

Finance Committee

May 2, 2024

9:00 A.M.

[Click here for zoom link](#)

Meeting ID: 839 2028 4546

Passcode: 280333

Telephone Number: +1 312 626 6799



**Northern Middle Tennessee
Workforce Board Inc.**

Agenda

Welcome

Call the Meeting to Order

Approval of Minutes

Business Reports:

1. 2023-2024 Budget Update
2. CSP Provider/Monitoring
3. 2024-2025 Budget Projection
4. Action Items
5. CSP Procurement Timeline
6. NM WIOA Plan

Adjourn

Members:

Mark Peed (Chair)
Keith Carnahan
Dan Caldwell
David Rutledge
Paul Webb
Kristi Spurgeon
Sho Samuels

Complete zoom link: <https://us02web.zoom.us/j/83920284546?pwd=VjFhTEV6ZDZjMzNNUmFCN3FBSlVQQT09>



DRAFT UNTIL
APPROVED

Northern Middle Tennessee Workforce Board

Finance Committee

Meeting Minutes

February 8, 2024, via Zoom at 9:00 a.m.

Members Attending	Members Absent	Staff & Guests Attending
Mark Peed	Keith Carnahan	Marla Rye
Dan Caldwell	David Rutledge	Cinthya Rodriguez
Paul Webb	Kristi Spurgeon	Ginger Fussell
Sho Samuels		Andrea Dillard
John Zobl		Meagan Dobbins
		Sherry Maynard

The Finance Committee of the Northern Middle Tennessee Workforce Board met virtually on February 8, 2024 at 9 a.m.

With a quorum present, the meeting was called to order by acting chair, Dan Caldwell. Paul Webb moved to approve the minutes, and Sho Samuels seconded. The minutes passed unanimously. Mark Peed joined the meeting a few minutes late and took over as Chair.

2023-2024 Budget Update

Ginger Fussell reviewed the budget. She told the committee that Quarter 2 expenditures were \$2.9M, approximately \$477k lower than last quarter. This is approximately \$1.4M lower than the 4th quarter of the prior year. With budget reductions, and even without budget reductions, we could not maintain the pace of grant utilization we had at the end of last year. The current quarter reduction was primarily related to the slowdown after the Summer Youth program. There was only a \$4k reduction in our formula spending. Fiscal year-to-date expenditures were \$6.4M, approximately 43% of our 23-24 budget. We are midway through the year. Youth fund stream expenditures are outpacing the contract period. Northern Middle staff continue conversations with EDSI, our largest provider, to pace themselves according to their remaining budget. EDSI was informed that Youth can continue to be served with work experience opportunities funded by the Summer Youth program, which does not end until August 2024. Aggressive spending by EDSI in the prior year has resulted in a tighter budget this current fiscal year. It should be noted that they have budgets remaining to serve participants, just not at the previous per-participant level.

New grants have increased our 23-24 budget by \$411k. The budget was reduced by \$41k to reflect the actual RESEA amount. A new apprenticeship grant was received with a budget of \$156k. A consolidated business grant of \$266k was received. And a national apprenticeship grant of \$30k was received. These

changes amount to an increase of \$411k in our total budget. In previous meetings, the Board granted staff the flexibility of requesting Dislocated Worker (DW) to Adult repurposing. We have requested and were granted by the state the full \$1.5M dating back to the prior year. We've used 62.4% of this repurposed funding, while we have only used 28.1% of DW funding. Looking forward, we are requesting an action item for flexibility to request an additional \$1M repurposing (shifting) from DW to Adult through September 30, 2024. This amount should last through the end of this year and into the start of the next year. Shoshana Samuels asked for clarification of the additional \$1M. Ginger explained that it would be in addition to the \$1.5M already requested and spent in the prior year. Shoshana then asked about the youth budget and if it had 28% left when the year was only 50% complete. Ginger explained that phase 1 is complete and over. It was a quick turnaround. Phase 2 began July 1, 2023, and will continue until August 31, 2024. We are reserving part of these funds to kick off the summer youth program in 2024. No summer youth money will be shifted. Shoshana asked about the differences between the two youth funds. Andrea explained that only wages can be paid with summer youth money. Support services can be paid with the regular youth fund.

MPCR decreased from 49.82% last quarter to 46.82%, which remains strong compared to the 40% required. We are not surprised at the decrease because four counties are participating in the Labor Force Participation Rate (LFPR) project aimed at putting people directly to work. EDSI's remaining participant cost budget is lower due to overspending during the first quarter.

Ginger then updated the Board regarding billing trends of the Contract Service Providers (CSPs). Their billing decreased by \$632k compared to the last quarter. It's been determined that combined contractor billing needs to average \$1.8M per remaining quarters to fully utilize base contracts. The seasonal Summer Youth contract has approximately \$1M (total) remaining to be spent by an end date of 8/31/24 and is a separate grant from their regular billing. With time progression at 86%, EDSI spent 86% of their base contract budget. MAC spent 80% of their base contract budget. Full utilization of CSP contracts is a favorable outcome. The One-Stop-Operator, Mid-Cumberland HRA spent 42% of its 12-month contract budget, with 50% of the contract period elapsed. As MCHRA's contract represents an overhead expense, lower utilization is a favorable outcome.

Contract-to-date (36 months) EDSI has met or exceeded all dollar-driven goals except In-School Youth. For Adult/DW combined, their minimum participant cost rate (MPCR) is 56%, which has exceeded their goal. The fiscal year MPCR is 51%. Their Youth MPCR is 51%, and their fiscal year youth MPCR is 55%. They met their work experience goal at 26%, but their fiscal year work experience MPCR is 23%, which does not meet their goal. In-school youth is 29%, which does not meet their goal, but the fiscal year in-school youth MPCR is 30%, which does meet their goal. Both contractors have been told that we are relaxing the in-school youth requirement.

Contract-to-date (36 months) MAC met or exceeded all dollar-driven goals. They met their Youth MPCR at 50% and the fiscal year goal at 53%. They exceeded their Work Experience goal at 42% and their fiscal year work experience goal at 51%. They met their In-School Youth goal at 39% and fiscal year in-school youth goal 42%.

CSP Provider/Monitoring

Ginger went on to talk about monitoring. EDSI is not fully staffed at this time. They have eliminated five full-time positions, resulting in three layoffs. MAC has two open positions, but their caseloads are still being managed by staff who have transferred. There has been no interruption of services. There have been similar ongoing monitoring activities of our CSPs and OSO as last quarter, with a new item noted specifically related to EDSI. Because of EDSI's aggressive participant spending, a limited budget for participant support remains in this fiscal year 23-24. This has caused a shift toward a direct placement model in counties that were not part of the LFPR project. This has also caused them to be behind in their enrollment goals. They still have funding to spend on participants; it can't be at the same level as the beginning of the fiscal year but they must continue to serve clients. The OSO contract continues to operate efficiently.

Audit & PAR Review

The Northern Middle has undergone multiple audits and reviews from July 2023 through December 2023. Northern Middle's June 30, 2023 financial audit was issued with no findings, all unmodified (clean) opinions, and low-risk auditee qualification. Ginger expressed appreciation to the Thurman Campbell Group, PLC, for their years of audit services. A new audit firm will be procured for the year ending 6/30/24 as Thurman Campbell indicated they may be limiting governmental audit services. The Tennessee Department of Labor's PAR Unit completed its annual monitoring and issued its report with no findings. The Tennessee Department of Labor's Program Integrity Unit completed an on-site monitoring visit; the report is pending. The Program Integrity Unit also continues to complete desk reviews periodically.

