



**\*\*Please sign your name in chat box to confirm attendance**

Quarterly Board Meeting  
May 11, 2022  
11:30 a.m. to 1:00 p.m.  
Gallatin AJC  
1598 Greenlea Blvd, Gallatin  
[Click here for Zoom link](#)  
Tel: +1 312 626 6799  
Meeting ID: 836 5757 4882  
Passcode: 440651

## AGENDA

**Call Meeting to Order-Declaration of Quorum**

John Zobl

**Approval of Minutes**

John Zobl

**Recognition of Members & Mayors**

Marla Rye

**Serving Justice Involved Individuals**

APDS

**CSP Performance Review/Extension of Contracts**

Andrea Dillard

EDSI

MAC

**Strategic Priorities:**

➡ ***Manage Board funds to support Career Pathways***  
Financial Report Approval  
Youth Proposal

Ginger Fussell  
Marla Rye

➡ ***Connect People with Career Opportunities:***  
One-Stop-Operator Report

George Phillips

➡ ***Train Workforce to Fill Employer Needs:***  
Employer Services Report  
Eligible Training Provider List Changes

Freda Herndon

➡ ***Improve Efficiency & Effectiveness of Training Programs***  
Approval of [22-24 Bylaws](#) and [NM Local WIOA Plan](#)  
Strategic Planning Meeting Recap-Action Plans

Marla Rye  
Marla Rye

**Wrap Up**

John Zobl

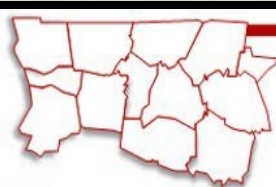
**Adjourn**

John Zobl

Zoom Link: <https://us02web.zoom.us/j/83657574882?pwd=TjVWaFVxQng2L1NUMGk0c0NnbHR4QT09>

**Upcoming Meetings-Mark Your Calendars**

August 10, 2022 | November 9, 2022 | February 8, 2023 | May 10, 2023



**Northern Middle Tennessee Local  
Workforce Development Board**

# **Approval Of Minutes**

**Northern Middle Tennessee Workforce Board  
Full Board  
Meeting Minutes  
February 9, 2022, In-Person & via Zoom 11:30 a.m.**

<b>Members Attending</b>	<b>Members Absent</b>	<b>Staff &amp; Guest Attending</b>
Dan Caldwell	Jennifer Hobbs	Marla Rye
John Zobl	Keith Carnahan	Sherry Maynard
G.C. Hixson	Richie Brandon	Christel Brown
Mark Peed		Meagan Dobbins
Tylesha McCray		Andrea Dillard
Anne Fugate		Freda Herndon
John Alexander		Ginger Fussell
Greg Jones		John Watz
Lynn Seifert		Stacey Books
James Harper		Cheryl Pruett
Paul Webb		Danielle Ellis
Kristi Spurgeon		Liz McLaughlin
Charles Story		Renea Rosson
Seth Thurman		Jacquelyn Scott
Christopher West		Rubin Cockrell
Dan Ryan		Tanya Evrenson
Bo Callis		George Phillips
David Rutledge		Cathy Royals
Carol Puryear		Anthony Holt

The Northern Middle Tennessee Workforce Development Board met in person at the Montgomery County American Job Center and with a virtual option on Wednesday, February 9, 2022, at 11:30 a.m.

The meeting was called to order by Chairman Zobl. Attendance was taken, and a quorum was declared. Chairman John Zobl asked for a motion to approve the minutes. John Alexander made the motion to approve. Mark Peed seconded, and the minutes were unanimously approved.

#### **Serving Justice-Involved Individuals**

Marla welcomed everyone and introduced the guest speaker, Dr. William Arnold of the Department of Labor & Workforce Development's Office of Reentry. He spoke of their state-funded program, which aims to get justice-involved individuals back into the workforce and to reduce recidivism. He announced funding that would be available to local boards to support re-entry efforts.

#### **Recognition**

Marla recognized Board members that had been active during the quarter and had participated in workforce development initiatives since the last meeting. She highlighted the work of G.C. Hixson and the accomplishments and awards that he had received.

### **Career Service Provider (CSP) Performance Review**

Marla gave a brief overview of CSP goals and their performance to date. The contracts did not get off to a good start but have improved their number of enrollments over time. EDSI met their cumulative exit goals including placement wages. However, Marla explained that the federal performance measures are trending downward possibly due to COVID since the measure is over 18 months in arrears. They still struggle with MPCR, although they are trending upward. They also continue to be significantly behind with in-school youth and paid work experience.

MAC achieved their cumulative enrollment goal during the 4<sup>th</sup> quarter of 2021. However, they are not meeting their exit goals, which is causing their caseloads to climb. Their placement rate is below goal, but they met their placement wage goal. The cumulative MPCR is not at goal. They have only been able to meet their MPCR goal one quarter. They have not met their work experience goal but have the potential to get there. They did not meet their in-school youth ratio goal during their fourth quarter.

### **EDSI**

Danielle Ellis reported they continue to see their enrollment numbers trend upwards even they still have room to improve. Their MPCR is trending in the right direction even after a slight dip during the last quarter. She stated they continue to struggle with in-school youth and work experience. She explained that their biggest obstacle was expanding their reach to get the in-school youth, but their numbers are increasing.

Danielle recognized that case management has been one of the biggest obstacles but said they now have practices in place to improve training and quality standards. They plan to add a quality assurance position to ensure compliance and quality of their case management. She reported that turnover was a problem because of knowledge gaps. She feels they now have a strong roster with talented individuals. Danielle went on to address corrective action plans to address the deficiencies. She also talked about the youth partnerships that have been built and how they are working to build enthusiasm and excitement around the WIOA services.

Marla asked Danielle to talk about the turnover and what they are doing to address that. Danielle explained the steps to include more training and support of employees. She stated the EDSI team feels confident that they would meet the goals over the next two quarters.

### **MAC**

Tanya Evrenson reported that MAC is fully staffed and has met its cumulative contract goals for enrollments as of December 31, 2021. For the current quarter, she reported that they are halfway to their goal for out-of-school youth, have enrolled one in-school youth but are working to enroll more. Tanya then talked about all of the organizations and schools they are working with to enroll more WIOA eligible youth program. She updated the Board about the paid work experience program and talked about the Summer Youth Program called Power Youth.

Tanya continued her report with case management and exits. She reported that all customers and current cases have been contacted, and they are keeping up with case notes to ensure a monthly



contact. They are also working on exiting clients to meet performance goals. Tanya shared the story of Victoria Ramirez, who participated in training and found a job placement with MAC.

## **Strategic Priorities**

### ***Manage Board funds to Support Career Pathways***

Ginger Fussell reported that quarter two which ended 12/31/21 was comparable to quarter one at just under \$2.5M in expenditures, putting the cumulative fiscal year expenditure total just shy of \$5 million. Quarter two saw a slight increase in formula grant fund utilization and a slight decrease in other grant activity. The budget is an ebb and flow with additional grant availability. Northern Middle received \$754K additional Dislocated Worker funding. The Board previously approved the repurposing of \$1.5M Dislocated Worker funding for Adult program services. We anticipate the need to potentially request \$500K more. There is a new apprenticeship grant for \$168K. There was approximately \$93K of expired, unused funding netting a budget increase of approximately \$828K, resulting in a revised budget of \$15.7M for fiscal year 21-22. The career service providers have increased their expenditures slightly.

Ginger went on to update the committee regarding MPCR. Northern Middle calculates the minimum participant cost rate to be 48.16% through December, meeting the state's goal of 40%. Both contractors are shy of the MPCR goal cumulatively during the first 12 months of their 18-month contract. The state measures MPCR on the fiscal year beginning in July. For the first two quarters, EDSI exceeded 50%, and MAC was close at 46.29%. Both contractors had a strong MPCR in quarter one, and both dropped in quarter two. As a result, Northern Middle dropped from 54.1% to 48.16%.

Ginger informed the committee about the career service provider billing. This year's billing trend was compared to the prior two years. The new contracts started in quarter three of the prior year. After a slow start, contractor expenditures in quarter four of their contract have reached 92% compared to quarter two of the prior year and with the previous contractor. Quarter two improved \$57K from quarter one of this year. She went on to say that 66% of the contract period elapsed, EDSI spent 58% of their base contract, and MAC spent 43%. These contracts aim to serve participants, so their spending should be higher and more comparable to the 66% time elapsed. MCHRA, as the One-Stop Operator, has spent 58% of their contract of the same time period. OSO expenses, while necessary, are considered overhead costs. Therefore, expenditures less than budget is positive for Northern Middle.

