	55	93.22%	23	23	100.0%	35	34	97.1%	146	130	89.0%
		Goal		Percent	Goal		Percent	Goal		Percent	Goal		Percent
Placement Wage	A/DW	$ 16.50	$ 21.35	129.39%	$ 16.50	$ 20.90	126.7%	$ 16.50	$ 21.29	129.0%	$ 16.50	$ 21.37	129.5%
	Youth	$ 13.00	$ 16.34	125.69%	$ 13.00	$ 16.44	126.5%	$ 13.00	$ 16.24	124.9%	$ 13.00	$16.19	124.5%

Clarksville Pilot 24-25 Quarterly Benchmarks

Matrix:		2025								
		Dec. 30 (QTR 2)			Mar. 31 (QTR 3)			Cumulative June 30		
		Goal	Actual	%	Goal	Actual	%	Goal	Actual	%
Enrollments	A/DW	30	34	113.33%	30	46	153.33%	90	80	88.9%
	Total Youth	12	9	75.00%	12	10	83.33%	36	19	52.8%
*Exits (80% of enrollments)	A/DW	24	37	154.17%	24	122	508.33%	72	196	272.2%
	Youth	9	14	155.56%	9	37	411.11%	27	53	196.3%
Positive Exits # (85% of Exits)		Goal		Percent	Goal		Percent	Goal		Percent
	A/DW	20	31	152.0%	20	107	524.5%	61	143	233.7%
	Youth	8	13	169.9%	8	34	444.4%	23	48	209.2%
		Exits		Percent	Exits		Percent	Exits		Percent
**Actual Positive Exit Rate	A/DW	37	31	83.8%	122	107	87.7%	196	143	73.0%
Goal 80%	Youth	14	13	92.9%	37	34	91.9%	53	48	90.6%
		Goal		Percent	Goal		Percent	Goal		Percent
Placement Wage	A/DW	$ 16.50	$ 21.81	132.2%	$ 16.50	$ 21.29	129.0%	$ 16.50	$ 20.03	121.4%
	Youth	$ 13.00	$ 19.23	147.9%	$ 13.00	$ 15.26	117.4%	$ 13.00	$ 16.15	124.2%

Gallatin Pilot 24-25 Quarterly Benchmarks

Matrix:		2025								
		Dec. 30 (QTR 2)			Mar. 31 (QTR 3)			Cumulative June 30		
		Goal	Actual	%	Goal	Actual	%	Goal	Actual	%
Enrollments	A/DW	15	7	46.67%	15	18	120.00%	45	25	55.6%
	Total Youth	10	1	10.00%	10	5	50.00%	30	6	20.0%
				#DIV/0!						
*Exits (80% of enrollments)	A/DW	12	0	0.00%	12	10	83.33%	36	16	44.4%
	Youth	8	4	50.00%	8	3	37.50%	24	8	33.3%
Positive Exits # (85% of Exits)		Goal		Percent	Goal		Percent	Goal		Percent
	A/DW	10	-	0.0%	10	8	78.4%	31	8	26.1%
	Youth	7	1	14.7%	7	3	44.1%	20	4	19.6%
		Exits		Percent	Exits		Percent	Exits		Percent
**Actual Positive Exit Rate	A/DW	0	-	0.0%	10	8	80.0%	16	8	50.0%
Goal 80%	Youth	4	1	25.0%	3	3	100.0%	8	4	50.0%
		Goal		Percent	Goal		Percent	Goal		Percent
Placement Wage	A/DW	$ 16.50	$ -	0.0%	$ 16.50	$ 21.50	130.3%	$ 16.50	$ 20.93	126.8%
	Youth	$ 13.00	$ 7.25	55.8%	$ 13.00	$ 11.63	89.5%	$ 13.00	$ 12.75	98.1%

New Providers Requiring Board Approval for addition to the ETPL

Provider Name	Provider Main Address	Approval Agency	Approval Documented	Sector Strategy	Years in Business					Notes
Professional Driving Academy	3530 West Hamilton Ave Nashville, TN 37218	THEC	THEC	Transportation & Logistics	40 Years					
Pivot Technology School	305 14th Ave. N Nashville, TN 37203	THEC	THEC	Information Technology	6 Years					

New Programs Requiring Board Approval for addition to the ETPL

Provider Name	Provider Main Address	Program ID	Program Name	CIP Code	Total Cost	Program Length	Credential Earned	Job Outlook	Sector Strategy	Notes
Professional Driving Academy	3530 West Hamilton Ave Nashville, TN 37218	1012463	Class B Commercial Driver's License w/ Passenger Endorsement Training	490205	$ 4,134.00	1 Month	Class B CDL	Bright Outlook Nationally & Locally	Transprotation & Logistics	
Professional Driving Academy	3530 West Hamilton Ave Nashville, TN 37218	1012462	Class A Commercial Driver's License Training	490205	$ 4,134.00	1 Month	Class A CDL	Bright Outlook Nationally & Locally	Transportation & Logistics	
Pivot Technology School	305 14th Ave. N Nashville, TN 37203	1012465	Cybersecurity	430404	$ 11,500.00	20 Weeks	CompTIA A+	Bright Outlook Nationally & Locally	Information Technology	
Pivot Technology School	305 14th Ave. N Nashville, TN 37203	1012461	Data Analytics	110301	$ 10,500.00	20 Weeks		Bright Outlook Nationally & Locally	Information Technology	
Pivot Technology School	305 14th Ave. N Nashville, TN 37203	1012464	Software Development	140903	$ 10,500.00	20 Weeks		Bright Outlook Nationally & Locally	Information Technology	
TCAT Dickson	740 Highway 46 Dickson, TN 37055	1012440	Truck Driving	490205	$ 2,003.00	7 Weeks	Commercial Driver License	Bright Outlook Nationally & Locally	Transportation & Logistics	
Volunteer State Community College	1480 Nashville Pike Gallatin, TN 37066-3188	1012438	Certified Fiber Optic Specialist - Splicing (CFO/S)	141004	$ 850.00	1 Day	Certified Fiber Optic Specialist - Splicing	Bright Outlook Nationally & Locally	Construction	
Volunteer State Community College	1480 Nashville Pike Gallatin, TN 37066-3188	1012437	Certified Fiber Optic Specialist - Testing & Maintenance	141004	$ 850.00	12 hours	Certified Fiber Optic Specialist - Testing & Maintenance	Bright Outlook Nationally & Locally	Construction	
Middle TN State University	503 East Bell Road Murfreesboro, TN 37132	1012349	Human Resources Professional	521099	$ 1,945.00	9 Months	Professinal in Human Resources (PHR)	Bright Outlook Nationally & Locally	Human Resources	