CSP Procurement

Marla updated the committee regarding the CSP procurement process. Marla has been working with Thomas P. Miller to get a professional procurement written. The original intent was to release the procurement by February 14, 2024. The state has engaged KPMG to study the American Job Centers, which will report to the state workforce board and commissioner and make recommendations about centers that may need to close and restructuring that needs to occur. It's difficult to release an RFP when it isn't clear what the program requirements will be. Marla said it would be beneficial to hear the results of the study before releasing the RFP and wait until the Summer Youth Program ends on August 30, 2024, to make changes if a new provider is selected.

Marla proposed releasing the RFP on April 1 and having a contract ready on July 1, then having a transition period with the new contractor taking over on October 1, 2024. Mark Peed expressed concern about paying two and funding both of them. Marla explained that they envisioned that the new contractor would not require full staffing, but one or two management positions would be added to familiarize themselves with operations and conduct training. The staff will be retained during the transition process. Mark also expressed concerns about employees being concerned about losing their job after the transition period and feeling they would look for other jobs. Marla said while that is true, she wanted to work into the contract that their jobs are secure through the end of the year for an evaluation period. Shoshana asked if the new contractors could evaluate the staff during the transition period and let them know by October 1 if they would be retained. Marla and Andrea both felt that would be a workable solution. Mark also suggested there should be a clause allowing the new contractors to terminate an employee if normal work standards weren't upheld.

Action Items

Ginger reviewed the requested action items. The first item is to accept the 2023-2024 budget revision to include the addition of \$4114k, bringing the budget total to \$14.8M. The second item is the flexibility to request the state's permission to repurpose an additional \$1M of dislocated worker funding to adult (admin or program) through September 30, 2024. The third item is the flexibility to extend CSP contracts, if needed, up to an additional 90 days (through September 30, 2024) at a pro-rated budget for efficiency in CSP procurement and a transition that would better align with the Summer Youth program end date of August 31, 2024. Shoshana Samuels moved to approve the action items as listed. Dan Caldwell seconded the motion. With no further discussion, the committee approved the action items.

WIOA Plan

Marla told the committee that the Northern Middle staff are in the middle of regional and local planning under the Workforce Innovative Opportunity Act. The state plan was just released. The Northern Middle Plan will be released for comment in March. Marla welcomed the board members to read and review the plan. The plan will be presented to the Board at the May meeting.

Adjourn

With no further questions, Mark Peed adjourned the meeting.

**NORTHERN MIDDLE TN WORKFORCE BOARD
MARCH 2024 FISCAL UPDATE
2023-24 BUDGET PROGRESSION & SPEND TREND**

	(\$ in 000's)					
	2023 QTR 1	2023 QTR 2	2024 QTR 3	Expenses YTD	Revised FY 2023-24 12 Mo. Budget	% Spent
Northern Middle LWDA	101	97	97	295	1,000	29.5%
Infrastructure Funding Agreement						
Adult	1,275	271	347	1,893	3,143	60.2%
Dislocated Worker Re-purposed for Adult	39	897	566	1,502	2,500	60.1%
Dislocated Worker for DW	441	614	333	1,388	2,757	50.3%
Youth	921	890	653	2,464	2,474	99.6%
RESEA	55	52	60	167	300	55.7%
National Dislocated Worker (Flood) ended 8/20/23	18	0		18	52	34.6%
Summer Youth Phase 1 ended 8/31/23	167			167	435	38.4%
Tennessee Youth Phase 2 beginning 7/1/23	419	60	52	531	1,760	30.2%
Total FY 23-24 Expense vs Budget	3,436	2,881	2,108	8,425	14,421	58.4%
Reduced RESEA Budget to Actual (net \$259)				0	-41	0.0%
Apprenticeship		78	23	101	156	64.7%
Consolidated Business Grant			81	81	266	30.5%
National Apprenticeship Grant				0	30	0.0%
December Total FY 23-24 Expense vs Budget	3,436	2,959	2,212	8,607	14,832	58.0%
Titan Stadium Project				0	389	0.0%
March Total FY 23-24 Expense vs Budget	3,436	2,959	2,212	8,607	15,221	56.5%
Net Budget Increase					389	
* Northern Middle's grant utilization for Quarter 3 decreased by \$747k over Q2. This decrease was needed to pace YTD formula grant expenditures after an aggressive start to the year in Q1.						
* Youth spending is at 99.6% which has significantly outpaced budget time progression 75% into the fiscal year. Youth can continue to be served with work experience opportunities funded by the Tennessee Youth program.						
* In our previous meeting, The Northern Middle Board approved flexibility through September 30, 2024 to request of TDLWD an additional \$1.0M for re-purposing of Dislocated Worker (admin and/or program) for Adult. The full amount was requested, and granted by the state.						
* Numerous collaborative meetings and technical assistance has been given EDSI to strategically pace formula spending and increase new enrollments during the rest of 2023-24.						

NORTHERN MIDDLE TN WORKFORCE BOARD
MARCH 2024 FISCAL UPDATE

Minimum Participant Cost Rate (MPCR)

TDLWD Minimum Participant Cost Rate (MPCR) - Preliminary Through March 2024

MPCR = 40.37%

	MAC Youth	EDSI Youth	EDSI Adult, Dislocated Worker	NM's National DW Grant- Flood	Other (NM, & IFA)	Total
Qualifying Expenses	\$ 262,610	\$ 795,519	\$ 1,663,822	\$ 20,245	\$ (4,425)	\$ 2,737,771
Total Program	\$ 512,257	\$ 1,659,198	\$ 3,770,365	\$ 20,245	\$ 819,140	\$ 6,781,205
MPCR	51.27%	47.95%	44.13%	100.00%	-0.54%	40.37%

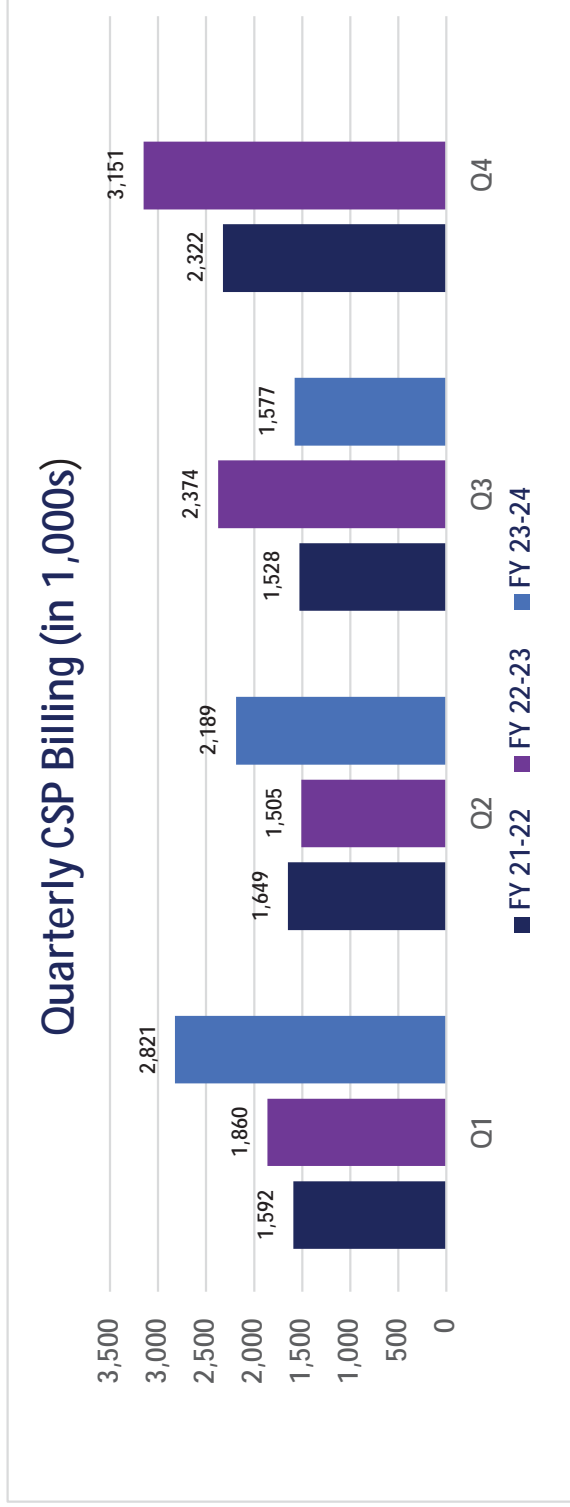
Northern Middle narrowly met 40% Requirement in preliminary calculations. The transition of 4 locations to the Labor Participation Rate Pilot project lowers MPCR. Additionally, budget pacing with reduced participant spending lowered MPCR, however it should be noted that each CSP remained well over 40% per funding streams listed above despite 4 locations in the Labor Participation Rate Pilot.

