Northern Middle Tennessee Workforce Board Inc.

Special Populations Committee
May 6, 2021
9:00 A.M.
[Click here for Zoom link](#)

Meeting ID: 849 2693 5209
Password: 836102
Telephone Number: +1 312 626 6799

Agenda

Welcome

Call the Meeting to Order

Approval of Minutes

Business Reports:

1. McGruder Center Funding Application-Offender Project

2. Campbell Strong Workforce Partnership Grant Update

3. Summer Youth Employment Program

4. CSP Performance Review
   a. EDSI
   b. MAC
 5. KPI Update - State Policy

Adjourn

Complete zoom link: https://us02web.zoom.us/j/84926935209?pwd=QURIZEdiMlgydTdST21SM3p0elp0Zz09

Members:
Carol Puryear (Chair)
GC Hixson
Christopher West
Lynn Seifert
George "Bo" Callis
Brian Sims
James Harper
Jennifer Hobbs

Northern Middle TN Workforce Board
Special Populations Committee Meeting:
October 29, 2020
2:00 p.m.
Virtual Meeting via Zoom

Members Attending	Members Absent	Staff & Guests Attending
John Alexander	Carol Puryear	Marla Rye
George "Bo" Callis	GC Hixon	Christel Brown
James Harper	Christopher West	Freda Herndon
Lynn Seifert	Jennifer Hobbs	Ellen Gomez
John Zobl		

The Northern Middle Tennessee Workforce Special Populations and Innovation Committees met on October 29, 2020, at 2 p.m. virtually via Zoom.

Andrea Dillard, Vice President for Workforce Services, welcomed all to the Special Populations Committee. She asked for a motion to approve the minutes. Lynn Seifert made a motion, and James Harper made a second. With no further discussion, the minutes were approved. Andrea then opened with a comprehensive explanation of an in-depth Federal Monitoring Report and review that was conducted over numerous months by Youth representatives out of the U.S. Department of Labor office in Atlanta. This was an extensive review in numerous Local Workforce Areas across the state, both in-person and electronic file review. Federal monitors conducted a numerous day in-person review of Northern Middle going over processes and functions and comparing our youth activities to the requirements and intent of the Workforce Innovation and Opportunity Act. Additionally, they reviewed guidance and direction from the state level down to sub-recipients via state policies governing Youth. Corrective actions were made throughout the review when necessary. However, Northern Middle was not compliant in one specific area. It is required under WIOA that a youth participant or at least a youth who is eligible for WIOA services attend Workforce Board meetings and advise or contribute information from a youth perspective on effective outreach to Youth and increase the

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effectiveness of programs for Youth. Andrea recommended that we immediately include eligible Youth in the future special population's committee meetings and all future Board meetings. This could be accomplished through the current youth providers nominating those Youth who could contribute the best information depending on Board topics and the agendas. John Watz then described the Campbell Strong Workforce Partnership status and especially the extension of the grant. The grant has successfully met its two-year goal of enrolling 1440 soldiers being discharged from Fort Campbell and spouses qualified as Dislocated Workers. Additionally, the two-year grant came well under budget due to efficiency and spouses not needing as much financial assistance as planned. A request to the state from the Federal U.S. Department of Labor went forward. The Garrison staff and our sister Western KY Workforce Board, and government officials such as Senator Blackburn were highly supportive. On September 30, 2020, Workforce Essentials received approval to continue servicing its military customer base for an additional year. This grant extension shows how extremely successful this DOL/DOD project has been. Additionally, Installation Management Command is using this partnership as a best practice. The current grant will continue using funds, at no additional cost, through September 30, 2021. We will be working with the state and our partners to take this highly successful project and obtain permanent funding.

Marla then gave an update as to AJC COVID actions and Cares Act review. She stated that all centers were open and that they were obeying local government guidance with the AJCs maintaining social distance and PPE Protocols. Temperature scanners were being installed in all centers. CARES Act funding was providing laptops and iPads to over 750 people, primarily A.E. students and Title 1 students, so that they could attend virtual classes. Companies were also being reimbursed for COVID expenses with CARES Act funding through the United Way. Fifty-four businesses have applied for that funding which must be spent by the end of December. Thirty-eight companies have applied for IWT funding. In another grant, over 90 people with a National Emergency Grant were being served to help people get back to work. They are mainly providing PPE COVID cleaning assistance to other agencies, primarily school systems across our region. These separate funding streams are happening simultaneously along with normal operations, COVID protocols, and new service provider procurement. It is a very busy time.

Andrea Dillard and Marla Rye then reviewed the process the Board had been on with the Third Party Administrator (Thomas P Miller- TPM) to procure a new One-Stop Operator (OSO) and Career Service Provider (CSP), which could include Youth. TPM was procured in August. Working with Board staff, they developed the scope of work and released an RFP mid-September via the internet and direct distribution to 117 companies. Two proposals were received for OSO and five for CSP. The procurement recommendation was delivered to Marla on October 23. All proposals were very good; thus, scores were close in most areas.
Marla began to summarize the TPM recommendation report specifically focusing on the scoring table. TPM recommended that Mid Cumberland Human Resource Agency should be the One-Stop Operator. Due to state policy, this eliminated MCHRA from any other bid. EDSI was recommended to deliver Adult and Dislocated worker services in all counties. Proposing Youth sections were specifically reviewed by staff to the Board. EDSI had experience in other states working with Youth. However, within the 13 county workforce area, Davidson County has the

preponderance of Youth with barriers, and the highest potential Youth was greatest in Davidson County. Discussion from Special Populations Board members began immediately, reflecting their concern with an outside agent starting new programs in the largest geographic area containing Youth when other agencies had solid track records and vast experience in the area. Discussion continued to possibly split service levels, and a motion was made by James Harper and seconded by Lynn Seifert to award EDSI the Youth contract for 12 counties and award Youth in Davidson County to the Metropolitan Action Commission. The staff was asked if this was possible and were there any pitfalls. Marla and Andrea both agreed that this would be the best possible scenario. With that, the vote ensued and was unanimous in recommending to the entire Board that MAC serve Youth in Davidson County and EDSI serve Youth in the remaining 12 counties of the NMTWDB.

With that final vote on Youth providers, the meeting was adjourned.

Meeting ID	Topic	Host	Email	User Type	Departmer	Start Time	End Time	Duration (h
899 9945 5305	==Special Populations Committee==	Marla Rye	nmclimore	Licensed	WFTN	10/29/2020 13:55	2:49 PM	0:53:17

Participant	Device	IP Address	Location	Network Ty	Microphon	Speaker	Camera	Data Cente
Marla Rye	Windows	Public IP: 1	Clarksville (	Wired	Microphon	Speakers (HuddlePod Air)	AT-HDVS-C	United Stat
C Brown (Guest)	Windows	Public IP: 1	Clarksville (	Wired		Speakers (Realtek High Definition Au(		United Stat
Freda Herndon (Guest)	Windows	Public IP: 6	Greenbrier	Wired	Microphon	Speakers (Realtek(R) Audio)		United Stat
John Alexander (Guest)	Windows	Public IP: 7	Henderson	Wired	Headset M	Headset Earphone (Plantr	Integrated	United Stat
Bo Callis (Guest)	Windows	Public IP: 7	Henderson	Wifi	Microphon	Speakers / Headphones (I	Integrated	United Stat
Lseifert (Guest)	Windows	Public IP: 1	Clarksville (	Wired	Internal Mi	Speakers (Conexant ISST /	HP HD Carr	United Stat
James Harper (Guest)	Windows	Public IP: 2	Nashville (l	Wired	Microphon	Speakers/Headphones (R(	Logitech HI	United Stat
Ellen Gomez (Guest)	Windows	Public IP: 1	Nashville (l	Wifi	Microphon	Speakers (Realtek High De	Microsoft (	United Stat
John Zobl (Guest)	Phone	Public IP: 1	(US)	Others				United Stat

