

Innovations Committee November 6, 2025 2:30 P.M.

Click here for Zoom Link

Meeting ID: 823 9329 4724

Passcode: 204772

One tap mobile: +16465588656,,82393294724# US

Agenda

Welcome

Call the Meeting to Order

Approval of Minutes

Business Reports:

- 1. CSP Report
 - a. Federal Performance
 - b. CSP Update
- 2. Eligible Training Provider Requests
- 3. AJC Operational Guidance
- 4. Employer Services
 - a. Rapid Response
 - b. Incumbent Worker & Apprenticeship Grants

Members:

Seth Thurman (Chair)

Anne Fugate

Tony Adams

Billy Givens

Selittia Johnson

Robin Baldree

Kaitlin Salyer

Adjourn

1



Northern Middle Tennessee Workforce Board Innovation Committee Meeting Minutes August 7, 2025, via Zoom 2:00 PM

Members Attending	Members Absent	Staff & Guests Attending
Seth Thurman	Selittia Johnson	Andrea Dillard
Anne Fugate	Robin Baldree	Meagan Dobbins
Tony Adams		Kim Rye
Billy Givens		Alyssa Spaulding
Kaitlin Salyer		
Brandon Phinx		

The Northern Middle Tennessee Workforce Board Innovations Committee met via Zoom on August 7, 2025, at 2:00 p.m. Chairman Seth Thurman called the meeting to order once a quorum was confirmed.

Andrea began by acknowledging that Marla Rye was unable to attend due to a family bereavement and introduced new members joining the committee. Kaitlin Salyer, Senior Vice President of Education and Workforce Development for the Rutherford County Chamber of Commerce, shared that she previously served as the Talent Development Director at the Chamber for the past four years and has prior experience on the Upper Cumberland Workforce Board. Andrea then introduced Brandon Phinx, Northern Middle Business and Workforce Director for the Tennessee Department of Labor and Workforce Development. Brandon shared that he had previously served as the Middle Tennessee Apprenticeship Director and was promoted to his current role earlier this year. Chairman Thurman then asked for a motion to approve minutes from the previous meeting. Billy Givens made the motion and Anne Fugate seconded. With no further discussion, the motion was passed unanimously

Federal Performance

Andrea presented the Federal Performance Update, reporting that for Quarter 4 of Program Year 2024, all performance measures were at or above 90%, which constitutes passing according to state standards. These figures will be finalized in October, though Andrea noted that outcomes could improve further but will not decline. Preliminary indicators for Quarter 1 of Program Year 2025 also project continued success in meeting or exceeding all performance measures. Andrea commended staff and partners for their consistent improvement and achievement despite higher performance standard requirements.

CSP Update

Andrea then provided an update on the transition of Career Services Provider (CSP) operations to Workforce Essentials following the expiration of EDSI and MAC contracts. She explained that Workforce Essentials assumed the CSP role effective July 1, 2025 under the state-approved waiver and has since focused on onboarding and training staff to ensure continuity of services. Natalie McLimore, who is overseeing CSP operations, has filled the majority of the open positions. Offers have been made and accepted, and training was conducted in June to support the transition. Many former EDSI staff chose to remain under Workforce Essentials, while others moved

on to new opportunities. Andrea emphasized that the focus remains on maintaining high-quality service delivery across all centers in the region.

Eligible Training Provider Requests

The main discussion item of the meeting was the Eligible Training Provider List (ETPL) review and approval. Andrea explained that this round of ETPL updates was relatively short, with only one new provider requesting to join. She reported that the Clarksville Dental Assistant School is seeking initial inclusion on the ETPL following provisional approval from the Tennessee Higher Education Commission (THEC), with final approval pending formal notification. TCAT Hartsville, an existing provider, requested to add its Heating, Ventilation, Air Conditioning, and Refrigeration (HVACR) program. The Dental Staff School of Tennessee asked to include two new offerings—a Polishing Certification and an Online Nitrous Oxide Monitoring Certification. Both programs lead to recognized credentials and respond to high-demand skill areas. Trotter Lester Academy also requested to add its Instructor Program.

She further noted that Nashville State Community College's Phlebotomy course experienced a 33% cost increase, from \$853 to \$1,137, which exceeds the 25% threshold and therefore requires reapproval by the Board. Finally, she explained that the Tennessee Language Center requested to reinstate its Medical Interpreter Training Course. The program was previously removed from the ETPL only because its recertification window in November 2024 had lapsed.