National Dislocated Worker (Humphreys Flood) grant included through 8/31/23.

*** PRIOR QUARTER MPCR = 46.82%***

NORTHERN MIDDLE TN WORKFORCE BOARD
MARCH 2024 FISCAL UPDATE

CAREER SERVICE PROVIDER - BILLING TREND



Q3 CSP billing decreased \$612k compared to last quarter. In attempt to strategically manage remaining contract budgets ending 06/30/24, we determined CSP billing would need to average \$1.8M in quarters 3 and 4. Q3 came in at \$1.5M, leaving \$2.2M remaining for Q4. Seasonal Summer Youth contracts have approx \$900k (total) remaining to be spent by an ending date of 9/30/24.

Career Service Provider Billing	Q1	Q2	Q3	Q4	Total
CSP Billing FYE 6/30/22 EDSI & MAC	1,592	1,649	1,528	2,322	7,091
CSP Billing FYE 6/30/23 EDSI & MAC	1,860	1,505	2,374	3,151	8,890
CSP Billing FYE 6/30/24 EDSI & MAC	2,821	2,189	1,577		6,587

NORTHERN MIDDLE TN WORKFORCE BOARD

MARCH 2024 FISCAL UPDATE

CONTRACTOR - BILLING PROGRESS

Career Service Provider Billing	In \$000's					% Spent - 93% time elapsed (contracts extended)
	Cumulative through Dec 2023	Total Spent Qtr Ended Mar 2024	Budget Spent Contract To Date	Total 42 Month Contract Budget		
EDSI (39 Month Comparison)	\$ 20,943	\$ 1,352	\$ 22,295	\$ 24,282	92%	
EDSI (Summer Youth bgt ended at 8/31/23)	\$ 187	\$ -	\$ 187	\$ 320	58%	
EDSI (Summer Youth bgt through 6/30/24)	\$ 443	\$ 46	\$ 489	\$ 1,439	34%	
MAC (39 Month Comparison)	\$ 1,472	\$ 179	\$ 1,651	\$ 1,840	90%	
MAC (Summer Youth bgt through 6/30/24)	\$ 57	\$ -	\$ 57	\$ 96	59%	
Contract-to-Date through Q3 2023-24	\$ 20,913	\$ 1,577	\$ 24,679			

NORTHERN MIDDLE TN WORKFORCE BOARD

MARCH 2024 FISCAL UPDATE

CONTRACTOR - BILLING PROGRESS

In \$000's					
One-Stop Operator Billing	Cumulative through Dec 2023	Total Spent Qtr Ended Mar 2024	Budget Spent Contract To Date	Total 12 Month Budget	% Spent - 75% time elapsed (new contract awarded)
	\$ 125	\$ 65	\$ 190	\$ 300	63%
MCHRA - (9 out of 12 Month Comparison)					

NORTHERN MIDDLE TN WORKFORCE BOARD
MARCH 2024 FISCAL UPDATE

EDSI - ADULT/DW MPCR TREND
CONTRACT-TO-DATE & QUARTERLY 39 Months

EDSI	MPCR - Goal 30% FY 23-24 w LFPR Project			MPCR - Goal 50%			MPCR Adult/DW - Goal 50%		
	Adult			DW			A/DW Combined		
CTD CUMULATIVE	Direct \$ '000	Total \$ '000	54%	Direct \$ '000	Total \$ '000	52%	Direct \$ '000	Total \$ '000	54%
July 2023	13	118	11%	6	42	14%	19	160	12%
Aug 2023	267	430	62%	74	131	57%	341	561	61%
Sep 2023	325	570	57%	71	154	46%	396	724	55%
Oct 2023	201	366	55%	71	129	55%	271	495	55%
Nov 2023	208	377	55%	56	117	48%	264	494	53%
Dec 2023	40	207	19%	111	170	65%	151	377	40%
Jan 2024	88	256	34%	19	77	25%	107	333	32%
Feb 2024	61	223	27%	10	66	15%	71	289	24%
Mar 2024	39	258	15%	5	78	6%	44	337	13%
Total Extended 12 Months	1,241	2,805	44%	423	965	44%	1,664	3,770	44%
Cumulative CTD 42 Months	6,064	11,137	54%	2,497	4,793	52%	8,562	15,930	54%

EDSI	MPCR - Goal 30% FY 23-24 w LFPR Project			MPCR - Goal 30% FY 23-24 w LFPR Project			MPCR Adult/DW - Goal 30% FY 23-24 w LFPR Project		
	Adult			DW			A/DW Combined		
QTR Ended 9/30/23	Direct \$ '000	Total \$ '000	54%	Direct \$ '000	Total \$ '000	46%	Direct \$ '000	Total \$ '000	52%
QTR Ended 12/31/23	449	950	47%	237	416	57%	686	1,366	50%
QTR Ended 3/31/24	187	738	25%	34	222	15%	221	959	23%
FYE 6/30/24 (12 Mos)	1,241	2,805	44%	423	965	44%	1,664	3,770	44%

NORTHERN MIDDLE TN WORKFORCE BOARD
MARCH 2024 FISCAL UPDATE

EDSI YOUTH - MPCR, WORK EXPERIENCE & IN-SCHOOL
CONTRACT-TO-DATE & QUARTERLY 39 Months

EDSI	MPCR - Goal 50%		Work Experience - Goal 25%		ISY/Youth - Goal 30% effective 07.1.23	
	Direct \$ '000	Youth Total \$ '000	WK Exp \$ '000	Youth Total \$ '000	ISY \$ '000	Youth Total \$ '000
CTD CUMULATIVE		50%		26%		30%
July 2023	81	142	18	66	26	66
Aug 2023	150	247	63	212	70	212
Sep 2023	226	373	59	373	97	373
Oct 2023	111	209	45	209	52	209
Nov 2023	112	209	52	209	67	209
Dec 2023	51	142	45	142	54	142
Jan 2024	7	86	22	86	32	86
Feb 2024	32	120	44	120	44	120
Mar 2024	24	130	33	130	47	130
Total Extended 12 Months	796	1,659	381	1,548	489	1,548
Cumulative CTD 42 Months	2,956	5,957	1,468	5,627	1,676	5,627