TN Department of Labor & Workforce Development | Workforce Services

Tennessee One-Stop Certification Application

APPLICATION FOR CERTIFICATION

Date 05/06/2021

LWDA Northern Middle TN LWDB

Type of Site Access Point

Contact Person Greg Gabis **Title** Workforce Dev. Coordinator

Phone 615-242-1554 **Email** ggabis@cctenn.org

Site to be certified

Address 2013 25th Ave. North

City Nashville **State** TN **Zip Code** 37208

Web site http://cctenn.org

Hours of Operation 8:00 AM - 5:00 PM

Days of Operation Monday - Friday

AJC ACCESS POINT:

Accessible to the general public or targeted population that includes physical and programmatic access to individuals with disabilities

Portal site for electronic access

Established working relationship as part of an integrated system

C.E. McGruder Family Resource Center:

The McGruder Center focuses on specific needs of residents living in the North Nashville Area. Typical community risk factors include poverty, hunger, homelessness, abuse, neglect, poor health, evictions, mental illness, substance abuse, unemployment, and other basic needs.

Having an American Job Center Access Point co-located within the McGruder Center would be an invaluable resource to not only the North Nashville residents that frequent the building daily, but also the Greater Metropolitan Nashville Area. As we are all aware, many Nashvillians were negatively impacted by the 202 tornado and COVID-19 pandemic and having access to relevant training and employment/career resources in the community will make a lasting impression and help those most in need. Integrating the American Job Center into the existing community hub of the McGruder Center will provide another partner resource to assist local citizens in identifying training and employment opportunities resulting in future successes.

| McGruder Family Resource Center Partner List							
Partner Name	Programming Offered	Bldg. Schedule	H & HS	WFD	Youth	A & C	Civic Eng.
Preston Taylor Ministries	Afterschool tutoring & Camps	M-TH 1P-7P			X		
14th Avenue MBC	Destiniation Graduation	Virtual due to C19			X		
Studio NPL	Digital Literacy	On hold due to C19		X			
YWCA	Dress for Success	On hold due to C19		X			
Corner to Corner	The Academy	Virtual due to C19		X			
Corner to Corner	Hope Bakes	Part of Afterschool			X		
Corner to Corner	Script to Screen	Part of Afterschool			X		
Pathway Lending	Entrepreneurship Coaching	On hold due to C19		X			
Free Hearts	Education/WFD/Advocacy	On hold due to C19		X			X
Girl Scouts Troop 6000	Life Skills + Entrepreneurship	Tuesdays 6p-7p			X		
MAC	Opportunity NOW	Summer (times vary)		X	X		
National Council on Aging	Senior Employment Services	M-F 8:30-4p (shifts vary)	X	X			
Catholic Charities	Sewing Training Academy	T/TH Classes run until 4p		X			
Nashville Food Project	Community Garden + Education	Spring + Fall Growing Season	X				X
Catholic Charities	Mental Health Counseling	M-F 8:30-4p by Appt	X				
New Beginnings	Exercise, Yoga, Aerobics	On hold due to C19	X		X		
UW/DHS/Catholic Charities	Family Empowerment Program	M-F 8:30-5 (hybrid schedule)	X				
CSPED/Maximus	Fatherhood Training	Last weekend of each month Fr-Sat	X				X
Matthew Walker Comp. Health Center	Insurance Enrollment	On hold due to C19	X				
Metro Juvenile Court	Probation Case Management	Virtual due to C19			X		X
Catholic Charities	Living at Home Senior Services	Virtual due to C19	X				
Catholic Charities/ United Way	North Nashville Outreach; Financial Literacy/Utility Assistance Rental Assistane/ Emergency Food Assistance	M-TH 8:30-11:45; Appts accepted	X				
Public Defenders Office	Provide assistance to Nashville neighbors who are justice and formally justice involved		X	X			X
TN Dept of Human Services	SNAP Enrollment and services	Monday 9:00-4:00	X				
McGruder Social Practice Artist Residency	Social Practice artistry	Schedule Varies		X	X	X	X
Metro Bordeaux North Nashville Community Justice Center	Housing Court, Expungement Clinics, Voter Restoration, Educational Resources	Virtual due to C19	X		X		X
Urban Housing Solutions	Affordable Housing Solutions	Off-site location	X				X

Conference Rm # 28

McGruder FRC Emergency Exits

Front Door
Walk to flag Pole.

Outside EXITS

Inside Doors leading to exit doors
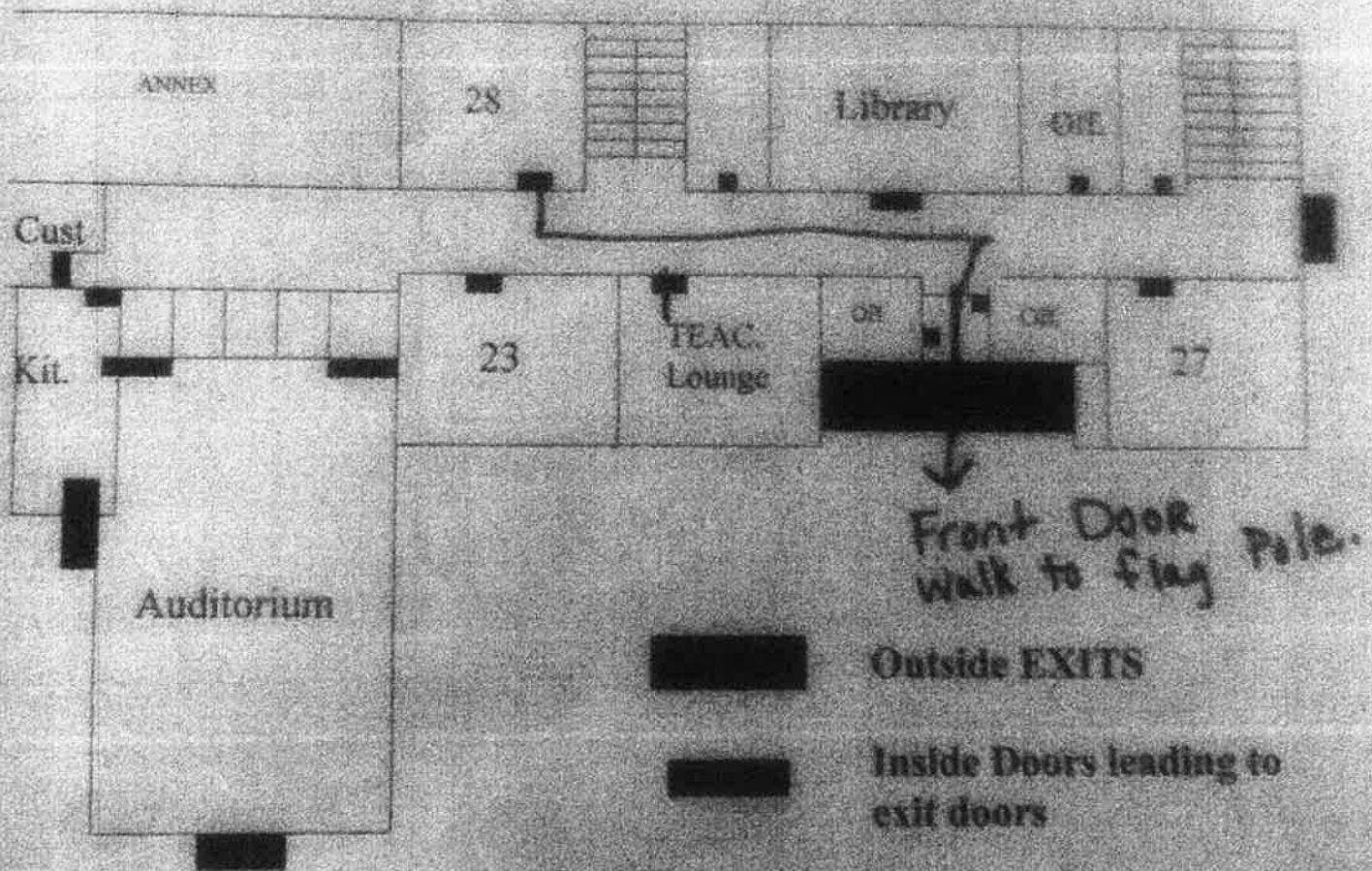
EDSI Implementation Dashboard-April 28, 2021