Ginger confirmed Marla's earlier statements regarding the contractors' quarterly and cumulative MPCR, Work Experience, and In-School Youth. The 21-22 fiscal year trend for EDSI and MAC indicates that both contractors' MPCR dropped in quarter two compared to quarter one. EDSI has met the goal for the fiscal year cumulative on the strength of quarter one. MAC is close at 46%, with quarter one being more favorable than quarter two.

Ginger stated that Northern Middle staff continues the desk reviews of EDSI and MAC monthly, analyzing contract progress and performance. Bi-weekly contractor meetings continue. Eligibility documentation has been a key monitoring focus, as is CSP staffing and the Youth challenges mentioned earlier in the presentation. Northern Middle challenged the One-Stop Operator to provide enhanced oversight of partner co-enrollments that support KPIs.

Northern Middle's external audit for FY 20-21 was completed by Thurman Campbell Group. Ankur Singla presented the audit report to the Budget/Finance committee on February 3, reporting a clean audit, no findings, and low-risk auditee qualification. Ginger expressed appreciation of the partnership of

Workforce Essentials and Northern Middle's finance and fiscal teams. She wished Barbara Unruh a happy retirement after 24 years and welcomed Tammy Rowell, who has WIOA experience from South Carolina.

Ginger asked for approval of the 21-22 Quarter two financial report which includes 1.) 21-22 revised budget of \$15.7 million (an increase of \$828K) 2.) \$500K to EDSI for special populations to include \$400K for transitioning soldiers at Fort Campbell, and \$100K for offender reentry programs 3.) \$400K for youth to be awarded through a new RFP.

John Zobl asked for a motion to ratify the Finance Committee recommendations as stated above. Mark Peed made the motion. Carol Puryear seconded the motion. Anne Fugate abstained from the vote due to a potential conflict of interest since she works at Fort Campbell. With no further discussion, the Board approved the motion unanimously.

### ***Connect People with Career Opportunities***

George Phillips presented his One-Stop Operator report. He stated that job fair attendance is moving upward, the MPCR including the OSO is 48.16%, and updated the Board about the Partner Programs. George then reviewed the AJC Traffic Counts using a chart that shows the traffic has decreased over the last two years. George reported that the unemployment rate for the Northern Middle area is at 2.7%, and only one county has had a slight increase. He then reviewed the KPIs.

### ***Train Workforce to Fill Employer Needs***

Freda Herndon presented the ETPL and mentioned the excitement around the new state apprenticeship office and funding availability. Next, she shared the rapid response list of businesses that are closing and what they are doing to support the displaced employees. She also shared a list of businesses that have made inquiries and their current status. Finally, she presented the ETPL changes the Innovations Committee had approved in their meeting. She pointed out that the committee is studying whether or not that programs that don't offer credentials should be on the ETPL.

### ***Improve Efficiency & Effectiveness of Programs***

Andrea Dillard reviewed the federal performance scorecard with the committee. Under quarter one, there are several goals that we are meeting at 90%, which is passing, but we prefer to meet that goal at 100%. There are two standards that we are failing at present. They are employment rate fourth quarter after exit with adults and credential attainment fourth quarter after exit with youth.

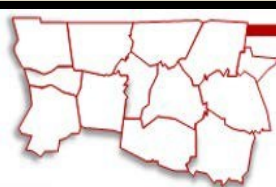
The federal performance is on a rolling four quarters, and it is not finalized until the fourth quarter is complete. She stated the staff continue to work on the areas that need improvement. Some areas can be improved by checking the system and ensuring that credentials are claimed correctly. While the second and fourth quarters after exit for adults are not quite passing, the second quarter could pass if supplemental data can be added.

This performance measures are reaching back to September 2020 and marla stated that COVID was still impacting employment opportunities then. Marla also explained that she felt the contractor changes also impacted performance measures. Many AJC workers in the field are new and still learning about the impact of federal performance standards.

Marla informed the Board that she and Chairman John Zobl discussed having a strategic planning session to address issues in the AJC. With the downward trend in performance, lack of traffic in the AJC and employers struggling to find workers, we must evolve and innovate to address the workforce challenges in the region. Mark Peed thought it would be a great idea and that we should be focusing more on employers. Marla stated that she would organize a strategic planning session before our next meeting in May.

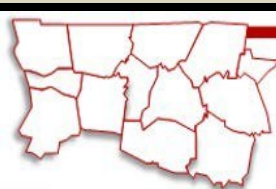
**Adjourn**

Marla reminded the Board that the next meeting would be on May 11, 2022. John Zobl asked for a motion to adjourn. GC Hixson made the motion. Mark Peed made the second and the meeting was adjourned.



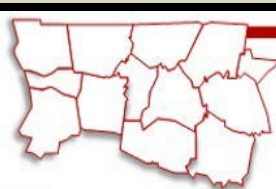
**Northern Middle Tennessee Local  
Workforce Development Board**

# **Welcome & Recognition**



**Northern Middle Tennessee Local  
Workforce Development Board**

# **Serving Justice Involved**



**Northern Middle Tennessee Local  
Workforce Development Board**

# **CSP**

# **Performance**

MAC Quarterly Benchmarks								
Matrix:		Quarter Ending:						
		March 31				Cumulative March 31		
		Goal	Actual	%		Goal	Actual	%
Enrollments	ISY	10	11	110.0%		95	96	101.1%
	OSY	20	25	125.0%		130	136	104.6%
	Total	30	36	120.0%		225	232	103.1%
# of Exits (Target-50% of Enrollments)	Total	15	41	273.3%		113	79	69.9%
Placement Rate (Target 85%)	Total	Positive	Total	Percent		Positive	Total	Percent
		37	41	90.2%		67	79	84.8%
Placement Wage	Total	\$ 10.00	\$ 14.75	148%		\$ 10.00	\$ 12.34	123.4%
MPCR:	Youth	50%	42%	84%		50%	44%	88%
Work Experience	Youth	25%	73%	292%		25%	42%	168%
In-School Youth Ratio	Youth	40%	57%	143%		40%	43%	108%

EDSI Incentive Quarterly Benchmarks								
Matrix:								
		March 31				Cumulative March 31		
		Goal	Actual	%		Goal	Actual	%
Enrollments	A/DW	249	240	96.4%		1262	1189	94.2%
	Youth	81	86	106.2%		345	341	98.8%
Exits (50% of new enrollments)	A/DW	125	89	71.2%		631	607	96.2%
	Youth	41	53	129.3%		137	279	203.6%
		Positive	Total	Percent		Positive	Total	Percent
Positive Placement Rate Target 85%	A/DW	84	89	94.4%		541	607	89.1%
	Youth	51	53	96.2%		237	279	84.9%
Placement Wage	A/DW	\$ 15.00	\$ 21.52	143.5%		\$ 15.00	\$ 21.87	145.8%
	Youth	\$ 10.00	\$ 15.34	153.4%		\$ 10.00	\$ 15.46	154.6%
MPCR:	A/DW	50%	54%	108%		50%	48%	96%
	Youth	50%	51%	102%	50%	49%	98%	
Work Experience	Youth	25%	27%	108%	25%	16%	64%	
In-School Youth Ratio	Youth	40%	31%	78%	40%	12%	30%	



**WIOA Federal Reporting Score Card  
NORTHERN MIDDLE WORKFORCE BOARD**

PY21 WIOA Core Performance Measures	Targets 100%	Targets 90%	Northern Middle		
			Q1	Q2	Q3 Est.
Adult Measures			FAIL	FAIL	FAIL
Exiters			450	402	439
Participants Served			1313	1402	1490
Employment Rate 2nd Quarter after exit	82.5%	74.25%	75.3%	74.1%	76.9%
Employment Rate 4th Quarter after exit	82.5%	74.25%	72.8%	70.0%	69.2%
Median Earnings 2 <sup>nd</sup> Quarter after exit	6,680	\$ 6,012	\$ 7,391	\$ 7,837	\$ 7,774
Credential Attainment w/in 4 Quarters after exit	63.5%	57.15%	70.5%	74.2%	70.4%
Measurable Skills Gains	53.0%	47.70%	62.5%	65.8%	64.0%