EDSI	MPCR - Goal 50%		Work Experience - Goal 25%		ISY/Youth - Goal 30% effective 07.1.23	
	Direct \$ '000	Youth Total \$ '000	WK Exp \$ '000	Youth Total \$ '000	ISY \$ '000	Youth Total \$ '000
CTD CUMULATIVE		50%		26%		30%
QTR Ended 9/30/23	457	762	140	651	193	651
QTR Ended 12/31/23	275	560	141	560	173	560
QTR Ended 3/31/24	63	337	99	337	124	337
FYE 6/30/24 (12 Mos)	796	1,659	381	1,548	489	1,548

NORTHERN MIDDLE TN WORKFORCE BOARD
MARCH 2024 FISCAL UPDATE

MAC YOUTH - MPCR, WORK EXPERIENCE & IN SCHOOL

MAC	MPCR - Goal 50%	
	Direct \$ '000	Youth Total \$ '000
CTD CUMULATIVE		50%
July 2023	26	56
Aug 2023	39	68
Sep 2023	24	50
Oct 2023	6	36
Nov 2023	28	49
Dec 2023	54	75
Jan 2024	15	75
Feb 2024	52	53
Mar 2024	19	51
Total Extended 12 Months	263	512
Cumulative CTD 42 Months	855	1,708

MAC	Work Experience - Goal 25%	
	Wk Exp \$ '000	Youth Total \$ '000
CTD CUMULATIVE		39%
July 2023	8	37
Aug 2023	26	46
Sep 2023	25	50
Oct 2023	12	36
Nov 2023	31	49
Dec 2023	47	75
Jan 2024	17	75
Feb 2024	25	53
Mar 2024	10	51
Total Extended 12 Months	201	471
Cumulative CTD 42 Months	628	1,600

MAC	ISY/Youth - Goal 30% beginning 7/1/23	
	ISY \$ '000	Youth Total \$ '000
CTD CUMULATIVE		39%
July 2023	15	37
Aug 2023	20	46
Sep 2023	16	50
Oct 2023	14	36
Nov 2023	17	49
Dec 2023	40	75
Jan 2024	27	75
Feb 2024	19	53
Mar 2024	21	51
Total Extended 12 Months	190	471
Cumulative CTD 42 Months	617	1,600

MAC	MPCR - Goal 50%	
	Direct \$ '000	Youth Total \$ '000
QTR Ended 9/30/23	89	173
QTR Ended 12/31/23	88	160
QTR Ended 3/31/24	86	179
FYE 6/30/24	263	512

MAC	Work Experience - Goal 25%	
	Wk Exp \$ '000	Youth Total \$ '000
QTR Ended 9/30/23	59	132
QTR Ended 12/31/23	90	160
QTR Ended 3/31/24	52	179
FYE 6/30/24	201	471

MAC	ISY/Youth - Goal 30% beginning 7/1/23	
	ISY \$ '000	Youth Total \$ '000
QTR Ended 9/30/23	52	132
QTR Ended 12/31/23	71	160
QTR Ended 3/31/24	68	179
FYE 6/30/24	190	471

NORTHERN MIDDLE TN WORKFORCE BOARD

MARCH 2024 FISCAL UPDATE

MONITORING UPDATE

EDSI and MAC - Career Service Providers

- Chairman Zobl and Marla Rye met with Kevin Schnieders, CEO of EDSI to discuss performance improvement and expectations through year-end.
- Incentive payments were withheld due to failure to meet quarterly enrollment KPIs.
- Weekly contractor meetings have been re-established with EDSI. Biweekly contractor meetings continue with MAC.
- Corrective Action Plan has been submitted by EDSI including new enrollment strategy.
- Staffing/Training update - EDSI eliminated five full-time positions resulting in three layoffs. (EDSI is not fully staffed at this time, however, they recently posted 3 full-time positions)
- MAC has two open positions; caseloads are still being managed by staff who transferred. (No interruption of services with MAC)
- Monthly desk review of invoices is performed analyzing contract progress and performance.
- Northern Middle program and fiscal staff continue to provide technical assistance to EDSI and MAC as needed; Staff provided EDSI guidance on management of tracking obligations, pacing remaining contract expenditures and creative enrollment options to include direct placement.
- Northern Middle program staff have conducted random sampling of EDSI and MAC participant files with required corrective action.
- Tennessee YEP technical assistance is ongoing.
- NM hired four temporary, part-time staff to assist EDSI with the new YEP Program, allowing them more time to focus on enrollment KPIs.

Mid-Cumberland HRA - One-Stop Operator

- The One-Stop Operator continues to promote enhanced oversight of partner accountability in supporting KPI goals.
- The One-Stop Operator has been asked to assume more responsibility in coordinating the 2023-2024 IFA agreement and addressing monitoring findings related to the AJC.

Monitoring of Northern Middle

- FY 23-24 external financial audit-Thurman Campbell Group considering another year.
- TDLWD's Training, Oversight, and Strategic Support Unit (TOSS) issued a report on the January Program Integrity on-site monitoring visit. NM requested a meeting to discuss Finding 1 of the report and a revision was issued to the March 13, 2024 report which contained two Findings (1. Paused funding for new participants; 2. No signage at Nashville AJC) and four Observations (1. Lack of staff capacity; 2. No representation from Title I on the BST in the Murfreesboro AJC; 3. Display of EO Posters and Director of Services; 4. Limited access to telephone designed for deaf/hard of hearing.) Northern Middle staff have responded with a corrective action plan.
- TDLWD's Program Integrity Unit continues to periodically complete desk reviews, monitoring and fiscal reports. A recent report required Northern Middle Staff had to justify potential recapture of expiring funds on June 30, 2023. Based upon current spending levels, recapture will not be required.

Northern Middle Local Workforce Development Area





March 13, 2024

John Zobl, Board Chair
Northern Middle TN Local Workforce Board
523 Madison Street
Clarksville, TN 37040

Dear Mr. Zobl,

From January 23 to 24, 2024, the TOSS (Training, Oversight, and Strategic Support) Unit of the Tennessee Department of Labor and Workforce Development (TDLWD), including Program Subject Matter Experts, conducted its annual monitoring review of the Northern Middle Local Workforce Development Board (NMLWDB) in accordance with the Federal Core Monitoring Guide. The exit conference was conducted on March 1st, 2024. Enclosed is the report outlining the results of the review, which identifies two (2) compliance findings.

Monitoring and technical assistance are integral parts of the TDLWD oversight responsibilities, as mandated by law. Monitoring plays a crucial role in program management to ensure compliance with applicable laws, regulations, integrated workforce plans, provider agreements, policies, and procedures.

We trust that our review and this report will be beneficial to the Northern Middle Local Workforce Development Area (NMLWDA). Please convey our appreciation to your staff for their assistance during the annual monitoring process. If you have any inquiries, please reach out to Oversight's Assistant Director, Jacob Pease, at jacob.pease@tn.gov, or Director Justin Attkisson, at justin.attkisson@tn.gov.

Sincerely,

A handwritten signature in black ink that reads 'Justin Attkisson' in a cursive script.

Justin Attkisson

Oversight Director

cc: James Roberson
Amy Maberry
Jaylene Young
Jacob Pease
Heather Skelton
Bob Rial- CLEO
Marla Rye- Executive Director

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Executive Summary

Introduction

On January 23-24, 2024, staff from TDLWD TOSS Unit conducted an on-site monitoring visit with the NMLWDB. This monitoring review was conducted in accordance with the Federal Core Monitoring Guide, focusing on objectives related to Service Design & Delivery and Grant Operations.