1. Staffing

Open Positions	Filled	Total Positions	% Vacant
8	38	46	17.4%

1	Career Advisor -Ad/DW	Sumner	Declined
2	Business Services	Sumner/Trousdale	
3	Community Outreach Coordinator		
4	Career Advisor -Ad/DW	Nashville	Resignation
5	RESEA Advisor	Robertson	Declined
6	Business Services	Williamson	
7	Business Services	Davidson	Resignation
8	Youth Advocate	Sumner	Resignation
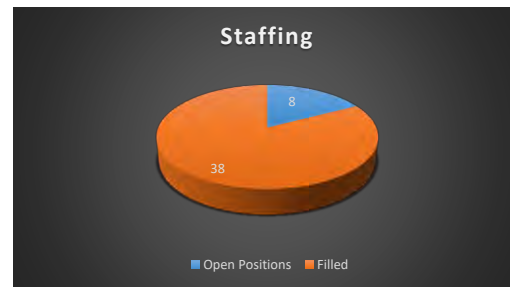
Staffing

2. Enrollments (cumulative)

Week	Adult/DW	Youth	Total	Change
Goal (6/30)	455	112	567	
3/3/2021	51	9	60	
3/10/2021	63	14	77	17
3/15/2021	85	17	102	25
3/24/2021	105	22	127	25
3/31/2021	118	24	142	15
4/7/2021	139	32	171	29
4/13/2021	156	37	193	22
4/20/2021	182	43	225	32
4/28/2021	211	44	255	30
	46%	39%	45%	
*9 weeks-	27	8	35	

Enrollments
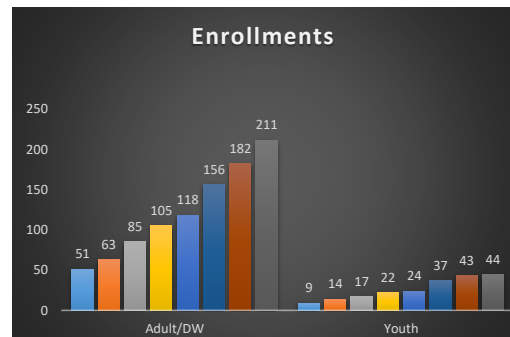
3. Exits

Week	Adult/DW	Youth	Total	Change
Goal	228	56	284	
3/3/2021	0	0	0	0
3/10/2021	0	0	0	0
3/15/2021	5	4	9	9
3/24/2021	22	6	28	19
3/31/2021	40	18	58	30
4/7/2021	55	22	77	19
4/20/2021	74	33	107	30
4/28/2021	75	33	108	1
Positive	83%	64%		
9 weeks	17.0	2.6		

EXITS
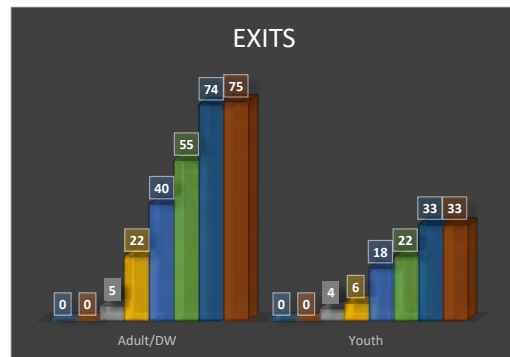
4. Placement Wage

Week	Adult/DW	Youth	Total	Change
Goal	$ 15.00	$ 10.00		
3/3/2021	0	0		
3/10/2021	0	0		
3/17/2021	14.07	15.45		
3/24/2021	17.53	15.45		
3/31/2021	17.405	13.16		
4/7/2021	18.32	14.02		
4/20/2021	18.74	14.53		
4/20/2021	18.76	14.53		

Placement Wage
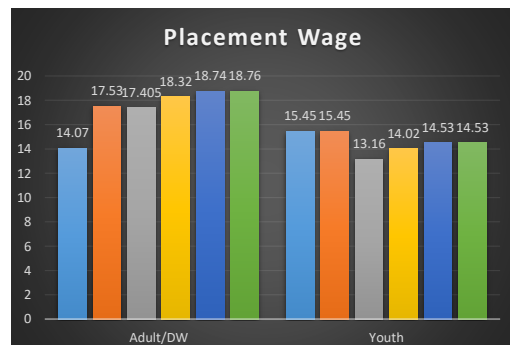
4. MPCR

Week	Adult	DW	Youth	Total
Goal	50%	50%	50%	
January	0%	0%	17%	
February	16%	35%	16%	-
March	18%	29%	11%	
Cumulative	12%	23%	14%	

MAC Implementation Dashboard-April 28, 2021

1. Staffing

Open Positions	Filled	Total Positions	% Vacant
0	3	3	0.0%

2. Enrollments (cumulative)

Week	ISY	OSY	Total	Change
Goal (6/30)	65	50	115	
3/3/2021	0	1	1	
3/10/2021	0	2	2	1
3/15/2021	0	2	2	-
3/24/2021	0	3	3	1
3/31/2021	1	3	4	1
4/7/2021	1	3	4	-
4/13/2021	1	6	7	3
4/20/2021	1	9	10	3
4/28/2021	3	9	12	2
	5%	18%	10%	
*10 weeks-	6.4	4.1	11	
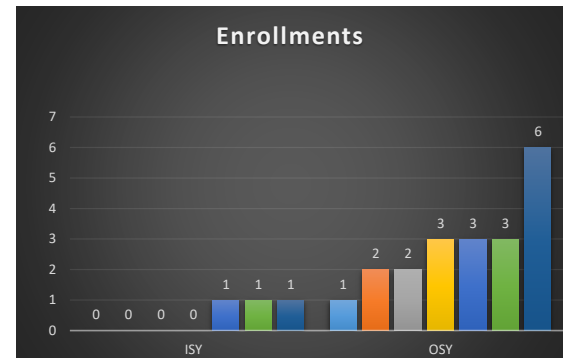
3. Exits

Week	Youth		Total	Change
Goal			0	
3/3/2021	2		2	
3/10/2021	2		2	-
3/15/2021	5		5	
3/24/2021	5		5	
3/31/2021	6		6	
4/7/2021	6		6	
4/13/2021	10		10	
4/20/2021	10		10	
4/20/2021	10		10	