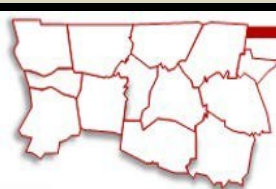
<b>Dislocated Worker</b>			<b>PASS</b>	<b>PASS</b>	<b>PASS</b>
Exiters			334	335	326
Participants Served			806	736	647
Employment Rate 2nd Quarter after exit	82.5%	74.25%	81.9%	81.3%	83.7%
Employment Rate 4th Quarter after exit	82.5%	74.25%	77.5%	78.3%	78.9%
Median Earnings 2 <sup>nd</sup> Quarter after exit	7,650	\$ 6,885	\$ 9,440	\$ 10,071	\$ 10,385
Credential Attainment w/in 4 Quarters after exit	65.0%	58.50%	66.8%	64.4%	63.5%
Measurable Skills Gains	49.0%	44.10%	62.8%	67.0%	66.8%

<b>Youth</b>			<b>Fail</b>	<b>Pass</b>	<b>Pass</b>
Exiters			327	296	348
Participants Served			845	916	930
Employment Rate 2nd Quarter after exit	77.0%	69.30%	71.5%	76.6%	78.6%
Employment Rate 4th Quarter after exit	76.0%	68.40%	74.7%	73%	70.6%
Median Earnings 2 <sup>nd</sup> Quarter after exit	3,400	\$ 3,060	\$ 3,798	\$ 4,483	\$ 4,859
Credential Attainment w/in 4 Quarters after exit	70.0%	63.00%	59.9%	63.1%	64.8%
Measurable Skills Gains	47.0%	42.30%	57.7%	52.7%	47.7%

GREEN-Passing at 100% of Goal

YELLOW-Passing at 90% of goal

Red-Failing at less than 90% of goal



**Northern Middle Tennessee Local  
Workforce Development Board**

# **Financial Report & Youth RFP**

**NORTHERN MIDDLE TN WORKFORCE BOARD**  
**MARCH 2022 FISCAL UPDATE**  
**BUDGET/SPEND PROGRESSION**

	(in 000's)					
Northern Middle LWDA	2021 QTR 1	2021 QTR 2	2022 QTR 3	Expenses YTD	Revised FY 21-22 12 Mo. Budget	% Spent
Adult (\$100,000 re-purposed for Admin)	873	383	323	1,579	3,121	50.6%
Dislocated Worker (\$1,500,000 for Adult *)	563	1,095	957	2,615	5,174	50.5%
Youth	516	620	655	1,792	3,025	59.2%
RESEA	58	67	56	182	309	58.8%
Campbell Strong (closed 9/30)	198	0	0	198	278	71.1%
National Dislocated Worker (COVID)	147	80	40	267	1,316	20.3%
National Dislocated Worker (Flood)		58	71	129	550	23.4%
Summer Youth Initiative (closed 8/31)	95	0	0	95	95	100.2%
Rural Development	39	0	0	39	52	74.5%
IFA		194	192	386	1,000	38.6%
<b>September Total FY 21-22 Expense vs Budget</b>	<b>2,489</b>	<b>2,496</b>	<b>2,295</b>	<b>7,280</b>	<b>14,919</b>	<b>48.8%</b>
Additional Dislocated Worker (F21 & P22)				0	754	0.0%
Apprenticeship			7	7	168	4.1%
Expired Funding Rural Development				0	-13	0.0%
Expired Funding Campbell Strong				0	-80	0.0%
<b>December Total FY 21-22 Expense vs Budget</b>	<b>2,489</b>	<b>2,496</b>	<b>2,302</b>	<b>7,287</b>	<b>15,747</b>	<b>46.3%</b>
Additional Apprenticeship				0	61	0.0%
Layoff Aversion				0	60	0.0%
Re-Entry				0	35	0.0%
Career Exploration (Pending TDLWD approval)				0	50	0.0%
<b>March Total FY 21-22 Expense vs Budget</b>	<b>2,489</b>	<b>2,496</b>	<b>2,302</b>	<b>7,287</b>	<b>15,954</b>	<b>45.7%</b>
<b>March 21-22 Funding Increase - Budget Action Item</b>					<b>206</b>	

\* Board approved re-purpose up to \$2,000,000 of Dislocated Worker program budget to Adult

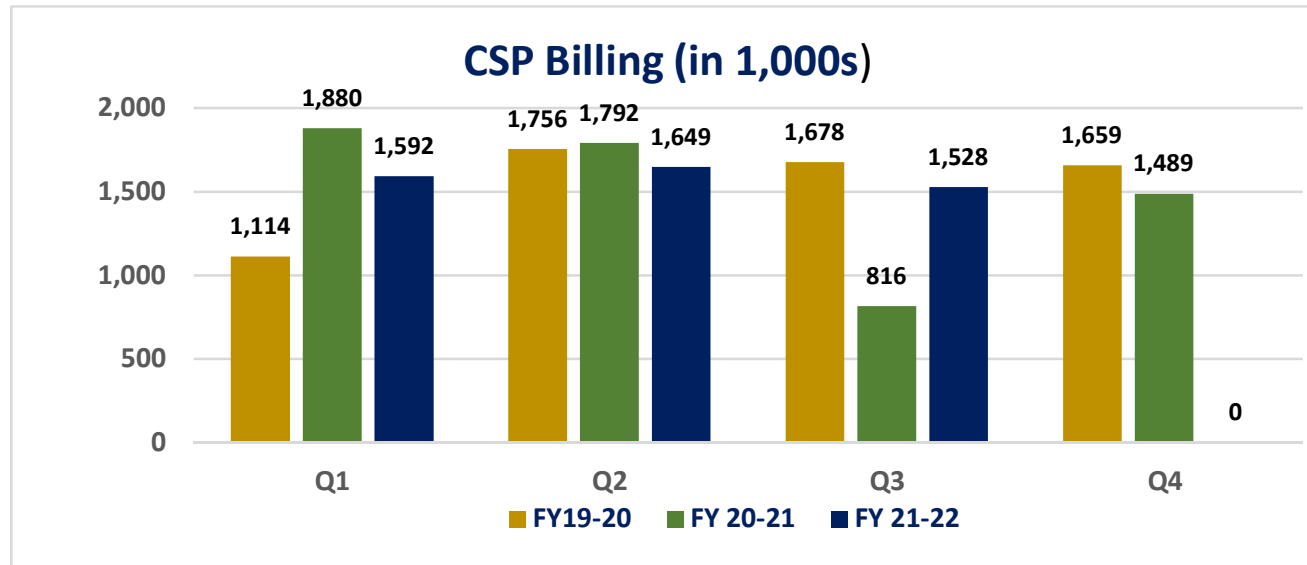
\* State approved re-purpose of \$1,500,000 of Dislocated Worker program budget to Adult

\* Northern Middle has requested to re-purpose the remaining \$500,000 effective May 1

# NORTHERN MIDDLE TN WORKFORCE BOARD

## MARCH 2022 FISCAL UPDATE

### CAREER SERVICE PROVIDER - BILLING TREND



*Q3 contractor billing was down \$121k compared to the prior quarter. Looking over the past three fiscal years, our highest quarters of spending approximated \$1.8M. Current quarter spending was \$1.5M. We have funding to sustain the higher level of program activity.*

Career Service Provider Billing	Q1	Q2	Q3	Q4	Total
CSP Billing FYE 6/30/20 MCHRA	1,114	1,756	1,678	1,659	6,207
CSP Billing FYE 6/30/21 MCHRA/EDSI & MAC	1,880	1,792	816	1,489	5,977
CSP Billing FYE 6/30/22 EDSI & MAC	1,592	1,649	1,528	0	4,769

**NORTHERN MIDDLE TN WORKFORCE BOARD**  
**MARCH 2022 FISCAL UPDATE**  
**CONTRACTOR - BILLING PROGRESS**

	In \$000's				
Career Service Provider Billing	Cumulative through Dec	Total Spent Qtr Ended Mar 2022	Budget Spent Contract To Date	Total 18 Month Base Contract Budget	% Spent - 83% time elapsed
EDSI - Base Contract	\$ 4,814	\$ 1,335	\$ 6,149	\$ 8,370	73%
EDSI - Modifications	\$ 186	\$ 37	\$ 223	\$ 1,346	17%
MAC - Base Contract	\$ 343	\$ 156	\$ 499	\$ 800	62%
Contract-to-Date through Q3 2021-22	\$ 5,343	\$ 1,528	\$ 6,871		