The TOSS Unit conducted an on-site monitoring review following the guidelines outlined in the Tennessee Department of Labor and Workforce Development Monitoring Guide 2023-2024, effective as of October 1st, 2023.

This report reflects these three objectives of the on-site visit report. There are other objectives met through the annual processes, such as file reviews.

The objectives of Oversight monitoring include:

1. Examining Reviewing NMLWDB policies, procedures, and supporting documents involves a blend of virtual desktop and on-site monitoring visits, as outlined in the Local Governance policy.
2. Compiling any additional questions for the LWDB.
3. Meeting with Subject Matter Experts (SMEs) to provide guidance on LWDB response.

TDLWD utilizes a combination of on-site visits and desktop monitoring for program monitoring of each Local Workforce Development Board (LWDB) and sub-recipient, as outlined in the Workforce Innovation and Opportunity Act (WIOA) Section 183.

Local Governance

As part of the annual monitoring review process, the TOSS Unit conducted a review of NMLWDB's undertakings and guidance to Contract Service Providers. During the monitoring review, the TOSS Unit utilized an internally developed Local Governance Tool to monitor policy compliance. To benefit the process and provide full transparency, a copy of the Local Governance Tool can be provided upon request by contacting Oversight's Assistant Director, Jacob Pease, at Jacob.pease@tn.gov. The Local Governance tool tracks the following activities to ensure policy compliance: Observations, On-site reviews, Quarterly Case File Reviews, PAR Compliance, and a checklist of policy requirements with corresponding expiration dates if applicable. Overall, a Local Governance policy tool used by the TOSS Unit provides a structured framework for assessing compliance, documenting findings, and facilitating continuous improvement within the LWDB to ensure effective governance practices and promote policy requirements.

In addition to programmatic reviews, the Local Governance Tool also facilitates a comprehensive assessment of NMLWDB policy compliance and operational status. This includes a thorough examination of Required Local Board Policies (cite), Meeting Minutes & Schedule (CY Cycle), Local Board Membership Review, and American Job Center (AJC) complaint logs. By integrating these elements into our monitoring framework, we ensure alignment with regulatory requirements and best practices within the workforce development landscape.

Based on our Local Governance document, the NMLWDB is currently in good standing. For further details, please refer to [Table 1](#) below for the Local Governance tool, which provides a comprehensive overview. Through this structured approach, we maintain transparency and accountability in our operations, enabling us to address any compliance issues promptly and effectively.

Table 1

Northern Middle Local Workforce Development Board	
Topic	Status
<i>Interlocal Agreement</i>	In-Compliance; 79 Days Until Expiration.
<i>Meeting Minutes</i>	In-Compliance; LWDB's meeting schedule and minutes are posted and available to the public.
<i>Required Local Policies</i>	In-Compliance; All required policies are on file and up to date.
<i>Board Rosters</i>	In-Compliance; Roster is on file and up to date for all the board members.
<i>AJC Complaint Log</i>	In-Compliance; Log submitted on 1/8/2024

Supplemental Reviews

Though participant files are conducted quarterly by both the Programs and TOSS units, this report does not contain the results of those reviews. Any findings or observations that are

found through participant file reviews are issued in a separate, quarterly report. No opinion or assurance regarding participant eligibility documentation is expressed at this time.

Findings, Observations & Best Practices

Findings

Any findings identified during our assessment will necessitate the development of a corrective action plan by the LWDB. This plan outlines the specific steps and measures the NMLWDB intends to implement to address the identified issues and ensure compliance with policy requirements. As part of the corrective action process, the NMLWDB is allotted a timeframe of 30 calendar days to submit their corrective action plan to the TOSS Unit for review. This timeframe allows for prompt attention to the identified issues and ensures timely resolution to mitigate any potential negative impacts on the effectiveness and integrity of the workforce development initiatives. Additionally, it enables the TOSS Unit to provide feedback and guidance to support the LWDB in developing effective corrective measures and fostering continuous improvement within the system.

Finding #1: Despite the Northern Middle Local Workforce Development Board (NLWDB) utilizing sufficient reoccurring internal controls to track funding through monthly invoice reviews, the Title I service provider for Title I Adult and Dislocated Worker overspent funding that led to a directive to pause fundable services to new participants. NMLWDB provided guidance in October and November 2023 on how to adjust services to make up for overspent funds. However, the service provider paused services instead of following direction from NMLWDB. As of the date of this review, no additional sanctions or direct technical assistance was implemented by the NMLWDB to address these actions.

Criteria: 20 CFR 680.140(a) WIOA title I formula funds allocated to local areas for adults and dislocated workers must be used to provide career and training services through the one-stop delivery system. Local WDBs determine the most appropriate mix of these services, but both types must be available for eligible adults and dislocated workers.

Corrective Action: The NMLWDB must have a process in place to manage the CSP contract and a plan to demonstrate when and how funding services will be made available again to new participants. NMLWDB will submit a plan within 30 calendar days of how they will start spending money on new participants again.

Finding #2: No signage on front door of days/ hours of operation at the Nashville AJC

Criteria: WFS Policy- One Stop Design- All Comprehensive AJCs must be open during statewide core hours at a minimum of 8:00 a.m. to 4:30 p.m. during weekdays. Additional certified AJCs must have

hours that are agreed upon in the Memorandum of Understanding with all applicable partners. All AJCs that the LWDB oversees must have their address and working hours posted on the LWDB website and updated, when necessary.

Corrective Action: The NMLWDB will provide signage at the Nashville AJC that indicates to customers of the days and hours the AJC is open.

Key observations/concerns

While observations do not necessitate the development of a formal corrective action plan, the LWDB is still required to provide a response within 30 calendar days of the exit conference on how the observations will be addressed with an included timeline for action. It is recommended that the LWDB offers a response outlining proactive measures to address the concerns raised during the observation process. If an observation recurs during the subsequent annual on-site monitoring review, the LWDB risks it becoming a finding. This response serves as an opportunity for the LWDB to demonstrate its commitment to addressing potential areas for improvement and implementing necessary changes to enhance performance and compliance with policy requirements. Additionally, it facilitates open communication between the Oversight team and the LWDB, fostering collaboration and mutual understanding in the pursuit of effective governance practices within the workforce development system. The observations from the NMLWDB annual on-site monitoring are listed below and grouped into corresponding categories for convenience and coherence.

1. Lack of Staff Capacity

Due to a lack of available staffing, high caseloads, and inefficient training on job duties, the staffing for WIOA Title I and Youth programs has put Northern Middle at a high risk of being out of compliance. Upon review, it has been noted that WIOA Title I Career Advisors at the Nashville AJC exhibit a deficiency in program knowledge attributed to the challenges posed by high turnover rates and burdensome caseloads. This observation underscores the critical need for increased staffing levels and a reduction in caseloads to address these deficiencies effectively. Therefore, it is suggested that the NMLWDB reviews its budgets to see if additional staffing to reduce the caseload per Title I Career Advisor is a viable option. The Nashville AJC is currently experiencing a significant influx of Title I caseloads, posing a substantial challenge to the operational capacity of the center. Specifically, the Title I Adult/Dislocated Worker (DW) program is confronting staffing shortages, with only one full-time Career Advisor dedicated to Adult/DW services. Moreover, the situation is exacerbated by having only one Lead staff member, whose responsibilities extend beyond the AJC to include duties in affiliate offices. This understaffing issue underscores the critical need for additional personnel

resources to effectively address the high volume of Title I caseloads and ensure the delivery of comprehensive services to the Adult/DW demographic within the Nashville AIC. The SNAP E&T program is presently in the process of training new staff to mitigate the shortage of personnel available to conduct visits to other AICs for enrollment and case management procedures. They are currently unable to visit other AIC's to meet participants. Upon the conclusion of this training, SNAP E&T will have sufficient staffing to facilitate visits to other centers on a monthly basis.