Andrea noted that all proposed programs align with workforce needs, provide industry-recognized credentials, and support high-demand occupations. She recommended approving the list, with the Clarksville Dental Assistant School's inclusion contingent upon final approval from THEC.

Chairman Thurman called for any questions or discussion. Hearing none, he moved to formalize the recommendation. Tony Adams made the motion to approve the ETPL list as presented, including Clarksville Dental Assistant School pending final THEC approval. Billy Givens seconded the motion. With no further discussion, the motion carried unanimously.

Adjourn

Andrea concluded by reminding members that the next full Board meeting will be held on Wednesday, August 13, 2025, at the Nashville American Job Center. Members were encouraged to attend in person or virtually. She thanked the committee for their time and input. With no additional business, Chairman Thurman adjourned the meeting.

WIOA Federal Reporting Score Card NORTHERN MIDDLE WORKFORCE BOARD

PY25 WIOA Core	Targets							
Performance Measures	100%	Targets 90%	Q1 PY 25	Q2 PY 25	Q3 PY 25	Q4 PY 25		
Adult Measures			EST	EST	EST	EST		
Exiters								
Participants Served								
Employment Rate 2nd Quarter after exit	84.1%	75.69%	82.8%	70.5%				
Employment Rate 4th Quarter after exit	83.8%	75.42%	83.8%	80.3%				
Median Earnings 2 nd Quarter after exit	8,500	\$ 7,650	\$ 10,400	\$ 9,363				
Credential Attainment w/in 4 Quarters after exit	74.0%	66.60%	77.0%	78.0%				
Measurable Skills Gains	72.3%	65.07%	67.6%	60.5%				

Dislocated Worker			EST	EST	EST	
Exiters						
Participants Served						
Employment Rate 2nd Quarter after exit	86.4%	77.76%	89.2%	87.3%		
Employment Rate 4th Quarter after exit	86.0%	77.40%	87.7%	82.0%		
Median Earnings 2 nd Quarter after exit	10,500	\$ 9,450	\$12,164	\$11,938		
Credential Attainment w/in 4 Quarters after exit	69.1%	62.19%	74.8%	75.8%		
Measurable Skills Gains	73.9%	66.51%	88.4%	89.7%		

Youth			EST	EST	EST	
Exiters						
Participants Served						
Employment Rate 2nd Quarter after exit	87.6%	78.84%	81.5%	76.1%		
Employment Rate 4th Quarter after exit	85.3%	76.77%	80.6%	79.0%		
Median Earnings 2 nd Quarter after exit	6,000	\$ 5,400	\$ 5,575	\$ 5,575		
Credential Attainment w/in 4 Quarters after exit	75.3%	67.77%	75.8%	77.5%		
Measurable Skills Gains	61.5%	55.35%	66.7%	65.1%		