Positive   80%
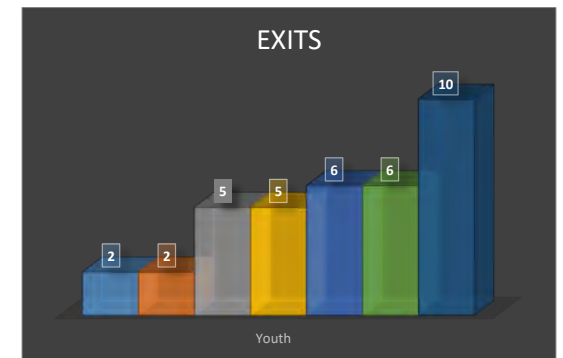
4. Placement Wage

Week	Youth		Total	Change
Goal	$ 9.00			
3/3/2021				
3/10/2021				-
3/17/2021				
3/24/2021				
3/31/2021				
4/7/2021				
4/13/2021	$ 12.48			
4/20/2021	$12.48			
4/28/2021	$ 12.48			

4. MPCR

Week	MPCR	Work Exp	ISY	
Goal	50%	25%	40%	
January	100%	85%	0%	
February	19%	17%	1%	
March	15%	6%	6%	
Cumulative	17%	9%	4%	

Staffing

Enrollments

EXITS

Executive Summary: EDSI is committed to ensuring that the Northern Middle Tennessee American Job Centers are successful in reaching all the performance benchmarks within our contract. In this plan we will address the below factors that impacted our ability to meet our performance goals for quarter 1 and highlight our successes, best practices and lessons learned.

- Performance (1/2021-2/2021)
- Staffing

Performance Overview

ENROLLMENTS (Cumulative)				
Week	**Adult/DW**	**Youth**	**Total**	**Change**
Goal (6/30)	455	112	567	
3/3/2021	51	9	60	
3/10/2021	63	14	77	17
3/15/2021	85	17	102	25
3/24/2021	105	22	127	25
3/31/2021	118	24	142	15
4/7/2021	139	32	171	29
	26%	21%	25%	
*12 weeks	26	7		

EXITS				
Week	**Adult/DW**	**Youth**	**Total**	**Change**
Goal	228	56	284	
3/3/2021	0	0	0	
3/10/2021	0	0	0	
3/15/2021	5	4	9	
3/24/2021	22	6	28	
3/31/2021	40	18	58	
4/7/2021	55	22	77	
Positive	89%	64%		
*12 weeks	14	3		

PLACEMENT WAGE				
Week	Adult/DW	Youth	Total	Change
Goal	$15.00	$10.00		
3/3/2021	0	0		
3/10/2021	0	0		
3/15/2021	$14.07	$15.45		
3/24/2021	$17.53	$15.45		
3/31/2021	$17.41	$13.16		
4/7/2021	$18.32	$14.02		

After reflecting on the performance data for Q1 we identified the following as the main contributing factors to the outcomes:

- Provider transition (IE: Operational Set-Up, Level Setting, File Sharing) delayed the start of enrollments
  - The team began enrolling participants during the last week of January.
- Staffing Levels - Management, Project Accountant, Career Advisor and Youth Advocate positions remained unfilled for several weeks.
- Knowledge Gaps – Many of the incumbent staff had varying levels of understanding of the WIOA policies and Workforce Board expectations
- Delay in processing Supportive Services in VOS – We did not have our Project Accountant hired until March who needed to be trained in order enter payments in VOS and Concur. We also needed to
- Center Traffic - Traffic numbers in some counties have been extremely low due to decrease in engagement with community partners as well as multiple changes in the American Job Center's allowable capacity due to COVID-19. Customers have not had consistent access to the AJCs throughout the pandemic.
- Staff Morale - Many team members inherited large caseloads that were hard to manage, had concerns about the number of providers they have worked under and were/are finding it hard to adjust to new operation flows.

Staffing and Recruitment

We recognize that our recruitment plan and hiring process has had a major impact on the overall success of our contract startup and transition. Our Senior Leadership is currently working to address the nationwide recruiting challenges that have impacted EDSI's overall hiring timelines. We will also continue to engage our community partners and local colleges and advertise opportunities locally with the use of Jobs4TN.

The success of our programs can be attributed to the great work of our local Program Managers and leaders who are responsible for overseeing operations, implementation and improvement of processes, staff training and support as well as business development and community building.

Our transition began without these key management positions filled which had a major impact on operations, performance, staff morale and turnover. Our Regional Director of Operations will continue support the local leaders in developing long-term strategies to boost morale, retain great talent and ensure the overall success of the program.

Orientation & Intake

At the start of the program in January, we conducted two weeks of training and brought in a transition team to assist our new team members in navigating EDSI's processes. During this period, a Value Stream Mapping session was conducted with the team to establish a process flow for each the job centers. Through this process leadership was able to quickly identify knowledge gaps that were contributing to a lack of continuity in service-delivery across the AJC's.

After assessing the knowledge gaps and operational challenges across the region we identified opportunities for improvement that could be put into two main categories:

- Enrollment Process
    - Eligibility (We also identified the need to establish a more efficient way to determine eligibility for new clients)
- Orientation
    - Intake (We worked with the Department of Labor Site Leads to ensure that a referral form was being used in every AJC to streamline referrals between all organizations)

Working with each center and in collaboration with the Department of Labor Site Leads in Rutherford, Davidson, and Montgomery Counties, we were able to individually develop a new process flow for intake and orientation that met the unique needs of each center but provided continuity.

Every comprehensive center now has an orientation schedule and a newly updated orientation presentation which was distributed to ensure that all participants across the region receive the same information and message during this engagement.

We immediately saw positive results in the overall flow in Davidson County, which contributed to the team's ability to meet and exceed the enrollment goal of 60 for Q1. It is important to note that Davidson County received an influx of foot traffic during the last two weeks in January when the centers re-opened. This created capacity issues so; the team was able to quickly pivot and begin offering two orientations per week allowing them to schedule less participants for each orientation and establish a streamlined system for scheduling intake appointments.

Enrollments

Although we did not meet our overall goal of 250 enrollments, we did have success in our affiliate centers in Cheatham, Dickson, Stewart, Wilson, and Trousdale. Upon examining the performance in these centers, we have learned that much of this success was attributed to the following:

- Long-standing relationships between the Career Advisors and Youth Advocates and the internal and external partners. Having great relationships within the community increases referrals and helps to expand our marketing reach.
- Identifying organizations that are willing to assist with our marketing efforts (i.e., distributing or hanging our flyers and brochures in their lobbies or information centers)
- Engaging with customers in the resource room
- Speaking in the HiSet orientations and/or setting up a referral system with Adult Ed and RESEA

We did not meet our ADW and Youth enrollment goals in Montgomery, Robertson, Sumner, Rutherford, and Williamson Counties due to lack of staff, low traffic, and significantly larger caseloads. We have filled all Career Advisor and Youth Advocate positions in all the counties except Sumner for which we are actively recruiting. The team has identified community organizations within each of these counties that will be contacted in order to establish a referral system or AJC presence within their spaces. This will include working closely with the CTE Coordinators to create a schedule for our Youth Advocates to provide services within the K-12 school systems.

We also intend to increase awareness of services by distributing flyers to local foodbanks, title loan/cash advance businesses, laundry mats, utility assistance agencies, libraries, community centers, etc.

