



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

Quarterly Board Meeting

February 14, 2024

11:30 a.m. to 1:00 p.m.

TCAT Clarksville

135 International Blvd, Clarksville

[Click here for Zoom link](#)

Tel: +1 312 626 6799

Meeting ID: 820 0928 9447 Passcode: 176840

AGENDA

Call Meeting to Order-Declaration of Quorum

Chris West

Approval of Minutes

Chris West

Welcome & Recognition of Board Members

Marla Rye

Partner Focus:

Business Engagement Plan TN Dept of
Labor & Workforce Development
Tennessee College of Applied Technology

Elizabeth Black
Laura Travis

Strategic Priorities:

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

Ginger Fussell

➡ **Connect People with Career Opportunities:**
One-Stop-Operator Report/Regional OSO
CSP Provider Update
EDSI Operation Update

George Phillips
Andrea Dillard
Danielle Ellis

➡ **Improve Efficiency & Effectiveness of Training Programs**
Eligible Training Provider Update & Requests
Employment Based Training Grant Policy

Andrea Dillard

➡ **Train Workforce to Fill Employer Needs:**
WIOA Performance Update
CSP Procurement
WIOA Regional & Local Plan

Meagan Dobbins
Marla Rye

Public Comment Period:

Open

Wrap Up

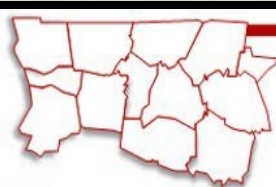
Chris West

Adjourn

Zoom Link: <https://us02web.zoom.us/j/82009289447?pwd=dDMYazUyLzg1ZUJKcVlZZkI0TkIQdz09>

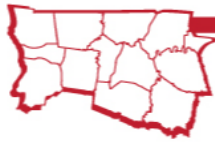
Upcoming Meetings-Mark Your Calendars

May 8, 2024 | August 14, 2024 | November 13, 2024 | February 12, 2025



**Northern Middle Tennessee Local
Workforce Development Board**

Approval Of Minutes



Northern Middle Tennessee Workforce Board Inc.

**DRAFT UNTIL
APPROVED**

**Northern Middle Tennessee Workforce Board
Meeting Minutes
November 8, 2023, In-Person & via Zoom at 11:30 a.m.**

Members Attending	Members Absent	Staff & Guest Attending
John Zobl	Arrita Summers	Marla Rye
Mark Peed	David Rutledge	Andrea Dillard
Dan Caldwell	Ginger Jarrett	Meagan Dobbins
Chris West	Jessica Largen	Sherry Maynard
Greg Jones	Keith Carnahan	George Phillips
Shoshana Samuels	Paul Webb	Ginger Fussell
Corey Johns	Seth Thurman	Natalie McLimore
Anne Fugate	Tony Adams	Danielle Ellis
George "Bo" Callis		Liz McLaughlin
James Harper		Patrick Buford
John Alexander		Jordan Osborne
Kristi Spurgeon		Mayor Billy Vogle
Lynn Seifert		Katina Bass
Richie Brandon		Mayor Randall Hutto
Sellittia Johnson		Mayor Wes Golden
		Mayor Mike Pogreba
		Kim Rye
		Brandee Davis-Douglas
		Cinthya Rodriguez
		Jacquelyn Scott
		Lydia Bennett-Carnes
		LeeAnn Gilbert
		LaRissa Karuranga
		Rob Dancer
		Olivia Gonzales
		Bodhi Engler
		Jasmine Jones
		Trish Farmer
		Cathy Royals
		Clifton Harris
		Joel Silmon
		James Starnes
		Dedrick Moore
		Adam Smith
		Dianna Webb

The Northern Middle Tennessee Workforce Development Board met in person at the Martha O'Bryan Center in Nashville and with a virtual option on Wednesday, November 8, 2023, 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. Mark Peed made the motion. Chris West seconded. With no further discussion, the minutes were unanimously approved.

Marla thanked everyone in attendance and introduced Jordan Osborne, who will officially join the Northern Middle Tennessee Workforce Board on January 1, 2024. She then announced that Dr. Lynn Seifert and Dr. Arrita Summers would be retiring, and their positions on the Board would be replaced as well. Marla recognized and thanked the mayors who were in attendance.

The September unemployment rate in the US is 3.8%. Tennessee is 3.2%. The NMTWA has the lowest rate in the state at 2.9%. The range in our 13-county area is 2.7%-4.5%. Cheatham and Williamson Counties are at 2.7%, and Houston County is at 4.5%. We have seven of the top ten lowest unemployment rates in the state of Tennessee. The Northern Middle area has one of the highest Labor Force Participation Rates of the nine workforce areas in the state of Tennessee at 66.4%. The state of Tennessee is at 59.4%.

Marla then informed the Board of a financial scam that happened in the Greater Memphis Workforce Area involving an ACH Batch Transfer. The TDOL is taking a closer look at this incident in order to strengthen internal controls. The Northern Middle area has cyber insurance covering this type of incident, but our internal controls are being strengthened to prevent this type of scam. The state has also been contacted for technical assistance as well.

Next, Kent Miller from Martha O'Bryan spoke about their program and new facility. He stated that they are located in the public housing area to be closer to their clients. The center has the goal of developing strategies to solve generational poverty. This program calculates the needs at the family level and provides direct support and benefits that are lost when an individual gains increasing employment.

Lyndi Berrones, Assistant Commissioner for Strategic Initiatives with the ECD, spoke about economic and community development. Her role is to take a deep dive into internal strategy and how ECD works together internally. How is information being processed, moved, and communicated from business development to our rural development teams and then pushed out through marketing efforts? Part of their role is to find businesses that Tennessee can assist, and the business would make a meaningful impact. For success, businesses need to know they can find the right people with the right skill sets at the right wages to fill job roles, or the business will fail. Not only does ECD work with new companies moving in, but they also work with existing companies in expanding and growing. During the pandemic of 2020, companies reassessed their locations, and during 2021, ECD announced 34,000 jobs and had \$12.9 billion in capital investment, which is more than double the amount for a normal year. Since then, capital investment has stayed high. Investment and preparation must be poured into a land site to attract companies to an area. This is an investment into the future of an area. Currently, industry is the focus of the ECD. The southeast area is now the new automotive corridor mainly because this area is "right to work" rather than unions.