GREEN-Passing at 100% of Goal

YELLOW-Passing at 90% of goal

RED-Failing at less than 90% of goal

WFE PY 25-26 Quarterly Benchmarks																
				202	25			2026								
Matrix:		S	ep 30 (QTR 1	L)	D	ec. 30 (QTR	2)	IV.	lar. 31 (QTR	3)	June. 30 (QTR 4)			Cun	nulative Jun	e 30
		Goal	Actual	%	Goal	Actual	%	Goal	Actual	%	Goal	Actual	%	Goal	Actual	%
Enrollments	Adult	131	169	129.01%	137		0.00%	135		0.00%	137		0.00%	540		0.0%
	DW	69	33	47.83%	78		0.00%	73		0.00%	78		0.00%	298		0.0%
	In-School	22	17	77.27%	23		0.00%	23		0.00%	23		0.00%	91		0.0%
	Out-School	42	48	114.29%	43		0.00%	43		0.00%	43		0.00%	179		0.0%
	Total	264	267	101.14%			#DIV/0!							1108		0.0%
	Adult	105	111	105.92%	110		0.00%	108		0.00%	110		0.00%	432		0.0%
*Exits (80% of enrollments)	DW	55	27	48.91%	62		0.00%	58		0.00%	62		0.00%	238		0.0%
Exits (80% of enfoliments)	Youth	51	95	185.55%	53		0.00%	53		0.00%	53		0.00%	210		0.0%
		Goal	Actual	Percent	Goal		Percent	Goal		Percent	Goal	Actual	Percent	Goal		Percent
	Adult	89	96	107.77%	93		0.0%	92		0.0%	93		0.0%	367		0.0%
Positive Exits # (85% of Exits)	DW	47	24	51.15%	53		0.0%	50			53			202		
POSITIVE EXILS # (83% OF EXILS)	Youth	44	83	190.72%	45		0.0%	45		0.0%	45		0.0%	178		0.0%
		Exits	Positive	Percent	Exits		Percent	Exits		Percent	Exits	Positive	Percent	Exits		Percent
	Adult	111	96	86.49%	0		#DIV/0!	0		#DIV/0!	0	-	#DIV/0!	0		#DIV/0!
**Actual Positive Exit Rate	DW	27	24	88.89%	0			0			0			0		
Actual Positive Exit Rate	Youth	95	83	87.37%	0		#DIV/0!	0		#DIV/0!	0	-	#DIV/0!	0		#DIV/0!
		Goal	Actual	Percent	Goal		Percent	Goal		Percent	Goal	Actual	Percent	Goal		Percent
	Adult	\$ 16.50	\$ 20.10	121.82%	\$ 16.50		0.0%	\$ 16.50		0.0%	\$ 16.50		0.0%	\$ 16.50		0.0%
Placement Wage	DW	\$ 16.50	\$ 26.15	158.48%	\$ 16.50			\$ 16.50								
-	Youth	\$ 13.00	\$ 18.15	139.62%	\$ 13.00		0.0%	\$ 13.00		0.0%	\$ 13.00		0.0%	\$ 13.00		0.0%

New Providers Requ	iring Board Approval for addition	on to the ETPL								
Provider Name	Provider Main Address	Approval Agency	Approval Documented	Sector Strategy	Years in Business					Notes
					Dusiness					
Nam Duaguama Dagu	 iiring Board Approval for additi	on to the ETDI								
Provider Name	Provider Main Address	Program ID	Program Name	CIP Code	Total Cost	Program Length	Credential Earned	Job Outlook	Sector Strategy	Notes
Austin Peay State University	604 College Street Clarksville, TN 37044	1012798	Sterile Processing Technician (GES1028)	511012	\$ 3,290.00	12 Months	Certified Registered Central Service Technician (CRCST)	Bright Outlook Locally & Nationally	Healthcare	
Austin Peay State University	604 College Street Clarksville, TN 37044	1012799	Medical Assistant (PTMED3045)	510899	\$ 2,944.00	12 Months	Medical Assistant Certification (CCMA)	Bright Outlook Locally & Nationally	Healthcare	
TCAT Dickson	740 Highway 46 Dickson, TN 37055	1012647	Off Road Diesel Technology	470605	\$ 7,394.43	12 Months	TCAT Diploma	Bright Outlook Locally	Transportation	
TN Professional Training Institute	1630 South Church Street, Suite 302 Murfreesboro, TN 37130	1012801	Patient Care Technician	513902	\$ 4,600.00	1 Month	Certificate	Bright Outlook Locally & Nationally	Healthcare	State of TN does not require certification for Patient Care Technicians to obtain employment.
Volunteer State Community College	1480 Nashville Pike Gallatin, TN 37066	1012641	Registered Behavior Technician Training Online (Voucher Included)	301701	\$ 1,195.00	3 Months	Registered Behavior Technician (RBT)	Bright Outlook Locally & Nationally	Healthcare	
Volunteer State Community College	1480 Nashville Pike Gallatin, TN 37066	1012642	Certified Professional Life Coach (Online) Exam Included	350105	\$ 2,295.00	60 Hours	Certified Professional Coach (PCP)	Bright Outlook Locally & Nationally	Social Services	
Volunteer State Community College	1480 Nashville Pike Gallatin, TN 37066	1012644	Certified Residential Interior Design	500408	\$ 2,795.00	9 Months	Residential Interior Design Qualifying Certification (RIDQC)	Bright Outlook Locally	Art & Design	
Volunteer State Community College	1480 Nashville Pike Gallatin, TN 37066	1012645	Oracle SQL & PL/SQL + Python Developer + Java Developer	151204	\$ 2,895.00	12 Months	Java SE 17 Developer & Java SE 21 Developer	Bright Outlook Locally & Nationally	Information Technology	
Volunteer State Community College	1480 Nashville Pike Gallatin, TN 37066	1011947	OSHA - Specialist in Safety & Health (SSH) General Industry	150701	\$ 6,650.00	84 Hours	Certified Specialist in Safety and Health	Bright Outlook Locally	Construction	
Volunteer State Community College	1480 Nashville Pike Gallatin, TN 37066	1012766	CompTIA Certification Training A+, Network+, Security+ (Vouchers Included)	110202	\$ 4,395.00	13 Weeks	CompTIA A+, Network+, & Security+	Bright Outlook Locally & Nationally	Information Technology	
Volunteer State Community College	1480 Nashville Pike Gallatin, TN 37066	1012765	Certified Medical Administrative Assistant w/ Medical Billing & Coding (Voucher Included)	510716	\$ 4,095.00	12 Months	CCMA & choose between CPC, CCA, CBCS)	Bright Outlook Locally & Nationally	Healthcare	
Existing Programs R Provider Name	Required Board Approval for Cos Provider Main Address	st Increase and P Program ID	Program Extension Program Name	CIP Code	Total Cost	Program Length	Credential Earned	Job Outlook	Sector Strategy	Notes
Trade on Demand, Inc dba Skilled Workforce	2550 Meridian Blvd #200 Franklin, TN 37067	1011480	Titans Stadium Project Employment & Training Program - Titans Construction Camp	460000	\$ 6,010.00	6 Weeks	NCCER Core & OSHA 10	Bright Outlook Locally & Nationally		Cost increase from \$2100 to \$6010 plus increase in length from 3 to 6 weeks
Volunteer State Community College	1480 Nashville Pike Gallatin, TN 37066	1010273	Certified Medical Adm Assistant with Certified Electronic Health Records (Online)	510706	\$ 4,595.00	12 Months	Certified Medical Administrative Assistant (CMAA)	Bright Outlook Locally & Nationally		Cost increase from \$3395 to \$4595
Former Programs R	equiring Board Approval for ET	PL Addition								
Provider Name	Provider Main Address	Program ID	Program Name	CIP Code	Total Cost	Program Length	Credential Earned	Job Outlook	Sector Strategy	Notes