Middle TN State University	503 East Bell Road Murfreesboro, TN 37132	1012351	Certified Supply Chain Professional + Freight Broker/Agent Training	520203	$ 2,575.00	12 Months	Certified Supply Chain Professional (CSCP)	Bright Outlook Locally	Transportation & Logistics	
Middle TN State University	503 East Bell Road Murfreesboro, TN 37132	1012350	The Complete Project Manager with CAPM and PMP Prep	520211	$ 3,795.00	12 Months	Project Management Professional (PMP)	Bright Outlook Locally	Information Technology	
Middle TN State University	503 East Bell Road Murfreesboro, TN 37132	1012347	NonProfit Manager + Professional Grant Writing (Voucher Included)	520201	$ 3,999.00	12 Months	Grant Professional Certified (GCP)	Bright Outlook Nationally & Locally	NonProfit	
Middle TN State University	503 East Bell Road Murfreesboro, TN 37132	1012346	Certified Administrative Professional with Microsoft Office Specialist (MOS) Associate (Vouchers Included)	520401	$ 3,445.00	12 Months	Microsoft Outlook Associate	Bright Outlook Nationally & Locally	Administrative	
Middle TN State University	503 East Bell Road Murfreesboro, TN 37132	1012345	Professional Bookkeeping with QuickBooks Online (Voucher Included)	520302	$ 2,375.00	6 Months	Quickbooks Certified User (QBCU)	Bright Outlook Nationally & Locally	Finance & Accounting	
Middle TN State University	503 East Bell Road Murfreesboro, TN 37132	1012344	Certified Medical Administrative Assistant with Certified Electronic Health Records Specialist + Medical Terminology (Vouchers Included)	510714	$ 2,745.00	12 Months	CMAA	Bright Outlook Nationally & Locally	Administrative	
Middle TN State University	503 East Bell Road Murfreesboro, TN 37132	1012343	Certified Medical Administrative Assistant (CMAA) (Voucher Included)	510710	$ 1,895.00	6 Months	CMAA	Bright Outlook Nationally & Locally	Administrative	
Middle TN State University	503 East Bell Road Murfreesboro, TN 37132	1012342	Pharmacy Technician (Voucher Included)	510805	$ 2,995.00	12 Months	Pharmacy Tech.	Bright Outlook Locally	Healthcare	
Middle TN State University	503 East Bell Road Murfreesboro, TN 37132	1012341	Clinical Dental Assistant (Vouchers Included)	510601	$ 2,995.00	12 Months	National Entry Level Dental Assistant	Bright Outlook Nationally & Locally	Healthcare	
Middle TN State University	503 East Bell Road Murfreesboro, TN 37132	1012340	Certified Medical Administrative Assistant with Medical Billing & Coding (Vouchers included)	510714	$ 3,695.00	6 Months	CMAA	Bright Outlook Nationally & Locally	Administrative	
Former Programs Requiring Board Approval for ETPL Addition										
Provider Name	**Provider Main Address**	**Program ID**	**Program Name**	**CIP Code**	**Total Cost**	**Program Length**	**Credential Earned**	**Job Outlook**	**Sector Strategy**	**Notes**
Motlow State Community College	5002 Motlow College Blvd Smyrna, TN 37167	1006498	Paramedic (AAS)	510904	$ 9,001.21	4 Semesters	Associate's Degree	Bright Outlook Nationally & Locally	Healthcare	Program expired 09/2022. Cost decrease from $10,457 to $9,001.21
Austin Peay State University	601 College Street Clarksville, TN 37044	1005589	Human Resources Professional Exam Prep with Exam Voucher - Live Online (PTSY0015E)	520201	$ 2,659.00	36 Hours	Professional in Human Resources (PHR)	Bright Outlook Nationally & Locally	Human Resources	Cost increase from $1,819 to $2,659

State of Tennessee
Department of Labor and Workforce Development
Division of Workforce Services
220 French Landing Drive
Nashville, TN 37243-1002
(615) 741-1031

April 11, 2025

Northern Middle Local Workforce Development Board
523 Madison Street, Suite A
Clarksville, TN 37040

Dear Mr. Zobl,

Thank you for your continued partnership and dedication to the workforce system in the Northern Middle Local Workforce Development Area.

Following our conditional approval letter dated April 2nd, 2025, Workforce Services (WFS) has reviewed the materials submitted by the Northern Middle Local Workforce Development Board (NMLWDB) in response to the outlined conditions. We are pleased to confirm that all conditions have been satisfactorily met.

Accordingly, WFS grants full approval for the NMLWDB to serve as its own Career Service Provider (CSP) for Title I services and as its own One-Stop Operator (OSO), beginning on July 1st, 2025, in accordance with the implementation timeline provided. Your efforts to establish clear firewalls, ensure independent oversight, and comply with federal and state regulations have been recognized and are appreciated.

Thank you for your commitment to serving Tennesseans through a transparent, compliant, and effective workforce development system. We look forward to continued collaboration in advancing access to high-quality services across the region.

If you have any questions or require further guidance, please do not hesitate to reach out.