Montgomery County

While short staffed achieved 50% of the ADW and Youth enrollment goals which was to be expected being down one Career Advisor and Youth Advocate. Now that the team is fully staffed, we anticipate that the ADW and Youth enrollment goals will be met, and additional exits will be completed.

Enrollment Goal:
- ADW - 50 Enrollments
  - Achieve at a pace of 17/month
- Youth – 23 Enrollments
  - Achieve at a pace of 8/month

Target Partners: Adult education, Women's Shelter, H.O.P.E., Youth Villages, Salvation Army, Manna Café, Library, Health Department, Habitat for Humanity, VIP Children Clinic, churches, local ETPL's, DCS, Tennessee Children's Home, Transitioning Soldiers, Goodwill fairs, and Campbell Strong.

Robertson County

The biggest challenge has been traffic. To address this, we have created a plan to increase internal referrals from onsite partners and offsite engagements within the community.

Enrollment Goal:
- ADW - 10 Enrollments
- Youth – 4 Enrollments

Target Partners: Local ministry programs, TN College of Applied Technology, Volunteer State at Highland Crest, Skill Up TN, SNAP, Adult Ed, local high schools, Open Door Pregnancy Center, Centerstone, YMCA – YCAP Program, Robertson County Juvenile Court, and Family Resource Center.

Rutherford County

The Rutherford AJC did not meet Q1 enrollment goals due to a reduction in staffing levels and a delay in hiring the external Career Advisor that was onboarded in March. Upon the transition the case load that was being handled by four incumbent Career Advisors was reduced to one. To successfully catch up on the missed Q1 goals and execute Q2 at its full capacity the proposed action plan is as follows:

Enrollment Goal:
- ADW - 58 Enrollments
  - Achieve at a pace of 20/month.
- Youth – 30 Enrollments
  - 10/month with a minimum of 3/week

Target Partners: Murfreesboro Housing Authority, Families First, RESEA, CSPED, NCOA, Vocational Rehab, TAA, SNAP E&T, ETPL Training Providers, TNPTI, Allied Health, United, Dental Staff School of TN, Omni Murfreesboro, Pregnancy Resource Centers, and local high schools.

Williamson County

Enrollment Goal:
- ADW - 22 Enrollments
  - Achieve enrollments at a pace of 8/month.
- Youth – 5 enrollments

Target Partners: Franklin Housing Authority, Stacy Radley at Snap E&T, Pregnancy Resource Center, Probation and Parole, Williamson County, Training Providers Truck Driver Institute, Dental Staff School of Franklin, TCAT Practical Nursing Program, Franklin, Adult Ed HISET program, Williamson County Schools.

Sumner County

Enrollment Goal:
- ADW - 49 Enrollments
  - Achieve enrollments at a pace of 17/month.
- Youth – 10 enrollments

Target Partners: Vol-State orientations, TCAT Hartsville, Union University orientations, Shalom Zone, Recovery Community, Recovery Courts, VIP Kids, DHS, churches, libraries, shelters, Cumberland Cross Center Program, Local Vocational Rehab, Amazing Grace mission, Centerstone, Family Resource Center, Hope Center, Salvation Army, TN Prison Outreach, United Way, local chamber meetings, Sumner County Collaborative, and local high schools.

Placement Rates and Exits

During the month of March our strategy to reduce the caseloads and increase placements was to offer overtime to the team to conduct outreach and capture placements. We also utilized external EDSI team members to assist with outreach in the centers with the largest caseloads. As a result, we have entered 61 placements to date and continue to see an uptick in positive exits (50). This external support strategy will be ongoing until we achieve a significant reduction in cases.

Additionally, our Business Services Team is actively engaging with employers to increase the number of job opportunities available for direct placements. Outreach goals have been set for each Business Services Rep to ensure the team's success in developing enough opportunities to account for a goal of 50% direct placements during Q2 – Q6.

Below are the goals that have set for each Business Services Representative:

- 300 Employer outreach calls per quarter
- 150 Job orders per quarter
- 3 OJT placements per quarter
- 3 Paid Work Experience Internship per quarter
- Hiring Events: 1 per week and 1 Multi-Employer / Industry Specific per quarter

Participant Expenditures

Participant Expenditures were below the required goal of 50% for the month of January and February and while submissions for ITA's and Supportive Services ramped up in March we still fell short of the goal due to the delay in processing. As we trained up the field staff and Quality Control Coordinators on the submission process, we were unable to enter payments through VOS without the assistance of our Project Accountant who was onboarded late in quarter. Once this position was filled, we were quickly able to train and get the process moving quickly. We have since established a streamline process to ensure that all fundable activities are processed in a timely manner.

On our March invoice we ended the month at 16% for Adults, 30% for Dislocated Workers and 10% for Youth. Our strategy to increase participant expenditures in Q2 will include the following:

- Providing Supportive Services to newly enrolled participants in Davidson County which has highest number of enrollments and lowest number of support requests for Q1.
- Paid Work Experience for Youth participants
- Execution of OJT Contracts for participant placements
- Tech and Healthcare Bootcamps

We are currently working with Persevere to develop a 12-week bootcamp that will equip Youth participants with the skills needed to obtain certification and employment in Front End Web Development. Our plan would be to pilot the Youth Bootcamp in Rutherford County and leverage the networks of our community partners for advertisement and recruitment.

We are also exploring the development of a career exploration bootcamp to prepare participants for training in Healthcare.

Below are our current leads and contracts that we have executed for OJT and Paid Work Experience. The BSR team will utilize the contact reports to identify participants by desired occupation who would be a good match for current opportunities. They will also work closely with Career advisors and Youth Advocates to identify participants during the enrollment process.

OJT Contracts to-date:

- The ICEE Company
    - (5 positions) Route Sales Driver, Billing Clerk, Customer Service Representative, Project Scheduler, and Dispatcher

- Include Me Advocacy Group
    - (4 positions) Skills Coach, and Onsite Coordinator

- OJT Pending Contracts: (Waiting on Employer Signature)
    - Nashville General Hospital
    - Chartwell Hospitality

Paid Work Experience Placements to-date
- 1 Youth participant for Humphreys Co.
- 1 Youth participant for Cheatham Co.
- 1 Youth participant for Montgomery Co.

Paid Work Experience Employer Work Sites:
- Old Men Lead, LLC- Stewart County
- American Job Centers- NM 13 Counties
- Compassion Church-Dickson, Humphreys

Performance Improvement Strategy

In today's nontraditional employment market, every enrollment counts. It takes a unique set of skills to effectively enroll busy applicants who have multiple responsibilities outside of the training classroom. To be effective, our enrollment team must truly understand the needs of nontraditional learners and build relationships that allow for genuine engagement. To do this well, we must train and coach staff to consistently practice a proactive recruiting process that focuses on building trust, asking the right questions, and using the knowledge learned to move prospects forward. But it is not just about the activities. The team action plans put a great deal of focus on data and evidence. In other words, it is not enough to simply hold new recruiting events or pursue new retention strategies.