2. No representative from Title I on the Business Service Team (BST) in the Murfreesboro AIC

The absence of a representative from Title I on the BST has been noted, and the one-stop operator has been notified of this matter. Full program representation on the BST is crucial for success because it ensures comprehensive understanding of local employers' needs, facilitates effective job placements, and maximizes partnerships between job seekers and businesses by leveraging diverse expertise and resources. Necessary measures are being taken to ensure the addition of a WIOA Title I representative to the team, with clear communication regarding their role and its significance within the team.

3. EO Posters and Directory of Services

Certain entities – including but not limited to employers, housing providers, and *state agencies* - are required by law to share information with applicants, employees, tenants and the public regarding equal employment, fair housing and Title VI. Posters should be displayed in a prominent location where the general public has access. [Posters \(tn.gov\)](#)

While addressing the absence of TAA services in the directory of services, efforts were made to replace directories with updated versions containing TAA information. However, it has been noted that the language employed in these replacement directories presents a potential issue. Specifically, the verbiage may lead clients to assume eligibility for TAA services upon request, potentially resulting in dissatisfaction upon being informed otherwise. To rectify this situation and ensure accurate program representation, it is recommended that new flyers be generated, explicitly stating that clients may only receive TAA benefits if an active petition is on file with the U.S. Department of Labor.

4. Limited access to telephone designed for deaf/ hard of hearing

Limited access to telecommunication devices designed for individuals who are deaf or hard of hearing is noted across all NMLWDB AIC locations. NMLWDB needs to collaborate with Vocational Rehabilitation (VR) to ensure each AIC has appropriate accessibility options for the deaf and hard of hearing. This collaboration aims to improve accessibility and communication channels within AIC locations by exploring

options such as installing specialized telecommunication devices, as well as providing staff training on effective communication strategies for interacting with individuals who have hearing impairments. By actively pursuing these solutions, NMLWDB demonstrates its commitment to fostering inclusivity and removing barriers to access for all individuals, ultimately contributing to a more supportive environment within the workforce development system.

Identified Technical Assistance Needs

1. Career Specialists providing JII services need more Technical Assistance:

Career specialists need additional technical assistance to better serve Justice Involves Individuals (JIIs). This would need to include JI aligned case management and IEP training practices and accessing crucial external resources. Collaboration with local Chambers of Commerce can enhance networking opportunities. Establishing effective tracking systems and providing smartphone training for JIIs are also suggested improvements to optimize the program's effectiveness in supporting JIIs' reintegration into society and employment.

2. Front desk needs Technical Assistance on Disabled Veteran Outreach Program's job duties and identifying Significant Barriers to Employment (still has Veterans complete the Eligibility Triage Form)

It has been identified that the front desk staff requires technical assistance to effectively fulfill their job duties related to the Disabled Veterans Outreach Program (DVOP) and to accurately identify standard barriers to entry for veterans seeking services. Despite this need for support, veterans are still directed to complete the Eligibility Triage Form at the front desk. Therefore, enhancing the technical proficiency of front desk personnel in understanding DVOP responsibilities and recognizing common barriers to entry is crucial for streamlining service delivery and ensuring veterans receive the assistance they need upon entering the facility. We recommend that the necessary technical proficiency be addressed by the AJC's Local Veteran's Employment Representative (LVER) or available JVSG representative.

Best Practices

- 1. Nashville AJC's CSP (MAC) for the Youth Program; leverages their funding through community engagement & outreach in schools, housing and employers - Example** Metro Action Commission's approach to covering the Youth Program in Nashville demonstrates effective utilization of funding resources through community engagement across various sectors such as schools, housing, and employers. This collaborative

model highlights the importance of partnerships with community stakeholders, enhancing the program's reach and fostering a holistic support network for youth. Adopting a similar approach can benefit other service providers or AJCs by enhancing their impact and reach within their communities.

2. **Murfreesboro AJC's Title I Programs – effective follow-up tracking system**

Implementing a follow-up tracking system in the Youth Program through Youth Advisors offers numerous benefits, including improved staff coordination, simplified referrals, enhanced accountability, data-driven decision-making, and increased participant satisfaction. This practice enhances internal processes and service quality, making it a promising approach for other service providers or AJCs aiming to optimize their referrals and follow-ups to better meet client needs.

3. **Murfreesboro AJC's collaboration with Rutherford Re-entry Coalition**

The collaboration between the Murfreesboro AJC and the Rutherford Re-entry Coalition represents a promising model for other service providers or AJCs seeking to bolster their re-entry programs. Through this partnership, the Murfreesboro AJC taps into a network of stakeholders, including government agencies and nonprofits, to address the multifaceted needs of individuals reintegrating into society after incarceration. By offering holistic support beyond workforce services, such as housing assistance and mental health resources, and leveraging shared resources and expertise, the collaboration enhances service delivery efficiency and promotes positive outcomes for participants, including reduced recidivism rates and increased community stability. Adopting similar collaborative approaches can empower organizations to better support individuals with criminal justice involvement and foster community resilience.

Conclusion

In summary, the TOSS Unit has completed its comprehensive monitoring review of the NMLWDB, culminating in the identification of several promising practices and two findings that require correction. It is imperative that the NMLWDB submit a Corrective Action Plan (CAP) within 30 calendar days to the TOSS Unit for review. The CAP will aid in addressing the identified deficiencies and ensure compliance with established Federal WIOA and Tennessee state Workforce Services (WFS) guidelines. The CAP for Northern Middle's current annual on-site monitoring cycle will be due on (04/12/2024).

Moving forward, it is vital to acknowledge that the journey towards excellence is ongoing, and continuous improvement is essential for the sustained effectiveness of the NMLWDB. Should the NMLWDB require technical assistance or guidance in addressing the identified findings, the TOSS

Unit and Subject Matter Experts stand ready to offer support and expertise. Leveraging this collaborative approach ensures that the NMLWDB remains well-equipped to navigate challenges, optimize performance, and ultimately fulfill its mission of serving the workforce needs of the community effectively.

By embracing a culture of continuous learning and improvement, the NMLWDB can further enhance its impact, strengthen its partnerships, and advance its mission of fostering economic prosperity and opportunity for all stakeholders involved.



April 12, 2024

Mr. Justin Attkisson
TDLWD Program Integrity
220 French Landing Drive
Nashville, TN 37228

Dear Mr. Attkisson:

In response to the TOSS Monitoring report issued on March 13, 2024 and the January on-site monitoring, please find Northern Middle's response.

Finding #1: Despite the Northern Middle Local Workforce Development Board (NMLWDB) utilizing sufficient reoccurring internal controls to track funding through monthly invoice reviews, the Title I service provider for Title I Adult and Dislocated Worker overspent funding that led to a directive to pause fundable services to new participants. NMLWDB provided guidance in October and November 2023 on how to adjust services to make up for overspent funds. However, the service provider paused services instead of following direction from NMLWDB. As of the date of this review, no additional sanctions or direct technical assistance was implemented by the NMLWDB to address these actions. Corrective Action: The NMLWDB must have a process in place to manage the CSP contract and a plan to demonstrate when and how funding services will be made available again to new participants.