	In \$000's				
One-Stop Operator Billing	Cumulative through Dec	Total Spent Qtr Ended Mar 2022	Budget Spent Contract To Date	Total 18 Month Budget	% Spent - 83% time elapsed
MCHRA - Base Contract	\$ 260	\$ 58	\$ 318	\$ 447	71%

# NORTHERN MIDDLE TN WORKFORCE BOARD

## MARCH 2022 FISCAL UPDATE

### MPCR

TDLWD Minimum Participant Cost Rate (MPCR) - Preliminary Through March 2022

# MPCR = 47.38%

	MAC Youth	EDSI Youth and Summer Youth	EDSI Adult & Dislocated Worker	Other (NM, & IFA)	Total
Qualifying Expenses	\$ 177,070	\$ 579,028	\$ 1,721,107	\$ 84,352	\$ 2,561,557
Total Program	\$ 398,057	\$ 1,080,544	\$ 3,181,948	\$ 745,399	\$ 5,405,948
MPCR	44.48%	53.59%	54.09%	11.32%	47.38%

**Northern Middle met 40% Requirement in preliminary calculations.**

**\*\*\* PRIOR QUARTER MPCR = 48.16%\*\*\***

**NORTHERN MIDDLE TN WORKFORCE BOARD**  
**MARCH 2022 FISCAL UPDATE**  
**EDSI - MPCR TREND**  
**CONTRACT-TO-DATE & QUARTERLY - 15 Months**

	MPCR - Goal 50%			MPCR Adult/DW - Goal 50%		
EDSI	Youth			A/DW Combined		
CTD CUMULATIVE	Direct \$ '000	Total \$ '000	49%	Direct \$ '000	Total \$ '000	48%
Total	742	1,510	49%	2,257	4,688	48%

EDSI	Youth			A/DW Combined		
QTR Ended 3/31/21	15	103	14%	84	508	17%
QTR Ended 6/30/21	148	326	45%	452	997	45%
FYE 6/30/21 (6 Mos)	163	429	38%	536	1,506	36%

EDSI	Youth			A/DW Combined		
QTR Ended 9/30/21	246	381	64%	652	1,089	60%
QTR Ended 12/31/21	148	338	44%	547	1,119	49%
QTR Ended 3/31/22	186	362	51%	521	974	54%
FYE 6/30/22	579	1,081	54%	1,721	3,182	54%

**NORTHERN MIDDLE TN WORKFORCE BOARD**  
**MARCH 2022 FISCAL UPDATE**  
**MAC YOUTH - MPCR TREND**  
**CONTRACT-TO-DATE & QUARTERLY - 15 Months**

	MPCR - Goal 50%		
MAC	Youth		
CTD CUMULATIVE	Direct \$ '000	Total \$ '000	41%
Total	208	507	41%

	MPCR - Goal 50%		
MAC	Youth		
QTR Ended 3/31/21	7	43	17%
QTR Ended 6/30/21	23	66	35%
FYE 6/30/21 (6 Mos)	31	109	28%

	MPCR - Goal 50%		
MAC	Youth		
QTR Ended 9/30/21	42	85	50%
QTR Ended 12/31/21	66	150	44%
QTR Ended 3/31/22	69	164	42%
FYE 6/30/22	177	398	44%



**NORTHERN MIDDLE TN WORKFORCE BOARD**  
**MARCH 2022 FISCAL UPDATE**  
**EDSI YOUTH - WORK EXPERIENCE/IN-SCHOOL**  
**CONTRACT-TO-DATE & QUARTERLY - 15 Months**

	Work Experience - Goal 25%		
EDSI	Youth		
CTD CUMULATIVE	Wk Exp \$ '000	Total \$ '000	16%
Total	224	1,366	16%

ISY/Youth - Goal 40%		
Youth		
ISY \$ '000	Total \$ '000	12%
169	1,366	12%

EDSI	Youth		
QTR Ended 3/31/21	0	103	0%
QTR Ended 6/30/21	10	270	4%
FYE 6/30/21 (6 Mos)	10	374	3%

Youth		
1	103	1%
7	270	3%
8	374	2%

EDSI	Youth		
QTR Ended 9/30/21	48	293	17%
QTR Ended 12/31/21	69	338	20%
QTR Ended 3/31/22	98	362	27%
FYE 6/30/22	215	993	22%

Youth		
20	293	7%
27	338	8%
114	362	31%
161	993	16%

**NORTHERN MIDDLE TN WORKFORCE BOARD**  
**MARCH 2022 FISCAL UPDATE**  
**MAC YOUTH - WORK EXPERIENCE/IN SCHOOL**  
**CONTRACT-TO-DATE & QUARTERLY - 15 Months**

	Work Experience - Goal 25%		
MAC	Youth		
CTD CUMULATIVE	Wk Exp \$ '000	Total \$ '000	35%
Total	176	507	35%
	Work Experience - Goal 25%		
MAC	Youth		
QTR Ended 3/31/21	4	43	9%
QTR Ended 6/30/21	4	66	6%
FYE 6/30/21 (6 Mos)	8	109	7%

ISY/Youth - Goal 40%		
Youth		
ISY \$ '000	Total \$ '000	36%
181	507	36%
	ISY/Youth - Goal 40%	
	Youth	
2	43	4%
7	66	11%
9	109	8%

	Work Experience - Goal 25%		
MAC	Youth		
QTR Ended 9/30/21	19	85	22%
QTR Ended 12/31/21	29	150	20%
QTR Ended 3/31/22	120	164	73%
FYE 6/30/22	168	398	42%

ISY/Youth - Goal 40%		
Youth		
18	85	21%
62	150	41%
93	164	57%
172	398	43%

# NORTHERN MIDDLE TN WORKFORCE BOARD

## MARCH 2022 FISCAL UPDATE

### FY2022-23 INITIAL BUDGET REVENUES

<b>Grant Revenue</b>	<b>\$ in millions</b>	<b>\$</b>
Carryover from 21-22	5.9	5,945,390.82
22-23 Allocations	9.3	9,309,311.26
Total Adult, DW, Youth	15.2	15,254,702.08
Carryover to 22-23 for Youth	(3.0)	(3,020,390.63)
Carryover to 22-23 at 20% of Adult, DW	(1.2)	(1,257,784.13)
Total 22-23 Adult, DW, Youth	11.0	10,976,527.3
National Emergency DW (COVID)	0.9	900,000.00
National Emergency DW (Flood)	0.3	340,000.00
RESEA	0.2	200,000.00
IFA	1.0	1,000,000.00
<b>Total 22-23 Projected Grant Revenue</b>	<b>13.4</b>	<b>13,416,527.32</b>

# NORTHERN MIDDLE TN WORKFORCE BOARD

## MARCH 2022 FISCAL UPDATE

### FY2022-23 INITIAL BUDGET REVENUES

Projected Expenses	\$ in millions	%	
NM Workforce Board	1.4	10%	1,365,645.00
Board Incumbent Worker Program	0.3	2%	300,000.00
Other Board Pilot Programs and Initiatives	0.3	2%	300,000.00
Recruitment Campaign	0.1	1%	100,000.00
IFA (non-Title I)	1.0	7%	1,000,000.00
<b>Total Board and Overhead</b>	<b>3.1</b>	<b>23%</b>	<b>3,065,645.00</b>
 National Emergency DW (COVID)	 0.9	 7%	 900,000.00
National Emergency DW (Flood)	0.3	2%	340,000.00
One Stop Operator	0.3	2%	319,837.62
Career Service Providers	8.6	64%	8,591,044.70
RESEA	0.2	1%	200,000.00
<b>Total Contracted Grant Services</b>	<b>10.3</b>	<b>77%</b>	<b>10,350,882.32</b>
<b>Total 22-23 Grant Expense</b>	<b>13.4</b>	<b>100%</b>	<b>13,416,527.32</b>

# **NORTHERN MIDDLE TN WORKFORCE BOARD**

## **MARCH 2022 FISCAL UPDATE**

### **MONITORING UPDATE**

#### **EDSI and MAC - Career Service Providers**

- \* Monthly desk review of invoices is performed analyzing contract progress and performance.
- \* Biweekly contractor meetings continue.
- \* CSP staffing with EDSI continues to churn. EDSI provides status updates at each contractor meeting.
- \* Program monitoring of MAC identified eligibility documentation issues. Technical assistance was provided. One disallowed cost of \$250 ultimately resulted.
- \* Northern Middle program staff conducted Youth staff training attended by both service providers, as well as WIOA performance training for EDSI leadership and staff during the quarter.
- \* Northern Middle fiscal staff provided technical assistance to both providers during the quarter specific to Youth reporting and conducted an on-site visit with MAC.