<u>Data & Evidence Strategy</u>

- **Improving internal systems.** Tracking enrollment progress and completion can be a complex, confusing job that involves multiple departments and systems. By creating a formal self-monitoring process staff will be better able to monitor their progress and identify barriers before they arise.
- **Outreach to local organizations.** Seek to develop new relationships and recruiting pathways with local programs with communication tracking.
- **Persistent follow-up with participants.** This includes both follow-up after recruiting events to get a client employed and could also include "intrusive advising" strategies that regularly checks in with participants once they are enrolled. For example, one opportunity could be to launch a lunch series that connects participants with employers for career advising and program counseling. Many studies show that these kinds of personal connections between the provider and the participant improve employment success. Participants need to feel that they are more than just a statistic or a name on an application.
- **Redesigning marketing material to show value.** This includes updating print materials, websites, and social media with an eye to ensure they are not aimed at just a single population. This can mean more diversity in the imagery or a change in showcasing the value proposition and services offered.
- **Using role models at recruiting & training events.** Whether it is guest speakers, business representatives, or "WIOA ambassadors," it is important that recruiting events feature people that represent like the underserved population being targeted.

<u>Action Plan</u>

This action plan highlights innovative and tangible strategies for outreach and enrollment that will be executed in the following counties: Montgomery, Robertson, Rutherford, Sumner, and Williamson. Strategies are outlined by Levels 1-3 (L1 - immediately deploy and L3 - innovation and future initiatives).

Level 1

- Partnering with service providers, county-based organizations, and advocacy groups. Advocacy groups play a key role in reaching the targeted population due to their established relationships with users who might not otherwise be exposed to the program. (*Refer to Enrollments Section above for detailed list of organizations*)

- Identify and connect with other public programs that service low-income populations to enroll eligible individuals that already use services in the county system.
- Leverage team members who already have informal connections within the community to establish and grow organizational partnerships.
  - In addition to this, reaching out to participants that have exited the program who are already connected to relevant organizations can increase the opportunity for OJT, PWE and placements.

Level 2

- Move individuals from eligible to enrolled through in-reach and outreach efforts quickly. In-reach refers to activities administered by the AJC staff to identify, engage, and enroll an eligible individual within its existing system (*IE: to invite an existing population who have already had a touch point with staff*). Outreach refers to those same activities but is aimed at individuals outside the AJC's system (*IE: to invite those who do not use, or who under use WIOA services*). These approaches may influence people to increase their use of WIOA services helping to increase other program KPI's such as Supportive Services, OJT, PWE, etc.

Level 3

- Mailing of notifications and prepopulated applications to redetermine enrollees.
- Utilizing new technology systems to help identify eligible individuals in other public programs by targeting existing low-income populations that already use services in the county system (*IE: Adoption and Foster Care Analysis Reporting System (AFCARS), TFACTS (Tennessee Family and Child Tracking System)*)
- Forming partnerships with third-party organizations—businesses, nonprofits, government agencies, hospitals, and more—and offering programs tailored *specifically* for them (*IE: EHR Coding Certification*).
- Establish an ROI strategy for employers. We will position our program to address specific organizational and workforce development needs and be able to explain why a digital marketing certificate will offer employees skills that specifically address employer's workforce needs and problems. A return on training as a benefit is important to employers. Especially in the case when employers align their employee benefits with education tuition assistance programs, it becomes an ROI perspective. Companies and employers want a strong return on an education investment. When companies support and/or pay for 'X' degree it is important to correlate it to 'Y' dollars saved, some definite type of employee retention improvement, or other important value for the company.

Training & Team Morale

In addition to increased outreach and marketing we will also conduct refresher trainings to ensure that each team member is well versed on all aspects of the WIOA policies and common measures as well the case management best practices that imperative for success in the program.

We recognize the importance of ensuring that the team is not only well trained but also in a healthy state of mind to perform their assigned duties. In partnership with Human Resources and our Talent Team, we will conduct quarterly professional development trainings and team building activities to increase morale and retention.

EDSI also offer a free employee assistance program that is available 24-7 to team members and their family that may be dealing with stress. As COVID-19 continues to impact our team in Tennessee, it is our goal to ensure their health and safety are a top priority.

Below is a list of the trainings that will be facilitated during Q2:

- WIOA and Northern Middle Tennessee Policy Review
- Case Management (Refresher)
- Case Notes – 3 Modules (Refresher)
- VOS Training (Alerts, Reports and Eligibility)
- Title VI Civil Rights
- Skilldex Assessments for OJTs
- Recruitment – Prescreening for Employers
- How to Have Difficult Conversations
- De-escalation and Conflict Resolution

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Corrective Action Plan draft 4 14 21

Enrollment

MAC understands that our Key Performance Indicators around new enrollments require that we enroll both in and out of school quarterly. To establish viable and ongoing referral links, we have made the following internal and external connections in the last four months. We will continue to nurture these connections to increase enrollment numbers.

Internal MAC Referral Resources:

- We are in the process of reaching out to the recipients of utility and rent assistance through MAC who are also between the ages of 17-24 and who are single parents to invite them to orientations and enrollments being held on Tuesdays and Thursdays at the AJC
- All Head Start parents between the ages of 17-24 have received a letter about the WIOA program and its eligibility, inviting them to self-refer
- We have presented to the MAC HiSet team regarding WIOA eligibility and the referral process; we have also presented at the regularly scheduled HiSet participant meeting regarding WIOA
- We are partnering with other MAC programs to participate in recruitment events for all MAC services, including a resource fair at John Henry Hale Public Housing on April 14th (EDSI is also invited to attend this event)
- All Opportunity NOW youth employment program applicants have received information regarding WIOA

AJC Referral Resources:

- AJC staff introduce all walk-ins under age 25 immediately to the Youth team
- We are partnering with EDSI to share information about the Youth program at orientation on Wednesdays and Fridays
- We have reached out to the Workforce Essentials Adult Education Director regarding referrals from and to that program

Community-based Referral Sources with Whom We Have Already Met:

- Martha O'Bryan Center's Reengagement Hub, which works to connect young people out of work and out of school from the East Nashville community with employment and education
- Martha O'Bryan Center's HiSet program, which is community-based targeting East Nashville and not funded through Adult Education dollars
- Martha O'Bryan Center's Academic Student Unions, after school academic and graduation support in three different Metro School (Stratford, Maplewood, and Hunters Lane)
- Monroe Harding's Reengagement Hub, which works to connect young people out of work and out of school from the North Nashville community with employment and education
- Monroe Harding's Education Services, which includes HiSet and online High School courses targeted to young adults. Also not funded through Adult Education dollars
- Monroe Harding's Independent Living Services, which includes several independent living homes for young adults who have aged out of foster care or who are have been victims of crime

- Monroe Harding's Works Wonders Program, an evidence-based work-readiness program for young adults disconnected from employment or chronically under-employed
- Oasis Center's Rapid Rehousing Services coordinated entry for youth who are experiencing homelessness
- Crossroads Campus coordinated employment, training, and independent living for young adults facing adversity
- Goodwill of Middle Tennessee
- Davidson County Juvenile Court and the Davidson County Juvenile Court Clerk
- Courtney Matthews and the Department of Children's Services Office of Independent Living
- Christina Scott with Youth Villages Independent Living
- Deanna Starnes with the Culinary Apprenticeship at Nashville State Community College
- Next Steps and Vanderbilt's Peabody College

Metro Nashville Public Schools-based Referral Resources with Whom We Have Already Met:

- The Simon Foundation Schools, including the Academy at Old Cockrill, the Academy at Opry Mills, and the Academy at Hickory Hollow, Metro Public Schools focusing on accelerated graduation and credit recovery for youth over age 18
- Keri Randolph, MNPS' Executive Officer of Strategic Federal, State, and Philanthropic Investments
- Megan Cusson-Lark, MNPS' Executive Director of School Counseling
- Office of the Academies of Nashville (Davidson County's CTE structure)
- Catherine Knowles, the McKinney-Vento program coordinator

In-School Expenses

Per State policy, 40% of funds must be spent on In-School Youth (ISY). These expenses include both staff and internal expenses as well as Participant Costs associated with ISY. Per our contact list above, we are actively working on recruiting ISY. However, our initial planned staffing pattern for the grant was to have 1.5 FTEs working with ISY, dedicating one staff person only to ISY and 50% of another person's caseload. However, because the caseload we inherited from Mid-Cumberland Workforce Services included only 1 ISY, we have been unable to meet this salary breakout for the first three months of the contract period. As a result, this expenditure gap is wider than the recruitment picture alone indicates.