Strategic Priorities

Manage Board funds to Support Career Pathways

Ginger Fussell reviewed the 23-24 budget. Northern Middle's grant utilization for Quarter 1 increased by \$986K over Quarter 1 of the prior year. A \$586k increase was due to this year's Summer Youth program. \$324K relates primarily to an increase in formula fund spending. The reduction in funding makes the budget a tighter this year. Overall spending is tracking at less than 25% of the 23-34 budget at the end of Quarter 1. However, Adult and Youth spending is outpacing budget time progression. Contractors were advised to pace themselves.

In previous meetings, the Northern Middle Board approved flexibility through June 30, 2024, to request of TDLWD up to \$1.5M for repurposing of Dislocated Worker Fund for Adult purposes. Of that amount, \$1M has been requested. EDSI will need to carefully and strategically pace formula spending for the rest of 23-24. They have presented a proposal to include a request for additional funding. Due to funding cuts, only a shift of DW to Adult budget has been granted.

Northern Middle has met the 40% MPCR requirement in preliminary calculations at 49.82%. The transition of four locations to the Labor Participation Rate Pilot project naturally lowers MPCR. National Dislocated Worker (Humphreys Flood) grant is included through August 31, 2023. MPCR in the prior quarter was 54.92%. The MPCR is not expected to remain this high through the rest of this year due to the pilot picking up traction and EDSI controlling their spending.

Of the 42-month contract with our providers, we are at 79% of the time elapsed in the contracts. EDSI has spent 79% of its budget, and MAC has spent 71% of theirs. Mid-Cumberland (One-Stop-Operator) is at 25% of the time elapsed in their contract and has spent 17% of their budget.

Due to the incident in the Greater Memphis area, Ginger stated she expects monitoring to increase. With the contracts ending for the three smaller contractors, monitoring is focused on EDSI, MAC, and Mid-Cumberland (One-Stop-Operator). Technical assistance is still being offered. TDLWD's annual PAR monitoring is ongoing, with a few remaining items. The report is pending. The Program Integrity Unit continues to send monitoring reports. No findings to date. The financial audit is upcoming.

The requested action items are approval of the 2023-24 financial report and to increase EDSI RESEA pass-through by \$174,994 effective 10/1/23-6/30/24. Mark Peed made the motion to approve the action items as requested. Chris West seconded the motion. With no further discussion the motions were approved unanimously.

Connect People with Career Opportunities

George Phillips presented the OSO report. The pilot program has kicked off, and the MPCR is 49.82%. Title 1 enrollments for Adults is 230, Dislocated Worker is 61, and Youth is 178. Adult Education has provided services to 2,950 people. George reviewed the Wagner Peyser statistics but was told the numbers may not be correct due to a glitch in VOS. For the second quarter in a row, AJC traffic count is up in the comprehensive centers but a decrease in the affiliate centers. Every county in the Northern Middle Area had a decrease in the unemployment rate. Staff turnover continues to be a problem. AJC staff has concerns with the pilot programs and feels efforts may duplicate efforts. Strategic planning is also needed to guard against duplication of services across AJC partners. RESEA Co-enrollments are a concern and need to be improved.

Improve Efficiency & Effectiveness of Programs

Marla Rye reported that the Board is involved in developing a workforce for construction of the new Tennessee Titans Stadium project in partnership with the Tennessee Builders Alliance. The project will be kicking off in the spring of 2024 and is scheduled to be completed by the spring of 2027. The new stadium will be built in front of the current stadium, and when it's complete, the current stadium will be demolished. They are already reaching out about the ancillary jobs that come with a new stadium, such as food service, maintenance, janitorial jobs, etc.

Andrea Dillard informed the Board that the state has updated the Eligible Training Providers Policy and the Employment-Based Training Grants Policy. Andrea stated that the Board needs to ensure that any training WIOA customers are enrolled in results in a credential, 60% of the trainees are to obtain and retain employment, and produces an acceptable placement rate. Our updated policy matches the state's

updated policy. Providers stay on the list for one year and then get reviewed to see how they are performing. Once reviewed, they can be renewed for two years or have other parameters added. WIOA student and program completion rate must be at least 60% so that we pass our Federal Performance Standards. If providers aren't meeting all standards during their review period, they can be removed from the list. Once removed, they have to wait one year to reapply. The Board is allowed by law to raise the standards above the state policy.

The state is changing the verbiage of Consolidated Business Grant Policy to Employment-Based Training Grants Policy. This incorporates their criteria for OJT contracts, IWT, and customized training. One of the biggest changes is that now non-profits can participate in IWT as well as for-profit companies. Employers may not receive grants in consecutive years. There will be a 12-month waiting period to apply again. This is to give other employers an opportunity to receive the grant. The max a company can apply for is \$25K. The only way to apply for more (up to \$75K) is if it is as a consortium of three or more employers applying for a training grant. The final change is that a company has to have five full-time employees before they are eligible for IWT.

One of the current concerns is that we are providing a lot of training in the area of CDL drivers. The max allowed spent on training is \$6,000. When many people receive training at the maximum amount, it doesn't take long to deplete the funds. CDL is a short program and not eligible for other grants.

For program year 2022, Andrea presented a chart that detailed information from an ETPL truck driving audit. Information from VOS showed lower numbers and lower percentage rates. After receiving the information directly from the schools, the chart was updated on students who have completed the program and obtained employment. According to the new ETPL standards, many schools from the VOS statistics would not be considered successful. Once the information from the schools is received, most would be considered successful, but some would still need to be removed from the list due to poor performance. Others would have a year to raise their second score or would be removed at the end of the second year. Last year, 530 individuals were enrolled in CDL training, which cost nearly \$3M. The updated ETPL standards will also ensure that the better results will be obtained for the money spent. For program year 23, \$540K has been spent on CDL training so far. Mark Peed asked if anyone knew what was causing some of the participants to not be successful. Andrea responded that one of the issues could be that the right people aren't being sent to the program, and in some cases, the participant completes the program but can't pass the final test after multiple attempts.