Sincerely,

Jason Cecil

Jason Cecil (Apr 11, 2025 10:17 CDT)

Jason Cecil, Workforce Services Assistant Commissioner

State of Tennessee
Department of Labor and Workforce Development
Division of Workforce Services
220 French Landing Drive
Nashville, TN 37243-1002
(615) 741-1031

April 02, 2025

Northern Middle Local Workforce Development Board
523 Madison Street, Suite A
Clarksville, TN 37040

Dear Mr. Zobl,

Following a thorough review of your request for the Northern Middle Local Workforce Development Board (NMLWDB) to serve as its own Career Service Provider (CSP) for Title I services, Workforce Services (WFS) has conditionally approved this request. This approval is contingent upon the fulfillment of specific regulatory requirements and the implementation of enhanced firewalls to prevent conflicts of interest and ensure compliance with federal guidelines.

Conditions for Approval:

1. Procurement Process Compliance
    - In accordance with *2 CFR § 200.320(c),* noncompetitive procurement is only permissible under specific circumstances. The NMLWDB must submit a formal written request for a procurement waiver, justifying the absence of competition, and obtain written approval from the appropriate federal or pass-through entity.
2. Conflict of Interest and Oversight Mechanisms
    - To ensure compliance with *20 CFR § 679.410* and *20 CFR § 679.430*, NMLWDB must enhance its firewall measures by addressing the following concerns:

      a. Oversight of the Career Service Provider (CSP)
        - The NMLWDB currently plans to monitor Workforce Essentials, Inc. (WFE), its designated CSP. Given that NMLWDB staff have affiliations with WFE, additional safeguards must be in place to ensure objective oversight.
        - *Suggested Action:* Implement an independent third-party monitor to oversee programmatic compliance and performance, ensuring impartial review and corrective action as needed.

      b. Relationship Between Fiscal Agent and CSP
        - WFE is designated as both the Fiscal Agent and the CSP, creating a potential conflict in financial oversight.
        - *Suggested Action:* Strengthen financial oversight mechanisms, including periodic state reviews or stricter financial approval processes, to ensure unbiased fund allocation.

      c. Role of the Independent One-Stop Operator (OSO)
        - The OSO currently reports to the NMLWDB Chair or designee, with oversight from NMLWDB staff, which may not provide sufficient independence.

- *Suggested Action:* Restructure the OSO's reporting structure to report directly to the full Board or another independent entity to ensure neutrality in oversight.

d. Independence of Third-Party Compliance Monitoring

- It is unclear who will procure and oversee the independent third-party monitor. If this responsibility remains with the NMLWDB or WFE, there is a potential conflict of interest.
- *Suggested Action:* The State Workforce Agency or another fully independent entity should procure and oversee the third-party monitoring process.

e. Board's Role in Strategic Direction vs. Operational Influence

- While the NMLWDB is responsible for providing strategic direction, excessive involvement in operational decision-making could create compliance issues.
- *Suggested Action:* Clearly document the distinction between strategic oversight and day-to-day operations, ensuring that program implementation remains the sole responsibility of the CSP while the Board maintains an appropriate oversight role.

Next Steps:
We request that the NMLWDB submit a revised plan addressing the above conditions no later than **COB Friday May 2nd,2025**. WFS is available to provide guidance and technical assistance in implementing these necessary measures. If further clarification is required, please do not hesitate to reach out.

Ensuring compliance with federal requirements is essential to maintaining the integrity of the workforce system. We appreciate your cooperation in strengthening these firewalls and look forward to working with you to support a fair, transparent, and effective service delivery model.

Sincerely,

Jason Cecil

Jason Cecil (Apr 2, 2025 11:19 CDT)

Jason Cecil, Workforce Services Assistant Commissioner

Northern Middle Tennessee Workforce Board Inc.

April 11, 2025

Mr. Jason Cecil, Assistant Commissioner
Tennessee Department of Labor & Workforce Development
220 French Landing Drive
Nashville, TN 37243

Dear Assistant Commissioner Cecil:

In response to your April 2, letter to the Northern Middle Local Workforce Board (NMLWDB), I submit to you additional justification for Workforce Essentials, Inc. (WEI), fiscal agent and staff to the NMLWDB, to serve as the Career Service Provider for the thirteen counties that comprise the Northern Middle Workforce Area.

Procurement Request:
In accordance with your requesting citing *2 CFR § 200.320(c)(4), the NMLWDB is requesting authorization to use a noncompetitive procurement method from the Tennessee Department of Labor, as our pass-through entity to be the Career Service Provider.*

According to 20 CRF *§ 679.410 (b) the local board can request to be the Career Service Provider directly through agreement with the Governor. The Northern Middle Workforce Board is not requesting to be the OSO which requires the selection through a competitive process as stated in* 20 CRF *§ 679.410 (a)(1)(i)(ii).*

Based upon your guidance, the NMLWDB is requesting to use sole source based upon:

- a 23% reduction in funding which equates to over $2 million loss in the last three years.
- An increase of national, for-profit service WIOA providers responding to procurement request and sharp decline in local provider response. It is less efficient, and less cost-effective to use providers outside the service area. This takes away valuable funding which could be used for participant services but is being paid as performance incentives. In addition, the NMLWDB has also experienced a decline in key performance indicators by utilizing contracted service providers.
- Additionally, sourcing outside the LWDA system, has resulted in a sharp decline in local presence and less flexibility in making the time-sensitive courses of action needed to react to area workforce challenges and meet required KPI's.
- Staff to the NMLWWB have more than 35 years of experience in balancing such challenges successfully.
- The NMTWB can deliver the services in a more efficient and cost-effective staffing plan.

523 Madison Street, Suite A | Clarksville, TN 37040|
Phone: (931) 551-9110| Fax: (931) 551-9026| nm-wb.com

For these reasons, the Board is requesting permission from the Governor or his designee to be the Career Service Provider for Northern Middle Workforce Area and from the Tennessee Department of Labor to allow for non-competitive procurement.

Conflict of Interest and Oversight Mechanisms
To ensure compliance with *20 CFR § 679.410* and *20 CFR § 679.430*, the NMLWDB will enhance its firewall measures by:

a. Oversight of the Career Service Provider (CSP)
Issue: The NMLWDB currently plans to monitor Workforce Essentials, Inc. (WFE), its designated CSP. Given that NMLWDB staff have affiliations with WFE, additional safeguards must be in place to ensure objective oversight.