Therefore, we are seeking to maximize expenditures on this population for this quarter. We are prioritizing ISY for work experience as well as targeting young people preparing to graduate from high school in May and June for incentives.

Work Experience Expenses

Per the WIOA Legislation, at least 20% of funds must be spent on work experience. Our contract stipulates that 25% of total expenses should be for work experience.

To meet that goal, we currently have two young people who are finishing up work experience in April and plan to employ 6 new young people this month. In May, we will expand that number to 16, and increase to 30 working in June. Our budget calls for approximately $45,000 worth of work experience

expenses every six months. With an average monthly wage for work experience of $900, these targets would let us reach approximately $45,000 of new work experience direct participant expenses by the end of June.

In addition to participant wages, staff will continue to track their time spent supporting work experience development and implementation per the guidance received.

Minimum Participant Cost Rate

Per State policy, 40% of expenses should be spent directly on participants through supportive services, training costs, incentives, and work experience wages and benefits. These costs are designated as Participant Costs.   Our contract stipulates that 50% of total expenses should be directed towards these Participant Costs. For the six-month period between January and June, we should expect to expend $135,000 on Participant Costs.

- We anticipate spending $45,000 on work experience wages and benefits
- We are targeting high school students for ISY recruitment and expect to spend $10,000 on incentives for high school graduation, hiset, and training completion, in additional to other, smaller incentive payments for documented progress meeting the policy guidelines
- Ideally, we would be spending $45,000 on supportive services during this period. However, many of the expenditures we would otherwise have had on things like rent and utilities are currently being picked up by CARES Act and other COVID relief programs. We are actively seeking to support our clients, both active and those newly in follow-up, but these expenses may not be as high as the original target because of other available resources.
- We anticipate spending $30,000 during the period on ITAs. We currently have three people beginning the training process who should be billed in April and anticipate serving an additional six people through training through May and June.

Northern Middle Key Performance Indicators
January 1, 2021 - December 31, 2021
Time progression 25%

PROGRAM	TARGET	Actual as of 3/31/2021	% of Goal
Adult, Dislocated Worker & NDWG (New Enrollments)	995	297	30%
Youth (New Enrollments)	403	39	10%
Adult Education (New Enrollments)	2151	506	24%
Adult Education/NICE (IELCE) (New Enrollments)	611	50	8%
Wagner Peyser	3851	1195	31%
Senior Community Service Employment Program (SCSEP) (Exits)	10	5	50%
Re-Employment Services & Eligibility Assessment (RESEA) (Co-Enrollments)	73	0	0%
Trade Adjustment Assistance (TAA) (Co-Enrollment Rate)	100.0%	50.0%	50%
Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T) (New Enrollments)	630	295	47%
Jobs for Veterans State Grants (JVSG) (New Enrollments)	146	19	13%
Justice Involved Individuals (New Enrollments)	294	64	22%

STATE OF TENNESSEE
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT
DIVISION OF WORKFORCE SERVICES
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Workforce Services Policy – Key Performance Indicators

Effective Date: June 18, 2021

Duration: June 30, 2023

Purpose:
The purpose of this policy is to establish key performance indicators (KPIs) as hard targets and to define the KPI performance period. Tennessee's KPIs demand streamlined service delivery and quality collaboration among all workforce partners. Each year, the latest set of KPI metrics are approved by the State Workforce Development Board (SWDB). Each quarter, the SWDB reviews KPI achievement-fostering sustained excellence, improved outcomes, and the promotion of workforce services to the greatest number of individuals with significant barriers to employment (SBE).

Scope:
Office of the Governor, Tennessee Department of Labor and Workforce Development (TDLWD); Division of Workforce Services (WFS); Tennessee Department of Economic and Community Development (ECD); Tennessee Department of Education (TNED); Tennessee Department of Human Services (DHS); State Workforce Development Board (SWDB); Title I – Adult, Dislocated Worker, and Youth Programs, Title II – Adult Education and Family Literacy Act Program(AE); Title III – Wagner-Peyser Act Program (WP); Title IV – Vocational Rehabilitation Program (VR); Regional Planning Council (RPC); Local Workforce Development Boards (LWDB); Local Workforce Development Areas (LWDA); American Job Center (AJC); One-Stop Operator (OSO); Workforce System Sub-Recipients (Sub-Recipients); Workforce System Partners (Partners)

Background:
To become the best public workforce system in the nation, KPIs quantify and track Tennessee's implementation of the Workforce Innovation and Opportunity Act (WIOA).

KPIs foster:
- Increased access to education, training, and employment- particularly for people with significant barriers to employment.
- A comprehensive, high-quality workforce development system by aligning workforce investment, education, and economic development.
- Improvement in the quality and labor market relevance of workforce investment, education and economic development efforts.
- Improvement in the structure and delivery of services.
- Increased family-sustaining employment, meet employer need, and enhance the productivity and competitiveness of Tennessee.

I. **Key Performance Indicator (KPI) Scope:**
The following are lists of KPI subjects. Key performance indicators are designed to deal with all WIOA programs, SBE groups and the connections between them. These lists are not exhaustive. Programs, groups, or sub-groups may be added or removed in alignment with state, regional, and local priorities.

A. **Programs:**
Business Solutions
Jobs for Veterans State Grants
Reemployment Services and Eligibility Assessment
Senior Community Service Employment Program
SNAP Employment and Training
Temporary Assistance for Needy Families (TANF)
Trade Adjustment Assistance
WIOA Title I - Adult and Dislocated Worker and Youth
WIOA Title II - Adult Basic Education and Integrated English Language and Civics Education
WIOA Title III - Wagner-Peyser
WIOA Title IV – Vocational Rehabilitation
YouthBuild

B. **Significant Barrier to Employment Groups:**
Individuals with SBEs include the fourteen (14) populations of:
- Displaced homemakers[1]
- Low-income individuals or recipients of income-based public assistance[2]
- Native Americans[3]
- Individuals with mental or physical disabilities, including the recipients of Social Security Disability Insurance[4]
- Those age 55 and older[5]
- Justice-involved individuals[6]
- Individuals experiencing or have experienced homelessness[7]
- Youth in or have aged out of the foster care system

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[1] WIOA Section 3(16)
[2] WIOA Section 3(36)
[3] WIOA Section 166(b)
[4] WIOA Section 3(25)
[5] WIOA Section 3(39)
[6] WIOA Section 3(38)
[7] 'Homeless individual' is defined in the Violence Against Women Act of 1994 Section 41403(6); 'Homeless children and youths' is defined in the McKinney-Vento Homeless Assistance Act Section 725(2)