Andrea updated the Board regarding the Nightengale Nursing classes from the online school based in Utah. The school was contacted and reported that it is completely online and will not have nursing clinicals in the local area. In accordance with the Board's recommendation from the last meeting to not add them if they didn't have local clinicals, this provider was rejected and not added to the ETPL. One new provider, Wings of Eagles Aviation, is requesting to be added to the list. Previously, the Board decided that aviation classes could only be added to the list if the course resulted in a commercial pilot's license or add-on. There are eight new courses requesting to be added to the list. Four of them are from previous providers already on the list, and four of them are new with Wings of Eagles Aviation, which does result in something related to commercial pilots. Some are add-ons, and some are certifications. Our ITA would not cover the full cost, so the customer would have to figure out a way to cover the remaining cost. Nine former programs are requesting to be added to the list. Some were dropped from the list due to a lack of enrollments, and some missed the application review deadline. Each of these programs results in a credential and is also in in-demand occupations. Andrea recommends these programs be approved.

John Zobl requested a motion to approve the policies as presented. Greg Jones made the motion. Sho Samuels seconded. With no further discussion, the policies were approved. Next, John requested a motion to approve the ETP List as presented. Chris West made the motion. Mark Peed seconded. With no further discussion, the ETPL was approved. Marla clarified that since the new policy was approved, they would be in touch with the providers who don't meet the criteria. The providers will get the option to appeal to the state once they receive that information.

Train Workforce to Fill Employer Needs

Meagan Dobbins informed the Board that both contractors exceeded their enrollment goals for the first quarter. ESDI is not exiting participants as needed and did not meet that goal for Adult and Dislocated Worker. They did meet their youth exit goal, but in order to relieve the increasing caseload, the older cases need to be exited. Placement wages are at a good rate for both providers. MAC has exceeded its exit goals, but its exits are not positive. Megan has asked Tonya to prioritize positive exits, and exits for both contractors will continue to be monitored.

Next, Meagan reviewed the Federal Performance Reporting Score Card. For Program Year 23 in Quarter 1, all Performance Measures were met at 100%. Beginning July 1, 2023, the targets increased, and we have higher scores. The Measurable Skills Gains measure is currently passing at 90% of the goal, but Meagan is confident it will be met at 100% by the time the quarter is finalized. Predictive reports for quarter 2 show that we are currently passing all measures at 90% or 100%.

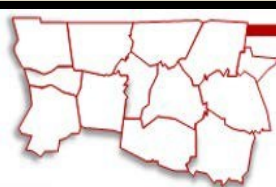
Danielle Ellis of EDSI clarified that most of the CDL referrals come from the trucking companies themselves. They are sending their enrolled students to the AJCs for tuition assistance. Danielle stated that she has asked her team to pause issuing training dollars so they can look at their remaining budget to determine different spending limits. They honoring all current commitments. They have not made changes to dollars already committed to someone. The changes will impact new participants. They are also considering lowering the ITA cap to \$2,500 to ensure the award is substantial and all other resources are explored. The team is being asked to consider placing someone in a job with better wages first based on their current skills rather than sending them to training. Danielle spoke about a strategy of retraining their career advisors to assess someone and placing them based on their skills and talents rather than putting the participant through the process based on what they think they want. If training is necessary, they will not block their progress.

Marla Rye informed the Board that we have been in this contract with the current providers for 42 months. She states it is time to send out an RFP. An RFP could be written and presented to the committees in January 2024 and then released after approval. Shoshana Samuels asked if we knew of any providers that might bid on the contract. Marla stated that there are very few local providers. Most areas across Tennessee have a national provider. Shoshana Samuels made the motion to go ahead with creating an RFP for release. Mark Peed seconded the motion. With no further discussion, the Board passed the motion.

No one requested to make a public comment.

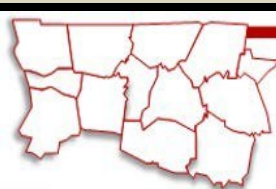
Adjourn

John Zobl reminded the Board that the next meeting would be February 14, 2024. With no other discussion, the meeting was adjourned.



**Northern Middle Tennessee Local
Workforce Development Board**

Welcome & Recognition



**Northern Middle Tennessee Local
Workforce Development Board**

Partner Focus



Business Engagement Plan

**Tennessee Department of Labor and Workforce
Development**

Division of Workforce Services

Business Engagement Plan

Executive Summary

The overarching mission of the Tennessee Department of Labor and Workforce Development (TDLWD) is to advance workforce development and improve workplace safety. Within this mission, TDLWD recognizes that strong relationships with businesses and a solid workforce pipeline are vital to support industry needs. This Business Engagement Plan seeks to prioritize Tennessee employers as workforce system “customers” by building business consulting relationships, confidently projecting a value proposition, and customizing programs and benefits available. To better serve our employer customer, this infrastructure will create a state-wide business services model for TDLWD staff and external LWDA partners to implement and provide a consistent approach of streamlined solutions.

ASSESSMENT OF NEED:

Our current approach to business engagement faces multiple challenges, both external and internal. The premier external challenge is a unique post-pandemic workforce that boasts low unemployment rates, yet also suffers from low labor force participation. The ability to adapt requires an agile system that is strategically positioned to provide solutions to business and industry. At the direction of the TDLWD Commissioner, the Division of Workforce Services was challenged with developing a Business Engagement Plan that presented an innovative restructure to provide this adaptability. Development of this plan began with assessing current business engagement strategies to include evaluation of service delivery and feedback from employers. This assessment revealed multiple internal challenges identified through state and local partners- including Regional Directors, Local Workforce Development Board Executive Directors, and Business Services staff. Additionally, the Commissioner’s Office issued a Business Industry Survey throughout the state to identify challenges from the employer perspective. Insights gained have summarized our internal challenges into six (6) overarching themes:

- Insufficient System Alignment and Coordination
- Absence of Strategic Aligned Vision (State, Regional, and Local levels)
- Need for Improved Communication
- Inadequate Service Delivery
- Necessity for an Effective Customer Relationship Management (CRM)

- Need for Skill Development and Training

Below is a summary of each of the six identified internal challenges this Business Engagement Plan will seek to address:

1. Insufficient System Alignment and Coordination

Enhanced coordination is necessary to create a less cumbersome environment for employers. The current system's lack of coordination between entities (Central Office Business Services staff, AJC Business Services Teams, Apprenticeship Office, Regional Councils, and Local Workforce Development Areas), has resulted in employer confusion and fatigue.