Corrective Action:

- The NMLWDB has agreed to maintain a competitive procurement process of the One-Stop Operator which will report to the full NM Workforce Board. This is already an on-going process as the OSO provides quarterly updates at every NM Workforce Board meeting.
- In addition to the independent OSO, the NMLWD has stipulated that it will procure an independent organization to monitor the Career Service Provider operations. This will ensure an impartial review with stipulated corrective action.
- In addition to internal monitoring, the Career Service Provider will be subject to Tennessee Department of Labor and Workforce Development annual review in accordance with TDLWD's Monitoring Guide by the Performance Accountability Review (PAR) unit, as well as the Workforce Service Division's Program Managers and Oversight Unit. All monitoring reports from the procured monitor and TDLWD will be shared with the NMLWDB.

b. Relationship Between Fiscal Agent and CSP
Issue: WFE is designated as both the Fiscal Agent and the CSP, creating a potential conflict in financial oversight.

Corrective Action: In order for Workforce Essentials to serve as both the Fiscal Agent and the CSP, the following oversight mechanisms will be implemented to strengthen financial controls:

- Career Service Provider financial controls and operations will be reviewed and oversight provided by the Workforce Essentials Board of Directors. This is an independent Board of 11 individuals.
- None of the Workforce Essentials Board members serve on the Northern Middle Workforce Board. Thus, ensuring an independent oversight without conflict of interest with the NMLWDB.

- The Northern Middle Local Workforce Board will provide oversight of all WIOA operations in aggregate. The CLEO will continue to sign all WIOA contracts and monthly expenditure reports.
- The NMLWDB will be subject to annual review by the Performance Accountability Review unit, as well as the Workforce Service Division's Program Managers and Oversight Unit. As mandated, the organization will be subject to a single audit by an independent CPA firm.

c. Role of the Independent One-Stop Operator (OSO)
Issue: The OSO currently reports to the NMLWDB Chair or designee, with oversight from NMLWDB staff, which may not provide sufficient independence.

*Corrective Action: T*he OSO is currently procured regionally to Mid-Cumberland Human Resources Agency.

- The OSO will report directly to the full Board to ensure neutrality in oversight.
- The OSO will provide a report at each NMLWDB meeting for not only CSP operations, but for the entire workforce system in Northern Middle.

d. Independence of Third-Party Compliance Monitoring
Issue: It is unclear who will procure and oversee the independent third-party monitor. If this responsibility remains with the NMLWDB or WFE, there is a potential conflict of interest.

Corrective Action:

- Staff of the Northern Middle LWDB will draft the procurement documents for the independent third-party monitor.
- The Northern Middle LWDB's Executive Committee will review and rate the responses of potential applicants.
- The Executive Committee will make a recommendation to the full Board for approval.
- The winning organization will report directly to the Board Chair and make reports to the full Board at least annually.

e. Board's Role in Strategic Direction vs. Operational Influence
Issue: While the NMLWDB is responsible for providing strategic direction, excessive involvement in operational decision-making could create compliance issues.

Corrective Action: The strategic oversight is the responsibility of the Northern Middle LWDB. Responsibility for planning and strategic Direction will fall to that Board. As the Executive Director of the NM Workforce Board, I will focus on Board activities including strategic direction. The day-to-day operations of the Career Service Provider will fall to the corporate

Board of Workforce Essentials and the CSP Program Director. By having two different Board of Directors, without overlap, this firewall prevents overlap between the two organizations and responsibilities.

- The strategic oversight is the responsibility of the Northern Middle LWDB. Responsibility for planning and strategic Direction will fall to the NM LWDB. As the Executive Director of the NM Workforce Board, I will focus on Board activities including strategic direction.
- The day-to-day operations of the Career Service Provider will fall to the corporate Board of Workforce Essentials and the CSP Program Director will report directly to the Workforce Essentials Board.

By having two different Board of Directors, without overlap, this firewall safeguards potential conflicts of interest between the two organizations and responsibilities.

We hope this adequately addresses your concerns as the NMLWDB is confident that this approach will improve services to the citizens of middle Tennessee. If you have additional questions or concerns regarding this request, please feel free to call me.

Sincerely,

Marla W. Rye

Marla W. Rye
Executive Director

Cc: Mayor Bob Rial, CLEO
John Zobl, Chairman NMLWDB

Attachments: 3/24/25 NMWB Request to be Career Service Provider

Docusign Envelope ID: 05D817EA-B17A-466B-B806-CC94AF40B41E

March 24, 2025

Governor Bill Lee
Commissioner Deniece Thomas, Designee
Tennessee Department of Labor & Workforce Development
220 French Landing Drive
Nashville, TN 37243

Dear Commissioner Thomas:

Please accept this letter as an official request for Workforce Essentials, Inc. (WEI), fiscal agent and staff to the Northern Middle Tennessee Workforce Board (NMWB), to serve as the Career Service Provider for the thirteen counties that comprise the Northern Middle Workforce Area.

The NMWB has had seven providers of WIOA services since the State mandated a separation of duties in 2017. Four of those were youth providers while three were adult and dislocated worker service providers, with one being a for-profit company. This frequent rotation of providers, driven by procurement mandates, has caused employee turnover and an erosion of institutional knowledge. As a result, NMWB staff are in a constant state of training and performance has suffered, particularly over the last two years, with key performance indicators such as enrollments and the minimum participant cost rate falling short of required benchmarks.

Although the Board has considered this transition in recent years, the determining factor was the release of allocation planning estimates for 2025-2026. The Northern Middle area is projected to face a reduction of over $1 million dollars on July 1, 2025. Over the last three years, NMWB's funding has declined almost 25%, prompting the Board to reassess operations, including potential AJC closures and other operational adjustments.

Following the State Workforce Board's adoption of the new procurement policy on February 28, 2025, the NMWB and Chief Local Elected Official determined that the most efficient and effective path forward is for Workforce Essentials to serve as the Career Service Provider.

In accordance with the policy, we have attached the following information to address the four stipulated requirements.

a. Updated Organizational Chart.
b. Written procedures indicating firewall separations.
c. Supporting data for the request.
d. Timeline to implement.