Response:

Northern Middle has had, and continues to have, a plan in place to manage the CSP contract. Steps include:

1. Establishment of financial and performance goals through contract with CSP.
2. New contractor fiscal and programmatic training on NM and State policies and procedures.
3. Monthly review and monitoring of CSP Invoice with red/green performance indicators.
4. Weekly meetings with new CSP and bi-weekly meetings at maturity.
5. On-going program and performance monitoring by Board staff.
6. Provide on-going technical assistance as needed and required to meet program goals.
7. Provide quarterly updates to NMWB (immediate if warranted).
8. Provide warnings or termination of contract if contractor is not meeting goals.

We acknowledge that the Northern Middle Workforce Board's career service provider (CSP) has failed to meet the 3rd quarter key performance indicator for enrolling new participants. However, we disagree that all enrollments were stopped and that the Northern Middle Board has not taken additional sanctions or provided direct technical assistance. We feel strongly that the following documentation demonstrates the boards continued efforts in dealing with this issue, to include moving forward with a current RFP for a new career service provider.

The Northern Middle Workforce Board's internal controls alerted to the fact that our CSP's expenditures were outpacing budget progression after the first quarter of program year 2023. This was brought to the attention of the CSP immediately.

October 18, 2023- Conducted regularly scheduled bi-weekly meeting with CSP and communicated need to strategically pace their spending and recalibrate service delivery strategy for customers through the program year.

October 19, 2023- NM Board staff provided written communication to the CSP regarding the aggressive expenditures during the first three months of the contract and the need to re-strategize to maintain services throughout the program year. Specifically, the CSP was told to send a positive message to staff and customers and to provide alternative service delivery strategies.

November 8, 2023- Staff notified the Northern Middle Board of EDSI's aggressive spending. The CSP director was required to present a strategic plan of action to the Board.

Northern Middle Staff met with CSP on the following dates to review staffing plans, new enrollments and expenditures:

November 1, 2023
November 15, 2023

On November 15th, the CSP provided AJC staff with a plan that had been approved by the NMWB staff to reduce per participant costs in order to continue to provide fundable services. We consider this and other board staff actions direct technical assistance.

Northern Middle withheld 2nd quarter enrollment incentive payments for failure to meet enrollment goals. It should be noted that CSP was at 92% of their adult and dislocated worker goal (425 enrolled Goal 460) and 95% of youth goal (141 enrolled Goal 149) at December 31, 2023. Please note that the Board Staff members were addressing this trending issue and providing technical assistance well before the January 23-24, 2024 monitoring review.

Northern Middle continued meetings with CSP biweekly, and into the new calendar year as follows:

November 29, 2023
 December 13, 2023
 January 10, 2024
 January 24, 2024
 February 7, 2024
 February 21, 2024
 March 6, 2024
 March 20, 2024
 April 3, 2024

At each meeting, the CSP was required to present information on enrollments, expenditures and staffing. Board staff provided suggestions to leverage funding such as the TYEP and reviewing obligations to free up additional funding.

On February 14, 2024, the Northern Middle Board met and staff reported the on-going issue to the Board again. CSP members were asked to address the Board. The Board also authorized the competitive procurement for Career Service Providers at this meeting.

Northern Middle will withhold 3rd quarter enrollment incentive payments for failure to meet enrollment goals. There were 105 adult/dislocated workers and 49 youth enrolled January through March, 2024. This demonstrates that services were never stopped, but continued at a slower rate. Also during the 3rd quarter, over \$222,000 was spend directly on participants. For the fiscal year, the CSP has spent over 2.4 million directly on participants and has over a combined 45% MPCR.

Youth Expenses:

CTD CUMULATIVE	Direct \$ '000	Total \$ '000	50%
July 2023	81	142	57%
Aug 2023	150	247	61%
Sep 2023	226	373	61%
Oct 2023	111	209	53%
Nov 2023	112	209	54%
Dec 2023	51	142	36%
Jan 2024	7	86	8%
Feb 2024	32	120	27%
Mar 2024	24	130	19%
Apr 2024	0	0	0%
May 2024	0	0	0%
June 2024	0	0	0%
Total Extended 12 Months	796	1,659	48%
Cumulative CTD 42 Months	2,956	5,957	50%

Adult & DW Expenses:

CTD CUMULATIVE	Direct \$ '000	Total \$ '000	54%
July 2023	19	160	12%
Aug 2023	341	561	61%
Sep 2023	396	724	55%
Oct 2023	271	495	55%
Nov 2023	264	494	53%
Dec 2023	151	377	40%
Jan 2024	107	333	32%
Feb 2024	71	289	24%
Mar 2024	44	337	13%
Apr 2024	0	0	0%
May 2024	0	0	0%
June 2024	0	0	0%
Total Extended 12 Months	1,664	3,770	44%
Cumulative CTD 42 Months	8,562	15,930	54%

CSP 07/01/2023 - 04/12/2024

	Adult & DW	Youth
Participants carried in:	1795	512
New Participants:	542	197
<i>New by month:</i>		
July	91	38
August	114	49
Sept	96	27
October	71	14
November	32	5
December	22	8
Jan	15	10
Feb	24	13
March	66	26
April	11	7

Including carryover, the CSP has served over 2,300 adult and dislocated workers this program year as well as 709 youth.

While we acknowledge the enrollment numbers are significantly below the goal for Northern Middle in 3rd quarter, we will continue to work with the CSP to address this deficiency in the 4th quarter..

As a result of this finding, Northern Middle will add a step to our contractor management process. We have require that the CSP determine an average cost per participant by accessing the total direct participant expense budget and dividing it by the enrollment goals for the year. In addition, we will require the CSP to clearly communicate this cost per participant with front line staff. Northern Middle staff will calculate the average cost per participant serve and provide projections of year-end performance.

It should be noted that with a competitive procurement in progress, the CSP is already seeing staff turnover which compounds the enrollment problem. We have determine that it will be detrimental to the AJC system and our customers to terminate a contract mid-year. With full transparency, the TYEP is gearing up and requires a lot of manpower. Northern Middle staff members are not projecting that the CSP will meet 4th quarter enrollment KPIs.

Finding #2: No signage on front door of days/hours of operation at the Nashville AJC

Signage, to include days and working hours, was placed on the front door of the Nashville American Job Center on March 4, 2024 by our One Stop Operator. Status-corrected.

Several key observations and concerns were noted during the review and on the monitoring report. As stipulated, below you will find the response and timeline of each.

Observation #1: Lack of Staff Capacity

We concur with this observation. Imposed state policies, such as the Minimum Participant Cost Rate (MPCR) and the required procurement of career service providers have forced restrictions on the Northern Middle Workforce Board that have created unintended consequences. Career service providers have to meet a 50% MPCR in order to achieve the state required 40%. This is because Board program costs and IFA

costs are not exempted from the MPCR calculation. The CSP has two options: 1) either staff at lower wages in order to increase headcount which causes turnover because of non-competitive wage or 2) increase wages which will lower headcount and place a workload burden on the employees. Ultimately, this option causes turnover as well.

Because of the requirement to procure service providers, the Northern Middle Board has recently issued an RFP to start the competitive process. We have already seen an exodus of staff from our CSP, which exacerbates the lack of staff capacity and hinders the quality of services provided in the AJCs.

The lack of adequate staffing, competitive wages and job security is a direct result of program restrictions and is the root cause for not having quality, trained and professional staff in the American Job Center system.

As to the SNAP staffing, the Northern Middle Board has no control over the hiring process.