2. Competing Strategic Visions (State, Regional, and Local levels)

A consistent state-wide strategy for business engagement is needed. Varying strategies at system levels have resulted in disjointed efforts and multiple areas of focus. The state workforce system would benefit from a “blueprint” model approach to engaging employers and providing business services. Creating a repeatable blueprint would allow for regional and local level initiatives while still providing a consistent infrastructure for vision, approach, and delivery.

3. Need for Improved Communication

Lack of a consistent and intentional approach to communicating with businesses has hindered effective business engagement. Establishing a consistent message projected from all levels will be crucial to our success. Improved communication should demonstrate the ability to both listen and speak to our employer customers so that we can best analyze their needs and inform of tailored solutions. Emphasizing the marketing of all available services into one portfolio and approaching employers with a unified message will lead to improved communication.

4. Inadequate Service Delivery

The current service delivery model lacks value-added services for businesses, leading to employer fatigue and overlooked referrals made to the American Job Centers (AJCs). Employers have expressed dissatisfaction with American Job Center (AJC) in-kind services, highlighting the need for a comprehensive approach to service delivery. Effective strategies should address the disconnect between State staff, Local Board Business Services staff, One-Stop Operators, and AJC staff, thereby fostering a collaborative team strategy.

5. Necessity for an Effective Customer Relationship Management (CRM)

While our system strength lies in partnerships, managing business referrals and relationships between programs presents a challenge. Multiple points of entry and varying platforms do not allow for all system partners to track services to employers in real-time. This has been detrimental to the relationship management of our employer customer and contributed to employer confusion and fatigue. Efforts will be focused on establishing a unified approach to managing business customer relationships through a contact management platform. Services to employers will focus on use of current business services platforms, in addition to a CRM, while helping align with occupational demands and acquiring leads to sector strategy employers.

6. Need for Skill Development and Training

There is a recognized lack of all-inclusive training provided to staff and partners regarding business service delivery. Internal cross-training is needed to help support business acumen, strategic thinking, analytical skills, communication expertise, and industry-specific knowledge. In addition, training is needed at the regional and local levels to clearly delineate the roles of Local Board Business Services staff, One-Stop Operators, and Business Services Team (BST). This delineation of roles will help create a seamless process to include relational business management through single points of contact while helping to closing the gap on fulfilling business referrals to the AJCs.

PLAN SOLUTIONS

The TDLWD Workforce Services Business Engagement Plan, overseen by the Business Engagement Strategy Team (BEST), seeks to address the above-mentioned challenges comprehensively and strategically to better serve the needs of business and industry. From a high-level, this plan will focus on the following solutions:

- **Enhancing Employer Outreach:** Proactively engaging with businesses through “Business Consultants” to better understand their workforce needs and challenges. This involves regular communication and collaboration through workshops, seminars, sector strategy and industry-specific events.
- **Tailoring Workforce Solutions:** Focus on developing customized strategies to address the unique workforce requirements of different industries. We will aim to provide training programs, apprenticeships, and recruitment services that align with specific sector strategies and business needs.
- **Managing the customer relationship:** Utilization of a CRM to effectively case manage employers as customers and streamline relationships through single points of contact.
- **Rapid Employment and Skill Development Programs:** This plan will provide for immediate workforce needs while also building pipelines of skilled workers. Our AJCs will promote Career Pathways beginning with a “work first” mentality to quickly on-ramp job seekers into labor force participation. Once employed, our system will continue support through our toolkit of skill development and job training initiatives.
- **Talent Acquisition Support:** Emphasize providing businesses with access to a pool of qualified candidates tailored to their sector needs. This will include facilitated job matching, improved pre-screening of candidates, and sector-based job fairs to connect employers with potential employees.
- **Labor Market Insights:** Offer businesses valuable labor market information, including trends, wage data, and industry insights. This information will be tailored to their business cycle needs and utilized to provide assistance in making informed decisions about workforce planning and expansion.

- **Workforce Training Partnerships:** Focus on forging sector partnerships with educational institutions, training providers, and industry associations as needed. These collaborations will result in relevant training programs and certifications that meet the sector-based needs of businesses.
- **Responsive Services:** Establish a streamlined system for addressing businesses' concerns and inquiries promptly. This approach demonstrates the department's commitment to providing effective support to the business community.
- **Continuous Improvement:** The plan will emphasize ongoing assessment and refinement of strategies based on feedback from businesses and stakeholders. We will adapt strategies annually to ensure alignment with changing economic and industry landscapes.