Docusign Envelope ID: 05D817EA-B17A-466B-B806-CC94AF40B41E

Thank you for the opportunity to submit this request. We believe it is the optimum solution for the citizens of Tennessee and will provide a quality workforce structure that aligns with economic development and educational entities to promote the vision of TN Works.

If you have additional questions or concerns regarding this request, please address them to our Executive Director, Marla Rye.

Sincerely,

DocuSigned by:

63BEE9CB85B8480...

John Zobl, NMWB Chair

Signed by:

B1D42316DE2F418...

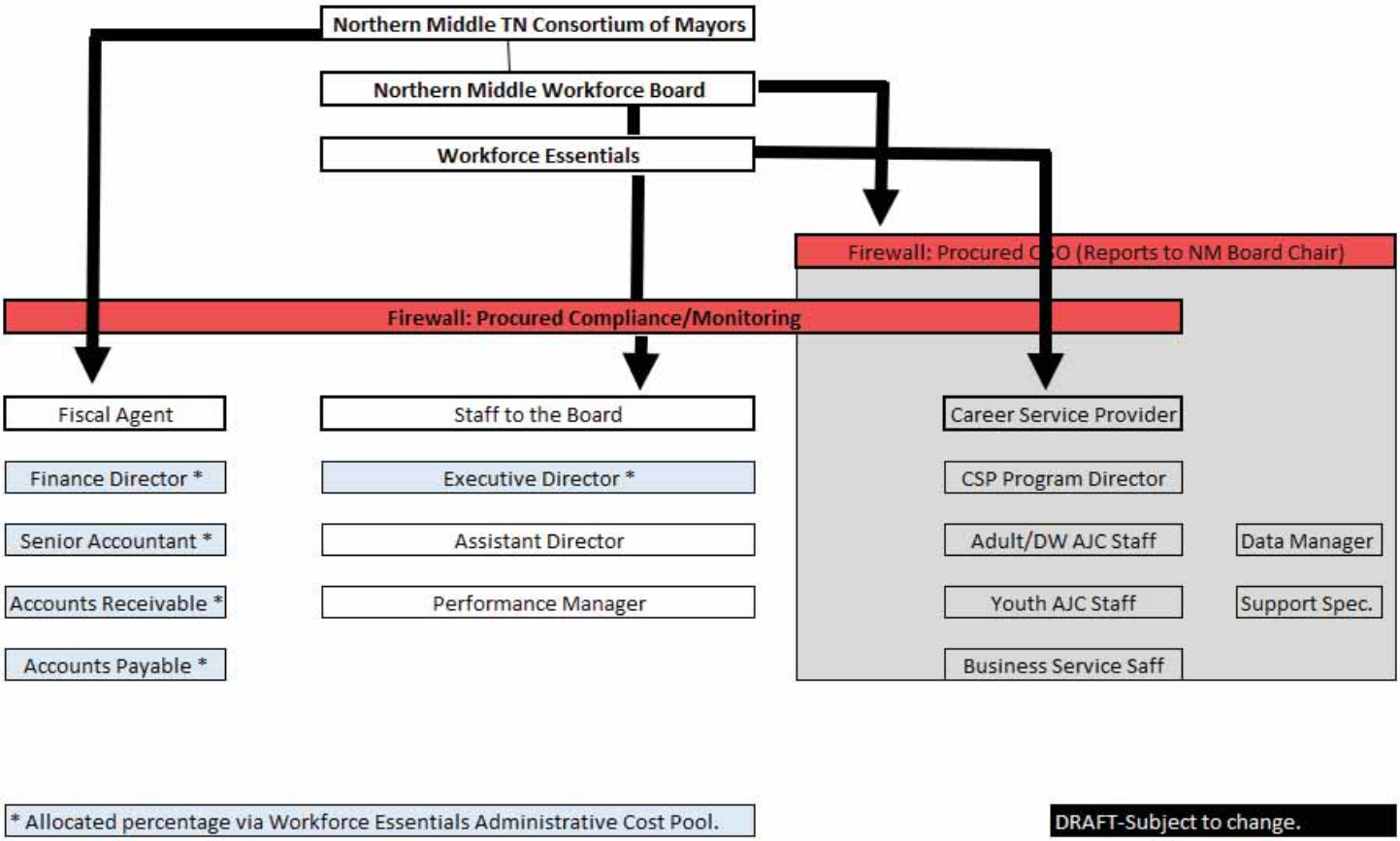
Bob Rial, Chief Local Elected Official

Cc: Marla W. Rye

Justification Request

a. Updated Organizational Chart

The Organizational Chart depicts the three distinct roles of Fiscal Agent, Staff to the Board and Career Service Provider.



b. Procedures indicating firewall separations.

Firewalls will be enforced through multiple processes including:

1. The Fiscal Agent will report to the CLEO as he is financially responsible for WIOA funding. The CLEO appoints the fiscal agent and has direct responsibility for services. Monthly invoices require approval in Smart Simple and contracts require his or his designee signature.
2. The NMWB will continue to procure an independent One-Stop-Operator (OSO) which will report to the NMWB Chair or designee. The OSO will present quarterly to the full NMWB. Please know that the NMWB is open to a state-wide procurement of the OSO by your department. The NMWB staff will monitor OSO operations.