AJC Operational Guidance:

November 12, 2025

The following are the hours of operation for the fourteen (14) American Job Centers located in the Northern Middle Workforce Area.

County	Type of AJC	FT/PT Status	Hours of Operation	Address
Davidson	Comprehensive	FT	Mon – Fri	2845 Elm Hill Pike
			8:00 AM - 4:30 PM	Nashville, TN 37214
Montgomery	Comprehensive	FT	Mon – Fri	523 Madison St., Suite B
			8:00 AM – 4:30 PM	Clarksville, TN 37040
Rutherford	Comprehensive	FT	Mon – Fri	1313 Old Fort Highway
			8:00 AM – 4:30 PM	Murfreesboro, TN 37129
Sumner	Comprehensive	FT	Mon – Fri	1598 Green Lea Blvd
			8:00 AM – 4:30 PM	Gallatin, TN 37066
Cheatham	Affiliate	FT	Mon – Fri	384 South Main Street
			8:00 AM – 4:30 PM	Ashland City, TN 37105
Dickson	Affiliate	FT	Mon – Fri	250 Beasley Drive
			8:00 AM – 4:30 PM	Dickson, TN 37055
Houston	Affiliate	FT	Mon – Fri	155 W. Front Street
			8:00 AM – 4:30 PM	Erin, TN 37061
Humphreys	Affiliate	FT	Mon – Fri	711 Holly Lane
			8:00 AM – 4:30 PM	Waverly, TN 37185
Robertson	Affiliate	FT	Mon – Fri	299 10 th Ave. East
			8:00 AM – 4:30 PM	Springfield, TN 37172
Stewart	Affiliate	PT	Mon, Tues, Thurs	1356 Donelson Parkway
			8:00 AM – 4:30 PM	Dover, TN 37058
Williamson	Affiliate	FT	Mon – Fri	118 Seaboard Lane, Suite 100
			8:00 AM – 4:30 PM	Franklin, TN 37067
Wilson	Affiliate	FT	Mon – Fri	415 Tennessee Blvd.
			8:00 AM – 4:30 PM	Lebanon, TN 37087
Trousdale	Specialized	PT	Tues, Thurs, Fri	204 East McMurry Blvd.
			8:00 AM – 4:30 PM	Trousdale, TN 37074
Ft. Campbell	Specialized	FT	Mon – Fri	5663 Screaming Eagle Blvd
			8:00 AM – 4:30 PM	Fort Campbell, KY 42223