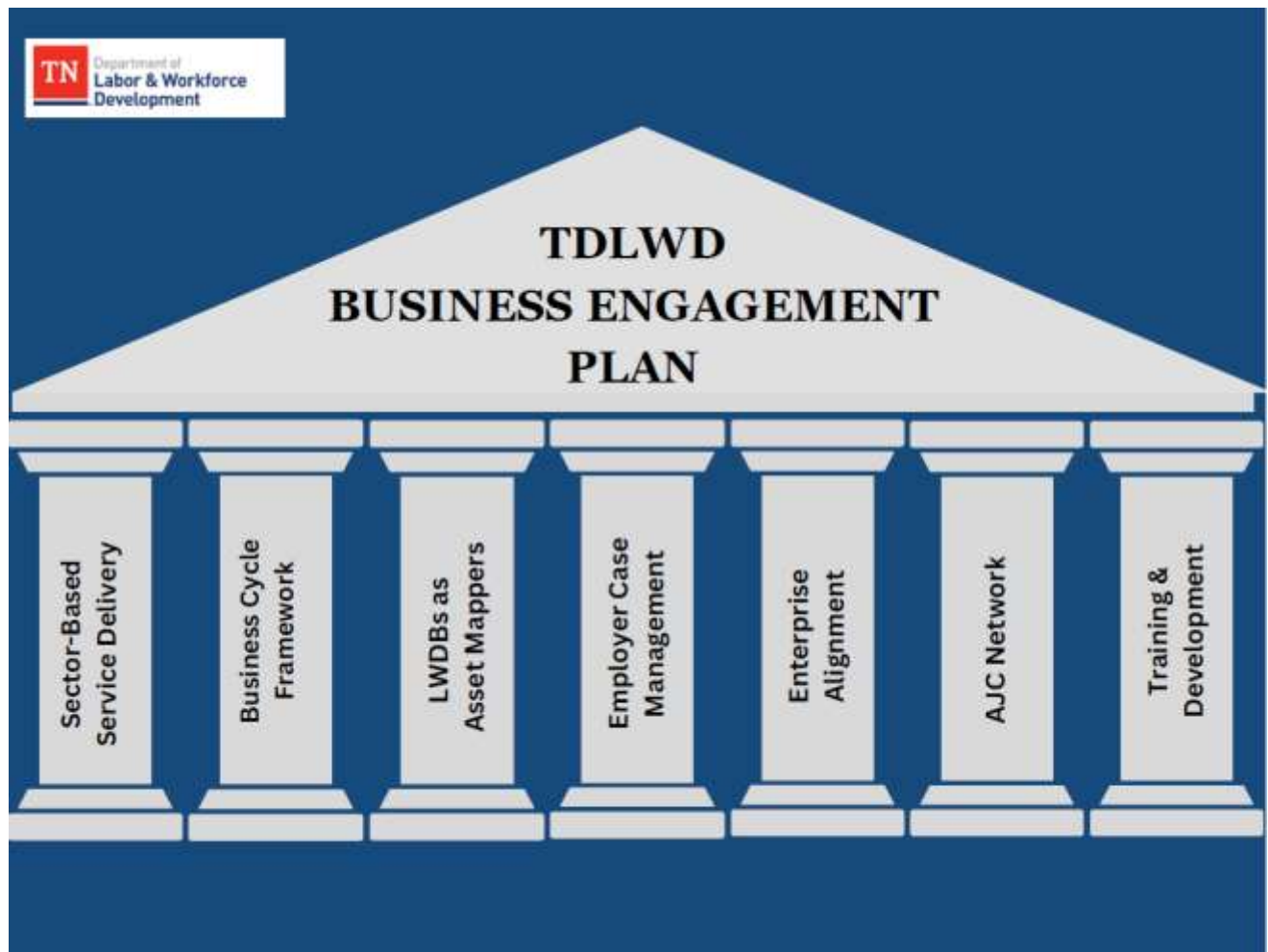
PLAN STRATEGIES

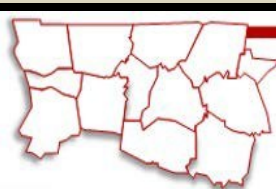
This Business Engagement Plan establishes a comprehensive agency-wide mindset redefining “business engagement.” Assessment of need and identified high-level solutions have been organized into seven foundational themes called plan “pillars.” These seven foundational pillars collectively create the plan structure:

- Adopting a Sector-Based Service Delivery Approach
- Utilizing a Business Cycle Framework
- Positioning LWDBs as Asset Mappers
- Case Managing Employers
- Enterprise Alignment
- AJC Network Improvements
- Training & Development

Each of these plan pillars are supported by targeted strategies and specific goals. As part of this blueprint infrastructure for business engagement, strategies and goals are detailed through action items and assigned action owners. Additionally, metrics for success are identified to measure progress.

Through these strategies, the TDLWD will enhance how we provide customer service to our employers and become better positioned to provide agile responses to workforce system needs. Our business engagement structure is graphically represented below and outlined within the body of this “living plan” to create a replicable blueprint model. Supporting information (such as individual program plans) and dynamic reports (such as WIRED data) are included as appendices.





**Northern Middle Tennessee Local
Workforce Development Board**

Financial Report

NORTHERN MIDDLE TN WORKFORCE BOARD

DECEMBER 2023 FISCAL UPDATE

2023-24 BUDGET PROGRESSION & SPEND TREND

	(\$ in 000's)				
Northern Middle LWDA	2023 QTR 1	2023 QTR 2	Expenses YTD	Revised FY 2023-24 12 Mo. Budget	% Spent
Infrastructure Funding Agreement	101	97	198	1,000	19.8%
Adult	1,275	271	1,546	3,143	49.2%
Dislocated Worker Re-purposed for Adult	39	897	936	1,500	62.4%
Dislocated Worker for DW	441	614	1,055	3,757	28.1%
Youth	921	890	1,811	2,474	73.2%
RESEA	55	52	107	300	35.7%
National Dislocated Worker (Flood) ended 8/20/23	18	0	18	52	34.6%
Summer Youth Phase 1 ended 8/31/23	167		167	435	38.4%
Summer Youth Phase 2 beginning 7/1/23	419	60	479	1,760	27.2%
Total FY 23-24 Expense vs Budget	3,436	2,881	6,317	14,421	43.8%
Reduced RESEA Budget to Actual (net \$259)			0	-41	0.0%
Apprenticeship		78	78	156	50.0%
Consolidated Business Grant			0	266	0.0%
National Apprenticeship Grant			0	30	0.0%
December Total FY 23-24 Expense vs Budget	3,436	2,959	6,395	14,832	43.1%
Net Budget Increase				411	

NORTHERN MIDDLE TN WORKFORCE BOARD

DECEMBER 2023 FISCAL UPDATE

2023-24 BUDGET PROGRESSION & SPEND TREND

(cont)

	(\$ in 000's)				
	2023 QTR 1	2023 QTR 2	Expenses YTD	Revised FY 2023-24 12 Mo. Budget	% Spent
Northern Middle LWDA					
Total FY 23-24 Expense vs Budget	3,436	2,881	6,317	14,421	43.8%
Reduced RESEA Budget to Actual (net \$259)			0	-41	0.0%
Apprenticeship		78	78	156	50.0%
Consolidated Business Grant			0	266	0.0%
National Apprenticeship Grant			0	30	0.0%
December Total FY 23-24 Expense vs Budget	3,436	2,959	6,395	14,832	43.1%
Net Budget Increase				411	
<p><i>* Northern Middle's grant utilization for Quarter 2 decreased by \$477k over Q1. The majority of this difference relates to Q1's Summer Youth expenditures. Only \$4k relates to a decrease in formula fund spending.</i></p>					
<p><i>* Overall spending is tracking at less than 50% of 2023-24 budget at the end of Q2. However, Youth spending is outpacing budget time progression. Youth can continue to be served with work experience opportunities funded by the Summer Youth program.</i></p>					
<p><i>* In previous meetings, The Northern Middle Board approved flexibility through June 30, 2024 to request of TDLWD up to \$1.5M for re-purposing of Dislocated Worker (admin and/or program) for Adult. Of that amount, \$1.5M has been requested. We request flexibility to request re-purposing of an additional \$1M of Dislocated Worker (admin and/or program) for Adult through September 2024.</i></p>					
<p><i>* As noted last meeting, EDSI will need to strategically pace formula spending for the rest of 2023-24.</i></p>					