3. WEI will provide CSP services and report directly to the Workforce Essentials Board of Directors. The NMWB will provide strategic direction and monitor performance of the career service provider.
4. Programmatic and Fiscal compliance monitoring will be procured to a third party to monitor Board and career service provider operations. By having an independent monitor, all conflicts of interest between the related organization will be eliminated.
5. While not a specific firewall, the NMWB and WE will be subject to a Single Audit by an independent certified public accounting firm which will review grantee's financial management processes, including financial management systems and its compliance with all of its federal grant requirements.

c. Supporting data for the request

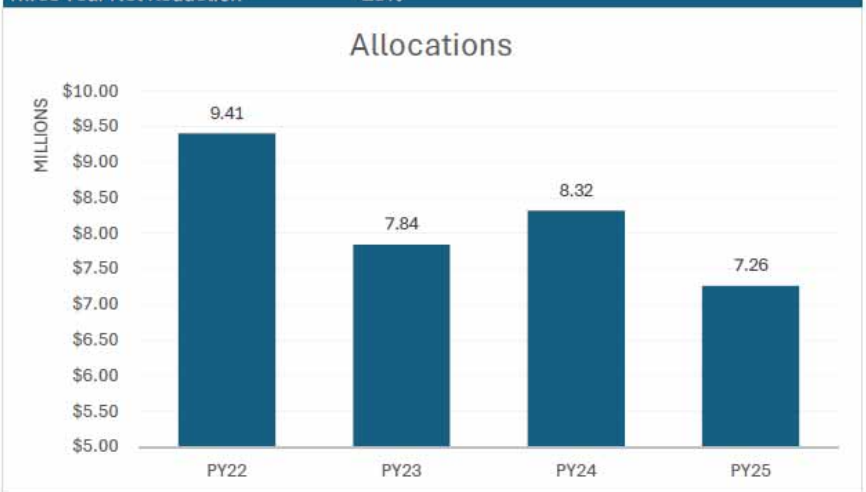
Financial:

The NMWB has experienced a significant reduction in funding over the last three years. More than $2 million has been eliminated from the budget since PY23.

Northern Middle TN LWDB
Allocation Reduction
Three-Year Net Reduction

	Allocations	$ Reduction	% Reduction
PY22	9,407,167.00		
PY23	7,839,846.55	(1,567,320.45)	-17%
PY24	8,321,810.00	481,963.45	6%
PY25	7,263,356.00	(1,058,454.00)	-13%
Three Year Net Reduction		(2,143,811.00)	-23%

Three Year Net Reduction -23%



The reduction in funding has caused the NMWB to review operational efficiencies. The current career service provider is a for-profit company. Since contract implementation on January 1, 2021, approximately $250,000 has been paid in negotiated performance incentives. However, no incentives will be paid for the current program year.

In addition, the Board is currently measuring the effectiveness of bricks and mortar affiliate sites. Decisions will be made at the May board meeting on potential office closures.

Performance:
At the end of program year 2024, the June report indicated that Northern Middle failed to achieve the MPCR. This is the first year since inception that NM did not meet the standard.

Northern Middle Report Card - June 2024

	Adult	Apprenticeship	Dislocated Worker	National Dislocated Worker	Rapid Response	Reemployment Services and Eligibility Assessment	Senior Community Service Employment Program	Statewide Activities	Youth	Total
Total Budget	$ 5,350,882.64	$ 225,575.00	$ 6,351,099.11	$ 515,351.08	$ -	$ 494,191.98	$ -	$ 2,998,443.61	$ 5,564,478.98	$ 21,498,022.20
Total Obligations	$ 5,108,695.64	$ 217,943.41	$ 4,051,110.40	$ 515,351.08	$ -	$ 483,119.74	$ -	$ 2,835,589.00	$ 5,315,777.48	$ 20,513,586.95
Total Expenditures	$ 4,196,135.18	$ 217,943.41	$ 4,039,338.41	$ 515,351.08	$ -	$ 425,137.27	$ -	$ 1,873,839.79	$ 5,061,980.02	$ 16,329,695.16
Total Unliquid. Obligations	$ 913,560.46	$ -	$ 2,011,771.99	$ -	$ -	$ 57,982.47	$ -	$ 946,729.21	$ 253,847.46	$ 4,183,891.79
Total Unobligated Balance	$ 241,186.80	$ 7,631.59	$ 299,988.71	$ -	$ -	$ 11,072.24	$ -	$ 177,854.61	$ 248,701.30	$ 984,435.25
Total Remaining Balance	$ 1,154,747.24	$ 7,631.59	$ 2,311,760.70	$ -	$ -	$ 69,054.71	$ -	$ 1,124,583.82	$ 502,548.96	$ 5,168,327.04
Obligation %	95.49%	97.48%	95.28%	100.00%	0.00%	97.76%	0.00%	94.07%	95.53%	95.42%
Utilization %	78.42%	97.48%	63.60%	100.00%	0.00%	86.00%	0.00%	62.48%	90.97%	75.96%
Unliquid. Obligation %	17.07%	0.00%	31.68%	0.00%	0.00%	11.73%	0.00%	31.57%	4.56%	19.46%
Unobligated Balance %	4.51%	2.52%	4.72%	0.00%	0.00%	2.24%	0.00%	5.93%	4.47%	4.58%
Remaining Balance %	21.58%	2.52%	36.40%	0.00%	0.00%	13.97%	0.00%	37.51%	9.03%	24.04%
Workforce Board Costs	$ 381,757.24	$ 15,225.41	$ 326,714.02	$ (2,740.00)	$ -	$ 18,671.30	$ -	$ 204,833.99	$ 349,412.28	$ 1,313,874.24
One-Stop Operator Costs	$ 22,273.04	$ -	$ 75,496.71	$ -	$ -	$ -	$ -	$ -	$ 39,502.58	$ 137,272.33
Career Service Provider Costs	$ 1,432,734.39	$ -	$ 1,810,484.89	$ -	$ -	$ 226,747.28	$ -	$ -	$ 1,470,084.34	$ 4,940,051.30
Incumbent Worker Training Costs	$ 14,405.03	$ -	$ 82,695.88	$ -	$ -	$ -	$ -	$ 173,550.84	$ 4,284.00	$ 274,935.75
Adjusted Participant Costs	$ 617,234.93	$ 202,718.00	$ 1,202,806.18	$ 20,244.80	$ -	$ -	$ -	$ 1,402,564.05	$ 1,108,373.85	$ 4,754,141.21
Total Expenditures	$ 2,471,404.93	$ 217,943.41	$ 3,528,197.68	$ 17,504.80	$ -	$ 245,418.58	$ -	$ 1,780,948.88	$ 2,971,809.03	$ 11,233,247.60
Workforce Board %	15.45%	6.99%	10.11%	15.65%	0.00%	7.61%	0.00%	11.50%	11.76%	11.79%
One-Stop Operator %	0.90%	0.00%	2.14%	0.00%	0.00%	0.00%	0.00%	0.00%	1.33%	1.22%
Career Service Provider %	58.00%	0.00%	51.31%	0.00%	0.00%	92.39%	0.00%	0.00%	49.47%	44.00%
Incumbent Worker Training %	0.58%	0.00%	2.34%	0.00%	0.00%	0.00%	0.00%	9.74%	0.14%	2.45%
Adjusted Participant %	24.98%	93.01%	34.09%	115.65%	0.00%	0.00%	0.00%	78.75%	37.30%	40.54%