Hours of Operation

Hours of Operation for Comprehensive American Job Centers are defined in Tennessee Department of Labor and Workforce Development's One-Stop System Design policy. The Northern Middle Workforce Board will follow the mandated regulations for Comprehensive Centers.

Hours of operation in Affiliate Centers may be flexible to accommodate individuals or employers on an as-needed basis. The table represents general parameters for all Northern Middle American Job Centers.

Holiday Schedule

All Comprehensive AJCs will observe the (13) state-recognized holidays: New Year's Day, Martin Luther King Jr Day, Presidents' Day, Good Friday, Memorial Day, Juneteenth, Independence Day, Labor Day, Veterans' Day, Thanksgiving Day, Day after Thanksgiving, Christmas Eve, and Christmas Day.

All Affiliate and Specialized AJCs may adhere to the holiday policy of the local Career Service Provider or AJC landlord for specific holidays and closures.

Inclement Weather

All Comprehensive AJCs will follow inclement weather directives issued by the state.

Inclement weather directives for Affiliate and Specialized AJCs will be issued on a caseby-case basis, taking into consideration State directions, local county government declarations and the AJC landlord or operating entity.

					RR Session or	Number	
WARN Date	WARN Site	# Affected	Date of Layoff	County	Job Fair	Served	Notes
			,				Sent email and left VM 10/29/25, follow up on 11/5/25 with job
10/29/2025	Dexter Stamping	114	Octrober 28, 2025	Rutherford			postings
							Sent email and left message 10/27/25, response received, do not want
							services at this time, working with new contractor taking over most
10/29/2025	NTT Data	108	December 31,2025	Davidson			employees will be absorbed.
10/27/2025	HD Supply - closure	108	Janaury 9, 2026	Rutherford			 Sent email and left vm 10/27/25
10/27/2023	ть заррту стозите	100	January 3, 2020	Williamson/			RR on-site session, served remaining 26 employees, partner with SM and
9/5/2025	Tenneco - closure (26 remaining)	82	December 31, 2025	Maury	10/15/2025	26	both regions covered RR session
3/3/2023	remiess closure (20 remaining)	02	December 31, 2023	- imadi y	10/15/2025	20	both regions covered in session
7/31/25 &							No date set-moved closure date several times as their contracts have been
9/30/25	Geodis Logistics - contact extended	97	10/30 extended	Wilson	NA	0	extended. Most employees not on contract been placed by Geodis per HR
7/1/2025	Bridgestone - Permanent closure	700	June 30th, 2025	Rutherford	7/23/2025	104	They did not want us on site but wanted a large job fair off site, this happened on 7/23/25 and we had over 100 Bridgestone employees came through and 46 employers. We also provided AJC services and UI was on site with information for all who attended. In addition, we gave Bridgestone flyer with QR code to access services to share with all employees. Bridgestone sent everyone home long prior to their actual closure date and this made it difficult to connect onsite.
					7/30/25, 8/5/25,		Provided Virtual response, all employees were sent home or held by WARN notice day with pay for a specified amount of time - provided QR code to HR
4/8/25-8/8/25	Vanderbilt Univ Medical	615	August 8, 2025	Davidson	8/14/25	63	to share with all 615 and offered three sessions virtually.
+/0/23 0/0/23	Quickway transportation - Permanent	013	August 6, 2025	Baviason	0,14,23	03	to share with all 015 and offered times sessions virtually.
4/24/2025	closure	45	June 15, 2025	Rutherford	NA	0	No responses to contacts
	Saks Global Fulfilment Center -				Job Fair 5/15/25& 5/16/25 Sessions 5/12, 5/20, 5/27, 5/30, 6/9, 6/17, 6/30, 7/15, 7/21,		Job fair on site with 35+ employers and 11 (Last one was canceled) separate sessions on site with covering all employees. This spanned from May until
4/17/2025	Permanent closure	446	June 4th-Nov 30, 2025	Rutherford	7/22, 7/30	312	the end of July.
		2315					