**NORTHERN MIDDLE TN WORKFORCE BOARD
DECEMBER 2023 FISCAL UPDATE**

Minimum Participant Cost Rate (MPCR)

TDLWD Minimum Participant Cost Rate (MPCR) - Preliminary Through December 2023

MPCR = 46.82%

	MAC Youth	EDSI Youth	EDSI Adult, Dislocated Worker	NM's National DW Grant- Flood	Other (NM, & IFA)	Total
Qualifying Expenses	\$ 176,588	\$ 732,043	\$ 1,442,499	\$ 20,245	\$ (4,424)	\$ 2,366,951
Total Program	\$ 332,935	\$ 1,322,627	\$ 2,811,300	\$ 20,245	\$ 568,037	\$ 5,055,144
MPCR	53.04%	55.35%	51.31%	100.00%	-0.78%	46.82%

Northern Middle met 40% Requirement in preliminary calculations.

The transition of 4 locations to the Labor Participation Rate Pilot project lowers MPCR.

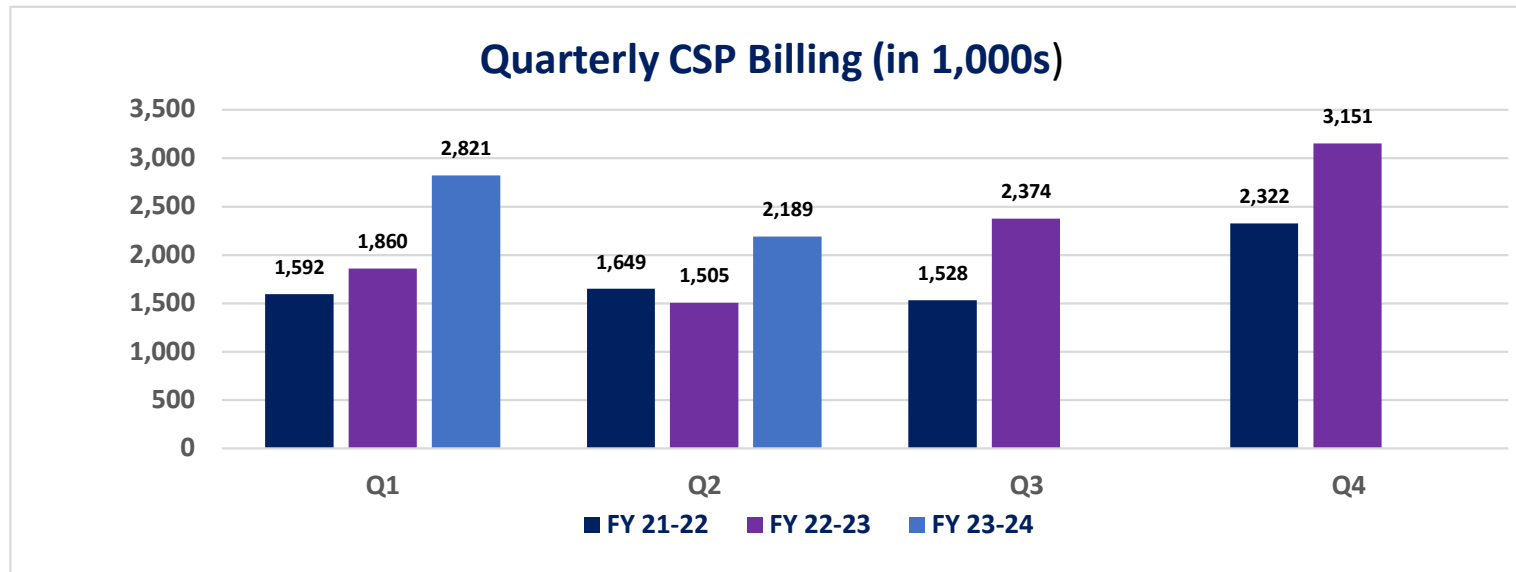
National Dislocated Worker (Humphreys Flood) grant included through 8/31/23.

***** PRIOR QUARTER MPCR = 49.82%*****

NORTHERN MIDDLE TN WORKFORCE BOARD

DECEMBER 2023 FISCAL UPDATE

CAREER SERVICE PROVIDER - BILLING TREND



Q2 CSP billing decreased \$632k compared to last quarter in order to strategically manage remaining contract budgets ending 06/30/24.

Base contract billing will need to average \$1.8M per quarter.

Seasonal Summer Youth contracts have approx \$1M (total) remaining to be spent by an ending date of 8/31/24.

Career Service Provider Billing	Q1	Q2	Q3	Q4	Total
CSP Billing FYE 6/30/22 EDSI & MAC	1,592	1,649	1,528	2,322	7,091
CSP Billing FYE 6/30/23 EDSI & MAC	1,860	1,505	2,374	3,151	8,890
CSP Billing FYE 6/30/24 EDSI & MAC	2,821	2,189			5,010

NORTHERN MIDDLE TN WORKFORCE BOARD
DECEMBER 2023 FISCAL UPDATE
CONTRACTOR - BILLING PROGRESS

	In \$000's				
Career Service Provider Billing	Cumulative through Sep 2023	Total Spent Qtr Ended Dec 2023	Budget Spent Contract To Date	Total 42 Month Contract Budget	% Spent - * 86% time elapsed (contracts extended)
EDSI (36 Month Comparison)	\$ 18,968	\$ 1,975	\$ 20,943	\$ 24,282	86% *
EDSI (Summer Youth bgt ended at 8/31/23)	\$ 187	\$ -	\$ 187	\$ 320	58%
EDSI (Summer Youth bgt through 6/30/24)	\$ 387	\$ 56	\$ 443	\$ 1,439	31%
MAC (36 Month Comparison)	\$ 1,314	\$ 158	\$ 1,472	\$ 1,840	80% *
MAC (Summer Youth bgt through 6/30/24)	\$ 57	\$ -	\$ 57	\$ 96	59%
Contract-to-Date through Q2 2023-24	\$ 20,913	\$ 2,189	\$ 23,102		