#### **Mid-Cumberland HRA - One-Stop Operator**

- \* Northern Middle has challenged the One-Stop Operator to promote enhanced oversight of partner accountability in supporting KPI goals.

#### **TDLWD's Performance Accountability Review (PAR) unit is currently monitoring Northern Middle.**

- \* Entrance conference was held April 20.
- \* Reviewers were on-site May 4-5.

# **NORTHERN MIDDLE TN WORKFORCE BOARD**

## **MARCH 2022 FISCAL UPDATE**

### **ACTION**

- \* 2021-22 Q3 Financial Report**
- \* 2021-22 Revised Budget Approval of \$15.9M (+ \$206k)**
- \* 2022-23 Initial Budget Approval \$13.4M**
- \*MCHRA's One-Stop Operator contract**
  - Extend through 6/30/23**
  - 12 month pro-ration of previous 18 month budget**
- \*EDSI and MAC Career Service Provider contracts**
  - Extend through 12/31/22**
  - 6 month pro-ration of previous 18 month budget**

## Northern Middle Workforce Board Youth Procurement 2022 Summary

On February 9, 2022, the Northern Middle Board authorized the release of an RFP to generate outreach to more area youth and to develop additional partnerships with more career service providers. Total funding for the project was \$400,000. Proposals of up to \$100,000 each could be approved for both in-school and/or out-of-school Youth.

### PROJECT TIMELINE

Activity	Date
RFP Release	03/28/2022
Deadline for Bidder Questions	04/08/2022
Response to Bidder Questions Posted no later than	04/15/2022
Proposal Deadline (email only) 4:30 c.s.t	04/29/2022
Interviews (if necessary)	Week of 05/02/2022
Recommendation to NMTWB	05/11/2022
Notice of Intent to Award to Proposers	05/12/2022
Contractual Start Date	05/16/2022

Three proposals were received from:

- 1.) Amelia's Closet
- 2.) Jobs For Tennessee Graduates and
- 3.) Monroe Harding

Initial Review: **Monroe Harding** submitted 38 minutes late.

**Jobs For Tennessee Graduates** did not submit an audit as required by the RFP. The applicant stated that organization was not required to have audit previously but is in the process of audit for FY21.

**Amelia's Closet** did not submit an audit as required by the RFP. Applicant stated that organization was not required to have an audit but would be willing to submit to one.

Action Item: Does Board want to move forward with any of these proposals? Board would have to accept risk that none of the applicants fully complied with the RFP requirements. Additionally, if approved, the Board may accept some risk/ liability financially when awarding proposers funding without proof of solid financial stewardship. Procurement process would be again.

Rating Review: The proposals were reviewed “as is” by staff and made available to Youth Committee members. The ratings are as follows:

Score	Amelia's Closet	JTG	Monroe Harding
Total	46.90	82.69	76.72

Option 1: Accept Monroe Harding and JTG. Monroe Harding has been a Nashville landmark for numerous years. JTG has been in existence in Tennessee since 2014 while their national office was formed in 1980. Both are familiar with WIOA program and performance. Award level \$100,000 each.

OPTION 2: Amelia’s Closet started in 2014 while their subsidiary, Liberty Station formed in 2022 to serve individuals with disabilities. Due to its start-up and lack of WIOA program knowledge, if the Board elects to make an award, it is recommended that award obligations are made quarterly to minimize risk and measure performance.





**Northern Middle Tennessee Local  
Workforce Development Board**

# **One-Stop Operator**

# Northern Middle Tennessee Workforce Development Board AJC Report

For January 1 to March 31, 2022

Report Date: May 11, 2022

## Local Area Updates

After two years with varying degrees of COVID restrictions, the Northern Middle Local Workforce Development Area removed all restrictions in our American Job Centers (AJCs). This means staff will be able to meet one-on-one with job-seekers at their desks, we will be able to host workshops with no limits on capacity and we can host job fairs with no restrictions on the number of employers or job-seekers in attendance.

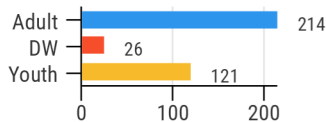
Not only is this a welcome relief among staff, employers and job-seekers – it is our hope that this will lead to a greater increase in foot traffic in all thirteen of our AJCs. We saw a 2.5% increase in foot traffic in our AJCs in the last quarter over the previous quarter. We plan on seeing a continuation of that momentum, as we are making it even easier for everyone to spend time in our AJCs.

**47.38%**  
Contractual  
MPCR

(Including OSO Costs,  
1.122 to 3.3122)

## Partner Program Updates

### Title I Total Enrollments



### Adult Education

For the quarter ending Mar 31;  
931 received student services. A total of  
143 students received their HiSETs, while  
140 students received a level gain.

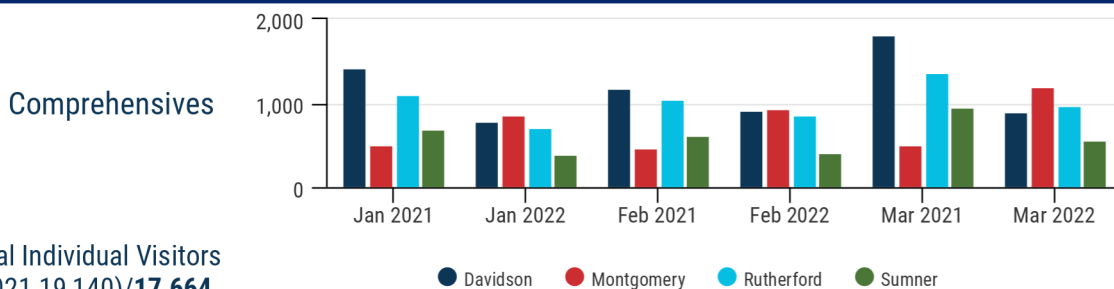
### Wagner Peyser

<b>3,752</b>	New employers registered
<b>11,013</b>	New Job Orders in Jobs4TN
<b>291</b>	Wagner Peyser Participants

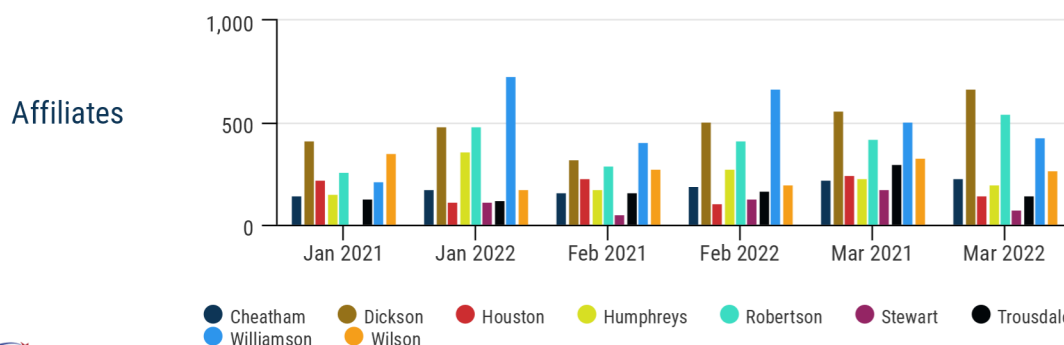
### Vocational Rehabilitation

<b>1,461</b>	Active Cases
<b>232</b>	Applications
<b>77</b>	Currently Working
<b>67</b>	Successful Closures

## AJC Total Traffic Counts



Total Individual Visitors  
(2021 19,140)/**17,664**



# Northern Middle AJC Report

## March 31, 2022

By County as of Mar 31, 2022; NM = 2.5% TN = 3.0%

Challenges Going Forward

County	Unemployment Rate (Dec 31)	Unemployment Rate (Mar 31)	Quarterly Change
Cheatham	2.5%	2.4%	-0.1
Davidson	2.8%	2.7%	-0.1
Dickson	2.7%	2.5%	-0.2
Houston	4.3%	3.6%	-0.7
Humphreys	3.3%	2.9%	-0.4
Montgomery	3.5%	3.2%	-0.3
Robertson	2.7%	2.4%	-0.3
Rutherford	2.6%	2.4%	-0.2
Stewart	3.7%	3.3%	-0.4
Sumner	2.6%	2.4%	-0.2
Trousdale	2.9%	2.6%	-0.3
Williamson	2.1%	1.9%	-0.2
Wilson	2.5%	2.2%	-0.3

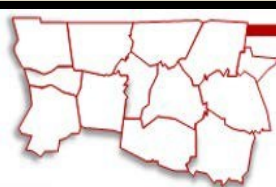
As we approach the end of the Program Year, there are still two primary challenges facing the NM American Job Centers (AJCs). First, RESEA Co-Enrollments are a critical part of our KPIs. Northern Middle is still lagging far behind where we need to be. There have been improvements over the last few months, but time is running out to dig ourselves into the hole we fell in last summer and fall.