Status: Northern Middle's procurement for Service Providers will be complete on July 1, 2024 with full implementation on October 1, 2024. However, without addressing the root cause of the issue, procurement will not solve the problem. Having multi-functional staff and sharing the caseloads between Title I and Title III would be an innovative solution to address this issue. However, it would require radical change and support from the Department to do so.

Observation 2: No representation from Title I on the BST in the Murfreesboro AJC

Eric Lake, Title I Career Advisor with EDSI, has been designated Business Services Team member in the Murfreesboro AJC. He has already started attending meetings. Status-corrected.

Observation 3: EO Posters and Director of Services

New posters have been delivered to the State owned American Job Centers in Davidson, Rutherford and Wilson Counties. They are displayed in the lobby areas. Status-corrected.

The Directory of AJC Services is in the process of being updated. State representatives have provided corrected TAA information. Printed materials will be updated by May 31, 2024.

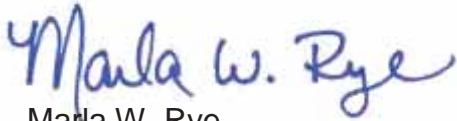
Observation 4: Limited access to telephone designed for deaf/hard of hearing

NM Board Staff has contacted Ms. Tiffany Kelly, Sensory Area Director with the Division of Rehabilitation Services to request information and assistance on technology to address the needs of the deaf and hard of hearing. We understand that TDLWD staff

are also working with her to provide technical assistance to the AJC network. Projected completion date is no later than June 30, 2024.

Northern Middle staff appreciates the opportunity to correct identified weaknesses and welcomes technical assistance. If you have additional questions or concerns, please reach out to me.

Sincerely,



Marla W. Rye
Executive Director

Cc: Mr. John Zobl, Chairman
Mayor Bob Rial, CLEO
Ginger Fussell, Fiscal Director

NORTHERN MIDDLE TN WORKFORCE BOARD

MARCH 2024 FISCAL UPDATE

FY2024-25 PROPOSED BUDGET - REVENUES

Grant Revenue	\$ in millions	\$
Carryover from 22-23 (expiring June 2024)	2.4	2,395,150.00
Total Projected Carryover from 23-24		
23-24 Projected Allocations	8.3	8,318,031.00
24-25 Projected Allocations	10.7	10,713,181.00
Total Adult, DW, Youth	(0.7)	(750,000.00)
Carryover to 25-26 for Youth	(1.1)	(1,105,040.00)
Carryover to 25-26 at 20% of Adult, DW		
Total 24-25 Adult, DW, Youth	8.9	8,858,141.0
Titans Stadium Project	0.3	300,000.00
RESEA	0.2	260,000.00
Summer Youth	1.0	1,000,000.00
IFA	1.0	1,000,000.00
Total 24-25 Projected Grant Revenue	11.4	11,418,141.00

NORTHERN MIDDLE TN WORKFORCE BOARD MARCH 2024 FISCAL UPDATE

FY2024-25 PROPOSED BUDGET - EXPENSES

Projected Expenses	\$ in millions	%	
NM Workforce Board	1.4	12%	1,365,645.00
Board Incumbent Worker Program	0.3	3%	300,000.00
Recruitment Campaign	0.1	1%	100,000.00
IFA (non-Title I)	1.0	9%	1,000,000.00
Total Board and Overhead	2.8	25%	2,765,645.00
Titans Stadium Project	0.3	3%	300,000.00
One Stop Operator	0.3	3%	300,000.00
Career Service Providers	6.8	60%	6,792,496.00
RESEA	0.2	2%	260,000.00
Summer Youth	1.0	9%	1,000,000.00
Total Contracted Grant Services	8.6	75%	8,652,496.00
Total 24-25 Grant Expense	11.4	100%	11,418,141.00

NORTHERN MIDDLE TN WORKFORCE BOARD
MARCH 2024 FISCAL UPDATE

ACTION

- * 2023-24 Financial Report
Revised Budget = \$15.2M (+\$389k Titan Stadium Project)
- * 2024-25 Proposed Budget

Project Timeline

Activity	Date
RFP Release	April 1, 2024
Deadline for Bidder Questions	April 12, 2024
Response to Bidder Questions Posted	April 17, 2024
Bidders' Conference	April 22, 2024
Proposal Deadline (email only)	May 3, 2024
Interviews (if necessary)	May 20-24, 2024
Selection of Winning Bids	May 31, 2024
Negotiations with Winning Bids	Beginning June 3, 2024
Acceptance of Contract Terms	June 30, 2024 –Contract July 1, 2024
Transition Period	July 1 – September 30, 2024
Northern Middle TN LWDB Approval	
Notification to All Bidders	
Implementation	October 1, 2024

WIOA Strategic Workforce Development Plan

Local Plan Template

PYs 2024-2027

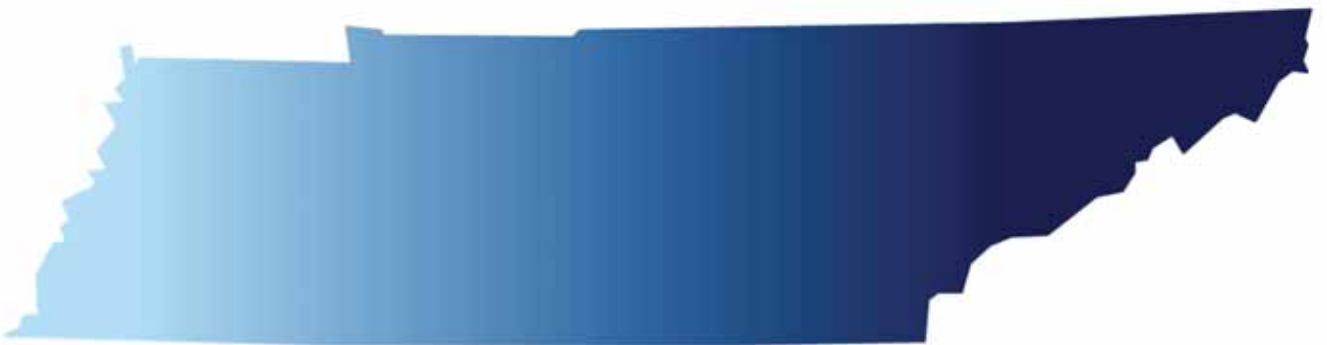


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Local Area Information

TN Local Area: Northern Middle Workforce Area

Local Workforce Development Area(s) Contact Information:

Executive Director Name	Email Address
Marla W. Rye	mrye@workforceessentials.com

Regional Director Contact Information:

Regional Director Name	Email Address
Vacant	

Chief Local Elected Official (CLEO) Contact Information:

CLEO Name	Email Address
Mayor Bob Rial	bobrial@dicksoncounty.net

Board Chair Contact Information:

Board Chair Name	Board Chair Email Address
Mr. John Zobl	johnzobl2013@gmail.com

Date of Submission: 4/8/24

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		Targeted Success Date	
				Action Items	Targeted Success Date		Action Items
Increase LPR in Northern Middle	Increase LPR	Improve LPR 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	Engage local county/jrnl/employers to develop more WD'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	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	Train and Implement new Zen Desk system with monthly dashboard to track services.	TBD
Increase participation in the TIEP	Increase LPR	Increase enrollment in TIEP in Northern Middle Goal #92	6/30/2025	Work with county mayors to identify government positions for TIEP	7/1/2024	Increase enrollments of individuals with disabilities TIEP 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	Implement job seeker and employer customer satisfaction measure to improve quality of service deliver. Benchmark other areas.	6/30/2025