NORTHERN MIDDLE TN WORKFORCE BOARD
DECEMBER 2023 FISCAL UPDATE
CONTRACTOR - BILLING PROGRESS

	In \$000's				
One-Stop Operator Billing	Cumulative through Sep 2023	Total Spent Qtr Ended Dec 2023	Budget Spent Contract To Date	Total 12 Month Budget	% Spent - 50% time elapsed (new contract awarded)
MCHRA - (12 Month Comparison)	\$ 51	\$ 74	\$ 125	\$ 300	42%

NORTHERN MIDDLE TN WORKFORCE BOARD
DECEMBER 2023 FISCAL UPDATE
EDSI - ADULT/DW MPCR TREND
CONTRACT-TO-DATE & QUARTERLY 36 Months

	MPCR - Goal 50%			MPCR - Goal 50%			MPCR Adult/DW - Goal 50%		
EDSI	Adult			DW			A/DW Combined		
CTD CUMULATIVE	Direct \$ '000	Total \$ '000	57%	Direct \$ '000	Total \$ '000	54%	Direct \$ '000	Total \$ '000	56%
July 2023	13	118	11%	6	42	14%	19	160	12%
Aug 2023	267	430	62%	74	131	57%	341	561	61%
Sep 2023	325	570	57%	71	154	46%	396	724	55%
Oct 2023	201	366	55%	71	129	55%	271	495	55%
Nov 2023	208	377	55%	56	117	48%	264	494	53%
Dec 2023	40	207	19%	111	170	65%	151	377	40%
Total Extended 12 Months	1,054	2,067	51%	389	744	52%	1,442	2,811	51%
Cumulative CTD 42 Months	5,877	10,400	57%	2,463	4,571	54%	8,340	14,971	56%

	MPCR - Goal 50%			MPCR - Goal 50%			MPCR Adult/DW - Goal 50%		
EDSI	Adult			DW			A/DW Combined		
FYE 6/30/21 (6 Mos)	305	903	34%	232	603	38%	536	1,506	36%
FYE 6/30/22 (12 Mos)	2,202	3,634	61%	509	1,165	44%	2,710	4,799	56%

	MPCR - Goal 50%			MPCR - Goal 50%			MPCR Adult/DW - Goal 50%		
EDSI	Adult			DW			A/DW Combined		
FYE 6/30/23 (12 Mos)	2,317	3,796	61%	1,335	2,059	65%	3,652	5,855	62%

	MPCR - Goal 30% FY 23-24 w LFPR Project			MPCR - Goal 30% FY 23-24 w LFPR Project			MPCR Adult/DW - Goal 30% FY 23-24 w LFPR Project		
EDSI	Adult			DW			A/DW Combined		
QTR Ended 9/30/23	605	1,117	54%	151	328	46%	756	1,445	52%
QTR Ended 12/31/23	449	950	47%	237	416	57%	686	1,366	50%
FYE 6/30/24 (12 Mos)	1,054	2,067	51%	389	744	52%	1,442	2,811	51%
CTD Cumulative	5,877	10,400	57%	2,463	4,571	54%	8,340	14,971	56%

NORTHERN MIDDLE TN WORKFORCE BOARD DECEMBER 2023 FISCAL UPDATE EDSI YOUTH - MPCR, WORK EXPERIENCE & IN-SCHOOL CONTRACT-TO-DATE & QUARTERLY 36 Months									
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	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - Goal 30% effective 07.1.23		
EDSI	Youth			Youth			Youth		
CTD CUMULATIVE	Direct \$ '000	Total \$ '000	51%	Wk Exp \$ '000	Total \$ '000	26%	ISY \$ '000	Total \$ '000	29%
July 2023	81	142	57%	18	66	27%	26	66	39%
Aug 2023	150	247	61%	63	212	30%	70	212	33%
Sep 2023	226	373	61%	59	373	16%	97	373	26%
Oct 2023	111	209	53%	45	209	21%	52	209	25%
Nov 2023	112	209	54%	52	209	25%	67	209	32%
Dec 2023	51	142	36%	45	142	32%	54	142	38%
Total Extended 12 Months	732	1,323	55%	282	1,211	23%	365	1,211	30%
Cumulative CTD 42 Months	2,892	5,620	51%	1,368	5,290	26%	1,552	5,290	29%

	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - Goal 40%		
EDSI	Youth			Youth			Youth		
FYE 6/30/21 (6 Mos)	163	429	38%	10	374	3%	8	374	2%
FYE 6/30/22 (12 Mos)	811	1,550	52%	323	1,462	22%	361	1,462	25%

	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - Goal 35% effective 07.1.22		
EDSI	Youth			Youth			Youth		
FYE 6/30/23 (12 Mos)	1,186	2,318	51%	754	2,243	34%	817	2,243	36%

	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - Goal 30% effective 07.1.23		
EDSI	Youth			Youth			Youth		
QTR Ended 9/30/23	457	762	60%	140	651	22%	193	651	30%
QTR Ended 12/31/23	275	560	49%	141	560	25%	173	560	31%
FYE 6/30/24 (12 Mos)	732	1,323	55%	282	1,211	23%	365	1,211	30%
CTD Cumulative	2,892	5,620	51%	1,368	5,290	26%	1,552	5,290	29%