Potential Recapture

	Adult	Dislocated Worker	Youth	Total
First Year Potential Recapture[1]	$ -	$ -	$ -	$ -
Second Year Potential Recapture[2]	$ -	$ -	$ -	$ -

Federal Measures

	Out of School Youth[3]	Work Experience[4]	Incumbent Worker Training[5]	Transitional Jobs[6]
Program Year 2022	52.71%	30.16%	4.57%	0.00%
Program Year 2023	66.26%	28.11%	0.00%	0.00%

Performance

	Adult	Dislocated Worker	Youth	Total
Total Enrollments	1,842	699	1,125	3,666
Cost per Participant	$ 1,184.06	$ 4,764.74	$ 2,436.66	$ 2,245.39

State Measures

	Adult	Dislocated Worker	Youth	Total
Direct Participant Cost Rate[7]	28.18%	37.08%	40.50%	38.08%

PAR Monitoring

	Program Year 2022		Program Year 2023
Review Held:	Yes	Review Held:	Yes
Findings:	No	Findings:	No
Findings Resolved:	N/A	Findings Resolved:	N/A

Systems Reconciliation

	SmartSimple	JobsTN	Difference	Status
Systems Reconciliation[8]	$ 3,151,577.16	$ 3,510,229.03	$ (358,651.87)	Reconciled

Northern Middle Tennessee Workforce Board Inc.

As of January 2025, the NMWB is still below the MPCR threshold.

By allowing Workforce Essentials to be the Career Service Provider, changes can be made rapidly to address deficiencies immediately.

Enrollment measures were unsuccessful in program year 2023-2024. Only 75% of the target enrollments were achieved.

Northern Middle Workforce Board Key Performance Indicators
July 1, 2023 through June 30, 2024

	Jul-23	Aug-23	Sep-23	Q1	Oct-23	Nov-23	Dec-23	Q2	Jan-24	Feb-24	Mar-24	Q3	Apr-24	May-24	Jun-24	Q4	Annual/YTD
Adult, Dislocated Worker and National Dislocated Worker - New Enrollment TARGET				210				250				250				290	1000
Adult	68	93	69	230	40	19	16	75	8	18	45	71	24	80	50	154	530
Dislocated Worker	13	21	27	61	31	13	6	50	7	6	21	34	13	25	42	80	225
National Dislocated Worker Grant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Incumbent Worker	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	81	114	96	291	71	32	22	125	15	24	66	105	37	105	92	234	755
Percent of Goal				138.57%				50.00%				42.00%				80.69%	75.50%

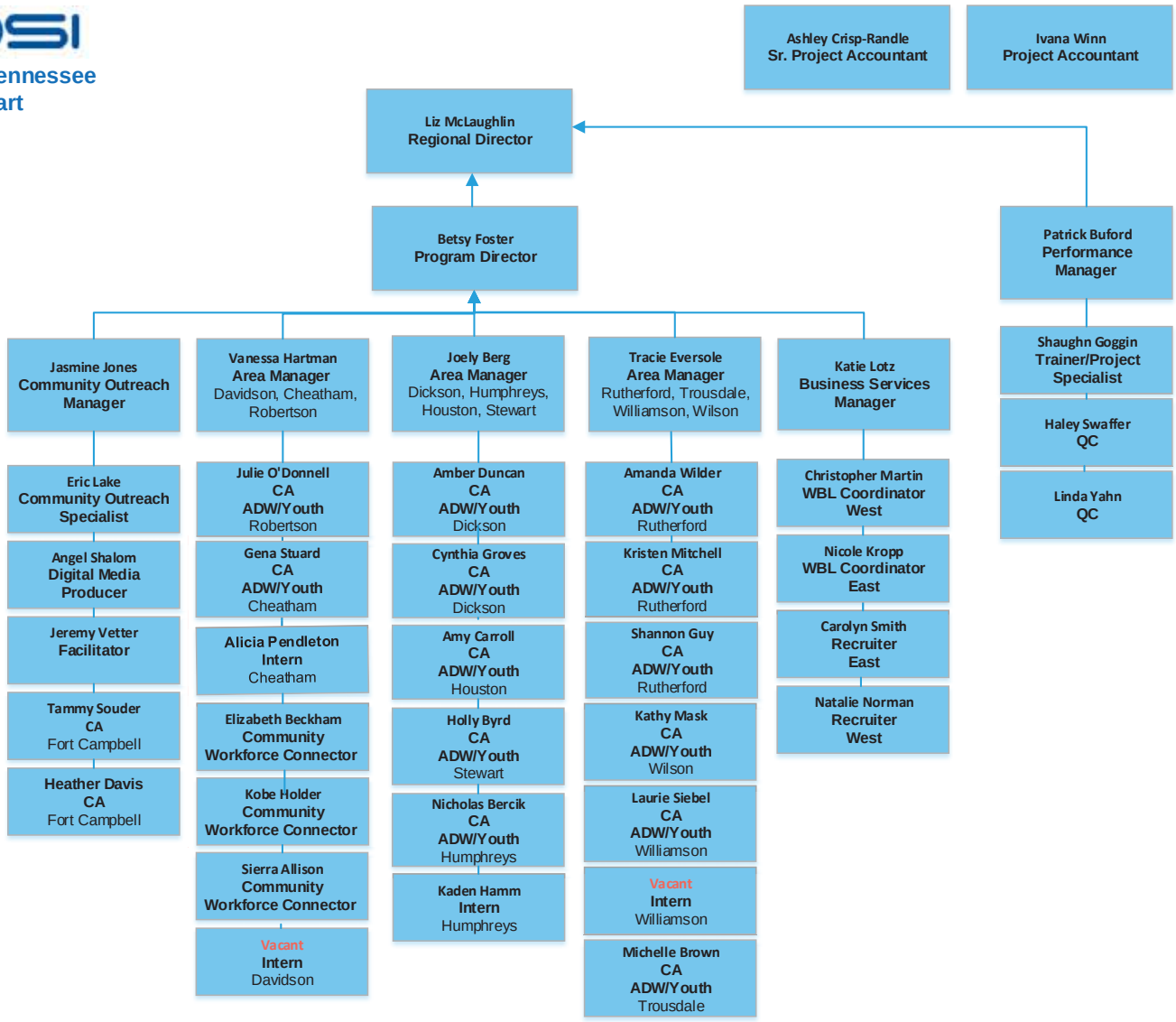
Finally, working with the state, the NMWB implemented pilot programs in three locations to determine the best approach to service delivery. While improvements were made in two of the three areas, the pilot in Clarksville, led by Workforce Essentials proved to be the most successful for Title I operations.