Staff turnover continues to be a problem, especially within Title I. Part of the problem is the current labor force that everyone is facing. But the Title I CSP is experiencing far more turnover than any other AJC partner. Recently, they have hired a couple of more seasoned employees that might tend to stick around longer. Changes in management have also been a positive move.

### KPIs

Below are most of the Northern Middle Key Performance Indicators (KPIs) for the first and second quarters of our program year.

	Jul-21	Aug-21	Sep-21	Q1	Oct-21	Nov-21	Dec-21	Q2	Jan-22	Feb-22	Mar-22	Q3
<b>Adult, Dislocated Worker and National Dislocated Worker - New Enrollment</b>												
TARGET	99	99	100	298	66	66	67	199	83	83	83	249
Adult	73	69	55	197	80	69	70	219	53	82	79	214
Dislocated Worker	18	20	11	49	12	5	9	26	9	6	11	26
National Dislocated Worker	1	0	1	2	3	0	1	4	2	2	3	7
COVID-19 NDWG	1	0	0	1	0	0	0	0	1	0	1	2
Total	93	89	67	249	95	74	80	249	65	90	94	249
Percent of Goal	93.94%	89.90%	67.00%	83.56%	143.94%	112.12%	119.40%	125.13%	78.31%	108.43%	113.25%	100.00%
<b>Youth New Enrollment</b>												
Enrollment	20	30	23	73	62	35	43	140	44	36	41	121
Target				121				100				81
Pct.	16.52%	24.79%	19.01%	60.32%	62.00%	35.00%	43.00%	140.00%	54.32%			149.38%
<b>Wagner-Peyser New Enrollment</b>												
Enrollments	288	280	279	847	327	253	223	803	312	352	308	972
Target				787				855				1,296
Pct.	36.59%	35.57%	35.45%	107.61%	38.24%	29.89%	26.80%	93.90%	24.07%	51.23%	23.76%	75.00%
<b>Re-Employment Services Co-Enrollment</b>												
Co-Enrollment with Title I	1	2	5	8	2	4	2	8	1	4	3	8
Referred to Title I	41	45	26	112	16	24	15	55	15	21	18	54
Attended RESEA Orientation	156	130	74	360	66	76	62	204	65	110	129	304
Selected for Re-Employment Services	129	125	126	380	107	96	55	258	137	123	84	344
Co-Enrollment Target	10	11	7	28	4	6	4	19	4	5	5	14
Pct.	10.00%	0.00%	71.40%	21.42%	50.00%	50.00%	50.00%	26.30%	25.00%	80.00%	60.00%	57.14%
<b>SNAP Employment and Training</b>												
New Enrollment	93	100	81	274	103	51	49	203	98	103	125	326
Target				158				157				158
Pct.	58.80%	63.29%	51.26	173.41%	64.96%	32.48%	31.20%	129.20%	62.02%	65.18%	79.11%	206.32%
<b>Trade Adjustment Assistance Co-Enrollment with Dislocated Worker</b>												
Trade Co-Enrollment with DW	1	1	0	2	0	0	0	0	0	0	0	0
9/1/2020 or later Trade Participants	1	1	1	1	1	1	1	1	1	1	1	1
Trade Participants	2	2	1	3	1	1	1	1	1	1	1	1
Target				67%		0		0%	0	0	0	0%



**Northern Middle Tennessee Local  
Workforce Development Board**

# **Employer and Training Report**

## Northern Middle Program Year July 1, 2021 to June 30, 2022

### Incumbent Worker Training (IWT) Grants

County Location	Employer	Employees Trained	Contract Start Date	Contract End Date	Contract Amount	Amount Expended through 4/30/2022
Davidson	Include Me Advocacy	10	3/26/2021	9/30/2021	\$ 10,964.00	\$ 4,551.00
Rutherford	Jagemann Precision Plastics	6	4/16/2021	9/30/2021	\$ 25,000.00	\$ 25,000.00
Montgomery	OEM Tube	15	7/30/2021	9/30/2021	\$ 6,800.00	\$ 6,800.00
Davidson	Primeritus	35	8/30/2021	6/1/2022	\$ 25,000.00	\$ 7,375.00
Williamson	Senior Solutions	10	12/1/2021	6/30/2022	\$ 23,939.00	\$ -
Davidson	Military Systems	15	1/1/2022	6/30/2022	\$ 25,000.00	\$ -
Dickson	ALP Lighting	10	12/15/2021	6/30/2022	\$ 17,995.00	\$ -
Multiple	Rogers Group	2	2/4/2022	6/30/2022	\$ 4,374.00	\$ -
Davidson	Clear Link	7	2/1/2022	6/30/2022	\$ 25,000.00	\$ -
Rutherford	Wearwell	25	2/1/2022	6/30/2022	\$ 25,000.00	\$ -
<b>Total</b>		<b>135</b>			<b>\$ 139,072.00</b>	<b>\$ 43,726.00</b>

### Apprenticeship Training Grants

County Location	Employer	Employees Trained	Contract Start Date	Contract End Date	Contract Amount	Amount Expended through 4/30/2022
Williamson	Arrington Vineyards	2	1/18/2021	12/31/2021	\$ 6,367.00	\$ 4,493.29
Davidson	Asurion - Group 2	9	9/27/2021	6/30/2022	\$ 54,000.00	\$ -
Davidson	North American Stamping	8	1/1/2022	6/30/2022	\$ 17,368.00	\$ 7,650.66
Davidson	Asurion - Group 3	3	2/4/2022	6/30/2022	\$ 6,000.00	\$ -
Montgomery	CMCSS	95	1/3/2022	6/30/2022	\$ 135,000.00	\$ -
Multiple	Plumbers and Pipefitters	22	2/1/2022	6/30/2022	\$ 44,000.00	\$ -
<b>Total</b>		<b>139</b>			<b>\$ 262,735.00</b>	<b>\$ 12,143.95</b>

New and Expanding Business Support				
County Location	Employer	Potential Employees	Open Date	Support Type
Robertson	Puritan	625	Winter 2022	AJC introduction, interview space, social media support, drug tes
Robertson	Advanex	100	Fall 2021	AJC introduction, interview space, social media support, drug tes
Robertson	Electrolux		Expansion	Job Profiles, Applicant Screening, Applicant Testing, Job Fairs
Middle TN	Whataburger	100	Ongoing	Launch Events followed by Job Fairs
Statewide	United Health Care	100	Ongoing	Assistance requested to fill direct support personnel (aide) positio
Houston	BradenHealth		11/1/2021	Hospital purchase. Services to be determined.
Stewart/Houston	ECD new business prospect	100	Spring 2021	Labor Market Information, Tours, AJC Resources, Community In
Statewide	TennCare Mngd Care Networks	8000	2022	Workshop Series to educate employers about workforce program
Statewide	NHC		Ongoing	Exploring internal career pathways and apprenticeship
Statewide	Ascension		Ongoing	Exploring internal career pathways and apprenticeship
Statewide	Servpro		Ongoing	Coordination of workforce services and non-traditional talent pip
<b>Total</b>		<b>9025</b>		