- Individuals who are:
  - English language learners[8]
  - Individuals who have low levels of literacy – unable to compute or solve problems, or read, write, or speak English at a level necessary in order to function on the job, in an individual's family, or in society
  - Individuals facing substantial cultural barriers – participants, at program entry, perceives themselves as possessing attitudes, beliefs, customs, or practices that influence a way of thinking, acting, or working that may serve as a hindrance to employment including non-traditional employment[9]
- Eligible migrant and seasonal farmworkers[10]
- Individuals within two years of exhausting lifetime TANF eligibility
- Single parents – including pregnant women
- Long-term unemployed – unemployed for 27 or more consecutive weeks[11]
- Other groups as the Governor determines to have barriers to employment

II. Key Performance Indicator Roles and Responsibilities:

A. Roles and Responsibilities

The following identifies roles and responsibilities relating to KPIs:

1. State Workforce Development Board (SWDB):
- Provides the strategic vision for Tennessee's public workforce system
- Upon review of SWDB staff recommendation, determines state annual KPI targets
- Approves quarterly and annual KPI targets
- Monitors, on a quarterly basis, KPI achievement

2. State Workforce Development Board Staff (SWDB Staff):
- Recommend state target guidelines and for each KPI measuring device
- Following the KPI negotiations, submit a KPI target proposal to the SWDB
- Divides annual state target guidelines into Grand Planning Regions
- Reviews and analyzes LWDB staff KPI target proposals
- Leads KPI target negotiations with LWDB staff
- Runs and analyzes targeted KPI reports to identify trends, best practices, and areas for significant improvement
- Facilitates and leads KPI-related technical assistance
- Recommends the adoption or revision of piloted or established KPI measuring devices
- Analyzes the efficiency of WIOA funds in relation to KPIs
- Provides opportunities for improvement using monitoring, sanctions, and corrective action
- Creates public facing KPI dashboards

3. Regional Planning Councils:
- Identify and respond to regional strengths, weaknesses, opportunities, and threats
- Make a proposal to LWDBs on how best to divide regional KPI guidelines into LWDAs

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[8] WIOA Section 203(7)

[9] WIOA Section 3(37)

[10] WIOA Section 167(i)(1-3)

[11] As defined by the United States Bureau of Labor Statistics' Current Population Survey

4. **Local Workforce Development Boards (LWDB):**
   - Consider the KPI target proposal of the respective Regional Planning Council before independently submitting quarterly proposed KPI targets to SWDB staff for review
   - The Executive Director negotiates KPI targets with SWDB staff
   - Following KPI negotiation, submit a KPI target proposal to the SWDB staff

III. KPI Performance Period:

A. Beginning July 1, 2021, KPIs in **Attachment 1** will become "hard targets". Failure to achieve the hard targets will affect the LWDB performance and potential funding.

B. KPI Performance Periods:
   - Quarter 1: July 1 – September 30
   - Quarter 2: October 1 – December 31
   - Quarter 3: January 1- March 31
   - Quarter 4: April 1 -June 30
   - Year: July 1 – June 30

C. The following are key dates for the establishment of KPI targets for the performance year:
   - February 1: SWDB staff issues annual target guidelines to the Regional Planning Councils.
   - March 1: LWDBs submit proposed quarterly and annual targets to the SWDB staff.
   - March 15 -March 31: Negotiations occur between LWDB staff and SWDB staff.
   - May 15: All WIOA Assistant Commissioners and LWDB Chairs submit all proposed annual and quarterly KPI targets for the performance period to the SWDB for approval.

IV. Monitoring and Technical Assistance:

The KPI assessment weight and the KPI achievement scale are the two tools for KPI evaluation. SWDB staff use these tools to monitor each KPI measuring device and rapidly implement a graded response in accordance with each KPI achievement level and subject-matter expertise.

A. Assessment Weight:

The KPI assessment weight tool outlines the percentage each evaluation period is valued relative to the final KPI score. As shown in the table below, each period of evaluation is weighted equally at 20 percent- requiring year-round excellence.

Evaluation Period	Weight
Quarter 1	20%
Quarter 2	20%
Quarter 3	20%
Quarter 4	20%
Annual	20%
Total	**100%**

B. Achievement Scale:

As indicated below, the KPI assessment scale tool has six (6) levels of KPI achievement. This tool rapidly identifies best practices and opportunities for improvement. By evaluating the achievement of each KPI measuring device, SWDB staff responses can be prioritized to improve efficiency and strategic alignment. Each KPI measuring device will measure each program and SBE group.

Achievement Levels
0- Unacceptable
1- Needs Significant Improvement
2- Needs Improvement-
3- Approaching Target
4- Target achieved
5- Best practice- significantly above target

If the achievement of a KPI measuring device is determined to be either '"unacceptable", "needs significant improvement" or "needs improvement"- those devices are required for corrective action as outlined within the *Sanctions for Failure to Meet Federal and State Standards* policy. This achievement group requires significant assistance to achieve state, regional, and local goals.

The appropriate response to KPI measuring devices within the "approaching target" achievement level should be dictated in part due to a trend analysis. The KPI measuring devices within this group may have fluctuated and may be subject to sanctions. This achievement group should minimize ineffective methods in service delivery and maximize opportunities for future growth.

Monitoring conducted through annual reviews of fiscal and program requirements will inform the corrective action process if the reviews result in a finding(s). After the monitoring review is conducted, an exit conference will be scheduled with the sub-recipient to discuss any findings or observations. An official written report will follow the exit conference to list out the findings and/or observations. This report will provide instruction on how, where, and when to submit a corrective action plan. The written report will be sent to the sub-recipient within thirty (30) business days from the exit conference. After the report is received by the sub-recipient, they will have thirty (30) business days to submit that information to Workforce.Board@tn.gov. Any communication regarding the submitted Corrective Action Plan will need to be responded to within thirty (30) business days.

KPI measuring devices that are either "target achieved" or "significantly above target" are the most likely sources of best practices. Peer-to-peer learning and further improved coordination among WIOA partners should be encouraged to attain better or more reliable attainment of KPI targets.

For example:
LWDA X has a Title I Adult KPI goal of 180 new enrollments, with the program-specific achievement thresholds as listed in the table below.

Achievement Levels	Thresholds
0- Unacceptable	0 to 20%
1- Needs Significant Improvement	21 to 50%
2- Needs Improvement-	51 to 70%
3- Approaching Target	71 to 90%
4- Target achieved	91 to 110%
5- Best practice- significantly above target	110%+

Evaluation Period	Target	Actual	Percentage	Weight	Title I Adult KPI Score	Achievement Level
Quarter 1	40	35	87.5%	20%	17.5	Approaching Target (3)
Quarter 2	40	30	75.0%	20%	15.0	Approaching Target (3)
Quarter 3	60	45	75.0%	20%	15.0	Approaching Target (3)
Quarter 4	40	50	125.0%	20%	25.0	Best Practice (5)
Annual	180	160	88.0%	20%	17.6	Approaching Target (3)
				100%	90.2	**Target Achieved**

Accompanying this evaluative process is the proactive provision of comprehensive quarterly technical assistance (TA). This TA prioritizes all state, regional, and local strategic goals, fosters the promotion of best practices, and provides opportunities for further collaboration among geographic areas and workforce partners.

In combination with fiscal and compliance-based metrics, high levels of KPI achievement indicate high achieving LWDBs which may be eligible to receive performance-based incentive contracts.

Attachments:
Attachment 1: Negotiated Key Performance Indicator Targets

Contact:
For any questions related to this policy, please contact the Program Integrity Unit at Workforce.Board@tn.gov.

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State Workforce Development Board Chair, Tim Berry