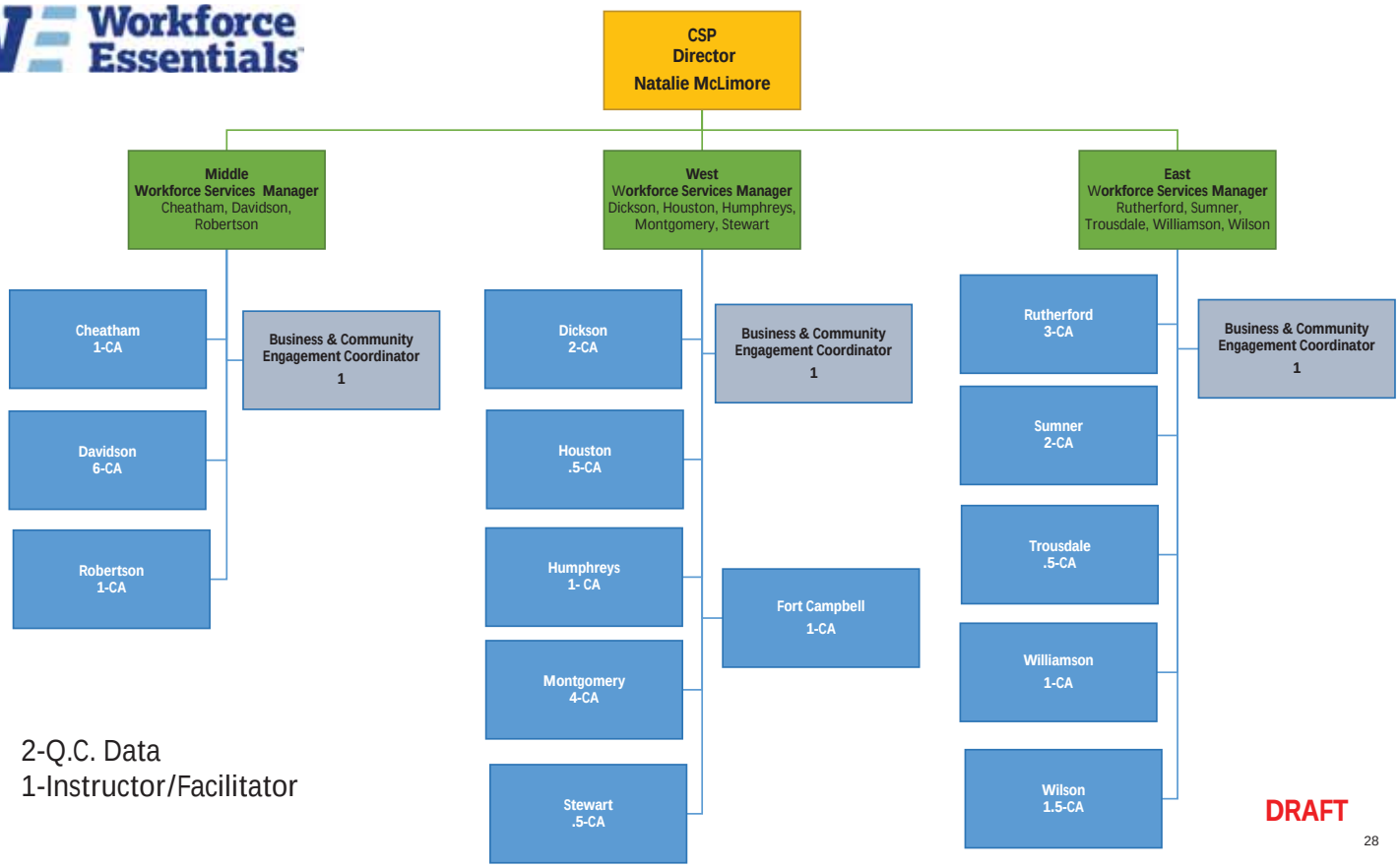
d. Timeline to implement:

Task	Timeline
Submission Request	March 24, 2025
Anticipated Approval	April 1, 2025
Staffing structure finalized	April 18, 2025
Positions posted	April 21, 2025
Selection of staff	May 15, 2025
Staff Training	June 1-30, 2025
Current CSP contracts end*	June 30, 2025
WEI Implementation	July 1, 2025

*While the timeline is tight, the NMWB reserves the right to extend CSP contracts for specific services such as YEP that otherwise might have an adverse impact on participants.

Northern Middle Tennessee Organizational Chart





2-Q.C. Data
1-Instructor/Facilitator

DRAFT

Workforce Essentials Position Selection Timeline

Monday April 14th

Workforce will issue job postings/ descriptions

Friday April 18th

Submit your cover letter and resume for the position(s) you are interested in by COB.

April 22nd - 30th

Interviews will be conducted for every applicant.

May 2nd

Job Selections will be announced

Natalie McLimore
Workforce Essentials, Inc. | Vice President
(931) 905.3509
nmclimore@workforceessentials.com