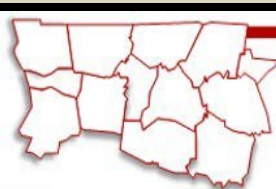
New Providers Requiring Board Approval for addition to the ETPL								
Provider Name	Provider Main Address	Approval Agency	Approval Documented	Sector Strategy	Years in Business	Training Model	Site Visit	Notes
Staff Recommendation: Approval								
Galen College of Nursing	Louisville, Ky Nashville (new)	THEC	Approval Documented	Healthcare	33 years	Pre-requisites can be online. Upper level classes in person.	Schedule attempted.	Opened in Nashville 01/2022

New Programs Requiring Board Approval for addition to the ETPL									
Provider Name	Provider Main Address	Program ID	Program Name	CIP Code	Total Cost	Job Outlook	Credential Earned	Program Length	Sector Strategy
Staff Recommendation: Approval									
Galen College of Nursing	Nashville	1009676	Associate Degree in Nursing, Two-Year Program Option	513801	\$49,670.00	Local and National Bright Outlook	Associate Degree	Two years	Healthcare
Galen College of Nursing	Nashville	1009732	Associate Degree in Nursing: LPN/LVN to RN Bridge Option	513801	\$38,050.00	Local and National Bright Outlook	Associate Degree	Two years	Healthcare
Galen College of Nursing	Nashville	1009733	Bachelor of Science in Nursing Degree: Prelicensure Option	513801	\$75,835.00	Local and National Bright Outlook	BS Degree	Three years	Healthcare
Staff Recommendation: Approval									
AUSTIN PEAY STATE UNIVERSITY	Clarksville	1009672	Professional in Human Resources ® (PHR ®) Exam Prep	521005	\$1,619.00	Local and National Bright Outlook	PHR Certification	135 Hours	General Administrative
Staff Recommendation: Approval									
Nashville General Hospital At Meharry	Nashville	1009674	Phlebotomy Technician Program	511009	\$1,000.00	Local and National Bright Outlook	Certificate* Certification not required in TN	12 weeks	Healthcare
Staff Recommendation: Approval									
VOLUNTEER STATE COMMUNITY COLLEGE	Gallatin	1009693	Medical Billing and Coding (NC)	510713	\$2,995.00	Local and National Bright Outlook	Certificate* Certification not required in TN	12 months	Healthcare
Staff Recommendation: Approval									
Tennessee College of Applied Technology of Dickson	Dickson	1009750	Computer Aided Design Technology	151302	\$6,622.00	Local Bright Outlook	Diploma	1728 Hours	Information Technology
Staff Recommendation: Approval									
Nashville Software School	Nashville	1009854	Software Engineering with JAVA/AWS Specialization	14093	\$18,000.00	Local and National Bright Outlook	Certificate	9 Months	Information Technology

New Programs Requiring Board Approval for addition to the ETPL									
Provider Name	Provider Main Address	Program ID	Program Name	CIP Code	Total Cost	Job Outlook	Credential Earned	Program Length	Sector Strategy
Staff Recommendation: Approval									
NASHVILLE STATE COMMUNITY COLLEGE	Nashville	1009857	Associate Professional in Human Resources (aPHR) - Live Mentored (PTLIM0001)	521001	\$1,574.00	Local and National Bright Outlook	Certficate	52 weeks	General Administrative

Existing Programs Requiring Board Approval for Cost Increase and Program Extension										
Provider Name	Provider Main Address	Program ID	Program Name	CIP Code	Total Cost	Job Outlook	Credential Earned	Program Length	Sector Strategy	Cost Increase
Staff Recommendation: Approval										
NASHVILLE STATE COMMUNITY COLLEGE	Nashville	1007937	CompTIA A+ 220-1001 and 220-1002 - Online, Self-Paced - Exams Included (PTIT3019-0102)	111006	\$1,989.00	Local and National Bright Outlook	Certficate	50 hours	Information Technology	Increase from \$1584 to \$1989; 26% increase





**Northern Middle Tennessee Local  
Workforce Development Board**

# **Strategic Planning Meeting Recap**

# Northern Middle Tennessee Workforce Board Strategy Session

Summary Report | April 2022

## Session Overview

On April 6, 2022, Elevate Consulting conducted a strategy session for the Northern Middle Tennessee Workforce Board with the goal of co-creating specific action steps to advance their work in the upcoming funding cycle. The session was attended by the members of the board and other stakeholders including elected officials and representatives from the state, partner organizations, and the Nashville Chamber of Commerce. The session lasted five hours and was broken up into seven sections with a morning break and a break for lunch.

The session began with introductions and an opening question: **What is at stake with this work?** After participants were able to meet each other and engage with the ice breaker question, Deniece Thomas (Deputy Commissioner, Tennessee Department of Labor and Workforce Development) shared the statewide context of the regional work being discussed by the board. Following that, Marla Rye (Executive Director, Northern Middle TN Workforce Board) shared about the regional context including unemployment data and data surrounding the use of American Job Centers. The participants were then given some time to reflect and debrief on what was shared.

After a short break, Elevate began to walk the group through the strategy agenda, beginning with a SWOT analysis. After lunch, the group participated in a visioning session followed by a consensus workshop. This report summarizes key findings from the session, emphasizing the strategies the group arrived at by the end of the day.

## Key Findings

The main goal of the session was to arrive collaboratively at an answer to the question: **What strategies should we implement immediately to put us on a path towards success?** At the end of the day, using the consensus workshop tool, the group arrived at **seven strategies** to begin implementing immediately:

- Revolutionize recruiting and outreach strategies
- Innovate service delivery
- Meet people where they are
- Simplify policies and processes
- Increase employer engagement and participation
- Invest in staff retention and development
- Improve online presence and platform

Full detail on these strategies can be seen in Table 2 at the end of this report. These final strategies were consistent with themes emphasized throughout the session—described in the subsections of

this report. Themes that continued to emerge throughout included the lack of innovation in technology that is failing to meet the demand of an increasingly virtual world, issues with staff retention and capability, the unique needs of the different demographic groups that comprise their service population (especially mothers, young people, and those close to retirement), and constraints placed upon the work by federal compliance requirements.

## What's at Stake?

Participants were asked to brainstorm about what is at stake in this work. If the work is done right, there will be a clear pipeline for talent to employers, better investments will be made with Workforce dollars, quality of life for employees will improve, there will be more opportunities for employees, and all of these things together will result in better communities in the region.

Conversely, if the work is not done well or fails altogether, the workforce board may cease to exist, there will be a drain on social services as unemployment rates rise, unemployed talent will leave the state, there will be fewer available jobs, and a poorer quality of life for employees.

## Context

Following the presentations on state and regional context, the group was asked to share back the things that stood out to them. The table below presents the items shared that Elevate has coded according to theme.

Table 1. Context

Theme	Item Shared
Staffing	Retention-how can we support employers there?
	Turnover impacts relationships
	Issues with contractors/service providers
Accessibility	TANF–AJCS are cost prohibitive
	Registration processes are a barrier
	Locations need to be accessible
	State operated services are less efficient than private (like Indeed)
	Jobs for TN platform isn't very effective
	Take the programs to where the people are
Service Populations	Single moms and college students need support
	16-24 go online and use technology
	55+ close to retirement
	Young people: trust people not programs
	Check the box/deficit-based mentality doesn't serve anyone well but especially not students
Misc.	Advertising
	How to take advantage of new grants and initiatives

## SWOT

The second activity in the session was a SWOT analysis. The purpose of this exercise is to determine the Strengths, Weaknesses, Opportunities, and Threats surrounding the work. The activity was set up to be interactive, using large paper in the four corners of the room, one for each category. The group was then divided into four corresponding groups and given post-it notes to brainstorm. In the first round, each group rotated through the four sections reading what was written and adding anything that might have been missing. In the second round, the groups were asked to organize the post-it notes by theme or category and to give those groupings a name. In the final round, each group was allowed to do a final pass at each station to make sure the groupings were clear and that nothing was missing.

Under the Strengths category of the analysis, the post-its were grouped into **people, services, education, and place- related** items. Participants cited the leadership and staff as assets to the work as well as the community support. More specifically, the contribution of financial resources, knowledge, competence, and dedication were mentioned. Programs and services was the umbrella category under which items such as meaningful reemployment, flexibility, training, and efforts towards inclusion were grouped. Under the education category, partnerships like Pathways, TN Reconnect, and other strong relationships with post-secondary institutions were mentioned. Place related items included things like the benefits of visibility, having a physical presence, and the importance of a localized presence.