Northern Middle Program Year July 1, 2025 - June 30, 2026

Incumbent Worker	· Training (IWT)	Grants (07.01.2025 -	- 06.30.2026)

	County			Employees	Contract	Contract End	Contract	Amount
	Location	Employer	UEI	Trained	Start Date	Date	Amount	Expended
1	Rutherford	Wearwell LLC	WK45GXBXGEQ5	21	07.01.2025	05.31.2026	\$25,000.00	
2	Sumner	Food Warming Equipment Company	G96NQNEWP5B7	7	07.15.2025	08.31.2026	\$6,695.00	
3	Davidson	Coca-Cola Consolidated Inc	EVMRM7AZGAC6	5	08.01.2025	05.31.2026	\$7,008.00	
4	Williamson	Williamson Health	XBK7VSR1Q6W4	5	07.01.2025	05.31.2026	\$24,750.00	
5	Williamson	Lifepoint Health, Inc	F8LVL4N1GMX6	10	07.15.2025	05.31.2026	\$25,000.00	
6	Davidson	Vanderbilt University Medical Center	GYLUH9UXHDX5	10	08.01.2025	05.31.2026	\$25,000.00	
7	Rutherford	RAWSO Constructors	XVYDUN2CH641	8	09.01.2025	05.31.2026	\$20,000.00	
8	Davidson	NomNomNow Inc.	WQDGMCUMZK15	12	09.01.2025	05.31.2026	\$23,298.50	
9	Montgomery	LG Electronics	NNXTP28MF8T5	50	10.20.2025	05.31.2026	\$25,000.00	
10	Davidson	Nashville Boss	X4XMG5ECRVY5	4	10.1.2025	5.31.2026	\$8,000.00	
11	Cheatham	A.O. Smith	S4HBBQ7GTAW5	7	10.15.2025	5.31.2026	\$14,560.00	
12	Wilson	Lochinvar, Inc	K5M7EBRAGJG7	46	10.15.2025	5.31.2026	\$12,000.00	
13								
14								
15								
16								
17								
18								
				185			\$216,311.50	

Board designated funds available: \$ 300,000.00

State Apprenticeship Grant Amount Available:

\$180,000.00

LWNMF261APSWA26 Apprenticeship Training Grants (07.01.2025 - 06.30.2026) Employees Contract Contract End Contract County Amount Trained Date Location Training **Start Date** Amount Expended Employer UEI Fire Alarm Inspection Test Maintenance Davidson Pye Barker Fire & Safety GMQ3MCMJANN1 Technician 07.01.2025 05.31.2026 \$17,500.00 Trade In Demand d/b/a Skilled Construction Craft CV4FKX1HHQX3 08.01.2025 05.31.2026 \$20,000.00 2 Williamson Workforce Laborer 8 Clarksville Montgomery Co School System (CMCSS) Montgomery OM24BH3KM7W7 Teacher 07.01.2025 05.31.2026 \$20,000.00 4 Rutherford County Schools JTUXFTXDMWY6 8 07.01.2025 05.31.2026 \$20,000.00 Rutherford Teacher 5 A Action Air HVAC N7AJA7EHAHC4 Project Manager 07.01.2025 05.31.2026 \$12,500.00 Davidson 5 Robertson L54YG2NQ33U9 Teacher 07.01.2025 05.31.2026 \$20,000.00 6 Robertson County Schools 8 7 UpRise Nashville DSUQCZEV4MV3 Office Administrator 5 07.01.2025 05.31.2026 \$12,500.00 Davidson 8 Robertson Electrolux DM3AWPPRATA5 Tool & Die 07.01.2025 05.31.2026 \$5,000.00 Registered Nurse 9 Williamson Lifepoint Health, Inc F8LV4N1GMX6 Resident 07.01.2025 05.31.2026 \$20,000.00 Restoration Supervisor & Restoration UVCJJH9SV2V3 10 Davidson Dixon Management Technician 07.01.2025 05.31.2026 \$20,000.00 Automotive Tech Development Automotive 11 Montgomery Training (ATDT) L72AUYP3WNJ3 Technician 01.01.2026 05.31.2026 \$12,500.00 12 72 \$180,000.00