Themes the group recognized in the weaknesses category included **relevancy, bureaucracy, marketing, and staffing**. Relevancy issues include ability to connect with youth and concerns about staying relevant more broadly. Concerns about bureaucracy focused on rigid policies and the emphasis on policy over people. Under staffing, the group included problems like high turnover, understaffing, underqualified staff, increasing costs, and a lack of guidance for staff.

Opportunities had the greatest number of themes identified. The group identified opportunities in **partnerships, outreach, high schools, technology, the talent pipeline, financial literacy, strategic planning, programming, and area growth**. Some specific opportunities mentioned related to the talent pipeline included re-entry support and training,

Threats identified by the group were those related to **technology, policies and government, the workforce, and contextual barriers**. Threats to technology identified were straightforward; the group recognizes the rapidly changing nature of tech, the increase of use by the general population, and the present lack of effective technology utilized by the program. Threats related to policies and government included those related to funding, compliance expectations, and accessibility issues with the required processes. Related to the workforce, the group called out a shrinking labor pool, contractor turnover, low AJC traffic, staff retention, and low outcome performance. Contextual barriers included things that the group has little to no control over like

housing affordability and availability in the region, transportation access, childcare access, and other uncertainties like the pandemic or natural disasters.

Following this exercise, the groups were asked to create analysis statements using the data points they had generated in each category. Common themes from the statements (included in the photos appended) were using technology to innovate and to access underserved populations, to utilize the stakeholder connections to create system level change, improving marketing and outreach to meet the service population where they are, and to leverage the energy and commitment of those in the room to create change.

## Visioning

To transition into the future focused portion of the day, the group was asked to think about **what success looks like** for this body of work. The prompt posed to the group was to imagine that three years from now this work has been incredibly successful. What does that success feel like, look like, and what did it take to get there? The group shared about **feelings of accomplishment, satisfaction, relief, and pride**. To this group, success echoed many of the initial ideas mentioned in the “what’s at stake?” exercise: decreasing unemployment rate, engaged and satisfied employees and employers, economic growth in the state and the region, impactful program growth, effective use of funding, and increased labor market participation. The group also shared that success would include data and documentation showing how they achieved success. Important ingredients to success shared by the group were collaboration, compromise, an intentional/targeted approach, focus, discipline, and engagement from all stakeholders (employers, policy makers, service populations, and local level industry).

## Identifying Strategies

The final exercise of the day was a facilitated workshop to identify strategies. The group was asked to think about what strategies they should implement immediately to put them on a path towards success. The first phase of the workshop was to independently brainstorm as many ideas as possible and to create a list. Then, in small groups each member compared their answers to cocreate a more refined list of ideas. Each group handed their ideas forward to be displayed on the wall. As a larger group, they organized the ideas into pairs based on themes, and then expanded on those pairs to create groupings. Once the group was confident in their groupings, they were asked to give each category a name. After the categories were refined and the group was satisfied with them, they translated the name of each grouping into an action statement that answered the initial question. The final categories and the ideas grouped within them are provided in the table below.

Table 2. Strategy Detail

Revolutionize recruiting and outreach strategies	Innovate service delivery	Meet people where they are	Simplify policies & processes
Marketing AJC services  Market AJC to job seekers and employers  Market to employers  Increase marketing of programs and services	Board mandate CSP to expedite enrollment and handle support services  Review and update contracting process  Modify contracting model, pay-for-performance  Improve access to services Streamline eligibility process for AJC and partner systems	Expand AJC to high schools, community colleges, and TCATs  Accomplishing a pilot program  Purposeful relationships with higher ed to communicate funding  Workforce Navigators, create a regional point person  Expanding AJC hours of operation	Relook at processes and simplify  Create a streamlined vision  Identify innovative approaches used outside TN  Measure what's important, drive outcomes, job placement  Identify programs to continue or update  Update state policies to meet minimum federal requirements  Flexible/updated policies
Increase employer engagement & participation	Invest in staff retention & development	Improve online presence & platform	
Increase input from stakeholders to remove obstacles  Meet with major employers to understand needs  Board to establish business and industry advisory board  Close the gap, focus on employers  Collaboration of workforce stakeholders	Employee retention at AJCs  Train staff to increase knowledge and reduce turnover	Improve online presence  Begin recreating the J4TN job listings  Technology, J4TN, marketing	

## Conclusion

Reaching consensus on immediate goals is an important step towards effective strategy and implementation. We recommend using the strategies developed in the consensus workshop to inform more detailed action plans that contain explicit steps towards achieving measurable goals.

After the workshop, the group shared some considerations around implementation. There was some concern about being able to implement the new strategies within the state constraints. It was suggested that the first step should be to propose the strategic plan to the state for approval prior to investing in implementation. There were also considerations around marketing and outreach, including being more specific with their language and clearly defining what it is they do, determining how to fund new campaigns or materials, and whether to focus on statewide or regional campaigns. It was also emphasized that what is marketed can actually be delivered.

Immediate next steps defined by the group were to increase employer engagement, revisit the subcontract structure, focus on staffing and increasing salaries, and to tease out the differences between what is the board's responsibility versus what needs to be a collective, systemwide effort.

## Northern Middle Strategic Planning Session

### Key Strategies

#### Key Action Steps:

**Innovate Service Delivery:** Pending Feedback from Tennessee Department of Labor & Workforce Development.

1. Performance Based Contracting Model in Davidson County to target racial equity in workplace.
  - a. Target: Minorities, offenders, individuals with disabilities
  - b. Potential Payment Points:
    - i. Entry in Employment
    - ii. Wages at \$16+
    - iii. Wages at \$22+
    - iv. Retention @ 6 months
    - v. Retention @ 6 months with wage increase
    - vi. Retention @ 12 months
    - vii. Retention @ 12 with wage increase

Could add barriers to Entry employment escalation. For example, a minority that is long term unemployed may get X upon entry into the workforce.

2. Comprehensive WIOA Program: Allow Board to run pilot project in three counties to provide all WIOA services, creating a comprehensive model of service delivery similar to Florida and Texas model. Pilot targets: Montgomery/Houston/Dickson OR Sumner/Robertson/Trousdale

#### **Revolutionize Recruiting and Outreach Strategies/Meet people where they are:**

1. Targeted recruitment strategy for job seekers in AJC (PR Campaign). \$100,000 Risk-MPCR Ask State for wavier.
2. Partner with Community Colleges and TCATs to allow ACJ staff to work on-campus for outreach/recruitment/enrollment. Risk-MPCR Need additional staff.
3. Select high schools in targeted areas to establish AJC School to Work program. Staff work inside high school. Risk-MPCR Need additional staff.
4. Partner with housing agencies to establish access points for recruitment opportunities. Staff work in housing agencies and/or utilize Mobile Coach. Risk-MPCR Need additional staff.
5. Expand AJC hours. Risk-MPCR Need additional staff.



### **Increase Employer Engagement and Participation:**

1. Work with employers to coordinate training within the American Job Center.  
For example: NHC to host CNA training in Job Centers.
2. Create a comprehensive recruitment strategy to offer employers that utilize all the partners and services in the AJC.
3. Market meeting and workspace in AJCs for employers that do not have physical offices.
4. Improve customer services to employer (professionalism of staff/staff training).
6. Improve employer perception of programs... employers refrain from using services because bureaucracy has driven them away. .

### **Simplify policies & processes:**

1. Feedback has been provided to the Tennessee Department of Labor and Workforce Development regarding policies and processes. They have a workgroup to address. However, some of the burdensome processes are federal policy.
2. Benchmark against other states that are doing well.
3. Focus on positive aspects to program and eliminate negative language.

### **Invest in staff retention & development:**

1. Increase capacity and professionalism of AJC staff through development and training which aligns with customer services skills. Pay for professionalism and skills.
2. Implement an apprenticeship program for workforce development career advisors.

### **Improve online presence & platform:**

1. Work closer with virtual American Job Center.
2. Provide technology resources to career service providers to offer on-line classes and mobile operations.
3. Work with state to address deficiencies in Jobs4TN.gov



**Northern Middle Tennessee Local  
Workforce Development Board**

# Adjourn