NORTHERN MIDDLE TN WORKFORCE BOARD
DECEMBER 2023 FISCAL UPDATE
MAC YOUTH - MPCR, WORK EXPERIENCE & IN SCHOOL

	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - Goal 30% beginning 7/1/23		
MAC	Youth			Youth			Youth		
CTD CUMULATIVE	Direct \$ '000	Total \$ '000	50%	Wk Exp \$ '000	Total \$ '000	42%	ISY \$ '000	Total \$ '000	39%
July 2023	26	56	46%	8	37	21%	15	37	41%
Aug 2023	39	68	58%	26	46	57%	20	46	44%
Sep 2023	24	50	48%	25	50	51%	16	50	33%
Oct 2023	6	36	17%	12	36	34%	14	36	40%
Nov 2023	28	49	58%	31	49	63%	17	49	35%
Dec 2023	54	75	71%	47	75	63%	40	75	53%
Total Extended 12 Months	177	333	53%	149	292	51%	123	292	42%
Cumulative CTD 42 Months	769	1,529	50%	614	1,472	42%	572	1,472	39%
	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - Goal 40%		
MAC	Youth			Youth			Youth		
FYE 6/30/21 (6 Mos)	31	109	28%	8	109	7%	9	109	8%
FYE 6/30/22	270	588	46%	241	588	41%	260	588	44%
	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - 50% beginning 7/1/22		
MAC	Youth			Youth			Youth		
FYE 6/30/23	292	498	59%	215	483	45%	180	483	37%
	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - Goal 30% beginning 7/1/23		
MAC	Youth			Youth			Youth		
QTR Ended 9/30/23	89	173	51%	59	132	45%	52	132	39%
QTR Ended 12/31/23	88	160	55%	90	160	56%	71	160	45%
FYE 6/30/24	177	333	53%	149	292	51%	123	292	42%
CTD Cumulative	769	1,529	50%	614	1,472	42%	572	1,472	39%

NORTHERN MIDDLE TN WORKFORCE BOARD

DECEMBER 2023 FISCAL UPDATE

MONITORING UPDATE

EDSI and MAC - Career Service Providers

- * **Staffing/Training update - EDSI eliminated five full-time positions resulting in three layoffs. (EDSI is not fully staffed at this time)**
MAC has two open positions; caseloads are still being managed by staff who transferred. (There has been no interruption of services with MAC)
- * **Monthly desk review of invoices is performed analyzing contract progress and performance.**
- * **Biweekly contractor meetings continue.**
- * **Northern Middle program and fiscal staff provided technical assistance to EDSI and MAC as needed; provided EDSI guidance on management of tracking obligations and pacing remaining contract expenditures.**
- * **Northern Middle program staff conducted random sampling of EDSI and MAC participant expenses; responses and corrections were made by both contractors.**
- * **Summer Youth monitoring and technical assistance is ongoing.**

EDSI - Aggressive participant spending in 4th Quarter of FYE 6/30/23 and 1st Quarter of FYE 6/30/24 resulted in limited budget for participant support remaining in FY 23-24. This has caused a shift toward a direct placement model in counties that aren't part of the LFPR project.

Mid-Cumberland HRA - One-Stop Operator

- * **The One-Stop Operator continues to promote enhanced oversight of partner accountability in supporting KPI goals.**
- * **The One-Stop Operator has been asked to assume more responsibility in coordinating partner rent agreements.**

Monitoring of Northern Middle

- * **FY 22-23 external financial audit was issued with no findings. (more on next slide)**
- * **TDLWD's annual PAR monitoring report was issued with no findings.**
- * **TDLWD's Program Integrity Unit just completed an on-site monitoring visit. Report is pending.**
- * **TDLWD's Program Integrity Unit continues to periodically complete desk reviews and monitoring reports.**

NORTHERN MIDDLE TN WORKFORCE BOARD
DECEMBER 2023 FISCAL UPDATE
FYE 6/30/23 AUDIT

External audit for FY 22-23 conducted by Thurman Campbell Group, PLC:

- * Unmodified opinions**
- * No audit findings**
- * Low risk auditee qualification**

We appreciate Thurman Campbell Group, PLC for their years of audit service.

Looking ahead: We will need to procure a new audit firm for the year ended 6/30/24.

NORTHERN MIDDLE TN WORKFORCE BOARD

DECEMBER 2023 FISCAL UPDATE

ACTION

- * **2023-24 Financial Report**
Revised Budget = \$14.8M (+\$411k)
- * **Flexibility to request re-purposing of \$1M additional DW to Adult (admin or program) through 9/30/24.**
- * **Flexibility to extend CSP contracts, if needed, up to an additional 90 days (through 9/30/24) at a pro-rated budget for efficiency in CSP procurement and transition in light of the existing Summer Youth program ending 8/31/24.**

NORTHERN MIDDLE TENNESSEE
LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
AUDITED FINANCIAL STATEMENTS
AND
REPORT OF CERTIFIED PUBLIC ACCOUNTANTS
FOR THE YEAR ENDED JUNE 30, 2023

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
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JUNE 30, 2023

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NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
GENERAL INFORMATION (UNAUDITED)
JUNE 30, 2023

A. DESCRIPTION

Northern Middle Tennessee Local Workforce Development Board, Inc. (NMTWB) is a not-for-profit organization initially established to begin services on July 1, 2000 as a policy-making board for a nine county Local Workforce Development Area 8 (LWDA 8) formerly known as the North Tennessee Workforce Area under the Workforce Investment Act of 1998.

In May 2018, the Tennessee Department of Labor and the State Workforce Board approved the realignment of Tennessee's workforce development system. The realignment reduced the number of workforce areas in the State from thirteen to nine. Specifically, LWDA 8 (9 counties to include Cheatham, Dickson, Houston, Humphreys, Montgomery, Robertson, Stewart, Sumner, and Williamson) and LWDA 9 (4 counties to include Davidson, Rutherford, Trousdale and Wilson) merged over a 90-day transition period beginning July 1, 2018 into the Northern Middle Tennessee Local Workforce Development Area. The not-for-profit corporate name, which was formerly North Tennessee Workforce Board, Inc. was changed to Northern Middle Tennessee Local Workforce Development Board, Inc. to better align with the merged area designation.

LWDA Northern Middle (NM) facilitates programs to prepare youth, and up-skill adults and dislocated workers for entry and/or re-entry into the labor force and to afford job training to those economically disadvantaged individuals and other individuals facing serious barriers to employment to increase economic self-sufficiency. It also serves to support the economic growth of the merged thirteen county service delivery area which includes Cheatham, Davidson, Dickson, Houston, Humphreys, Montgomery, Robertson, Rutherford, Stewart, Sumner, Trousdale, Williamson and Wilson counties. A Board of Directors comprised of business representatives and other labor, education, economic development and specialty populations govern the affairs of Northern Middle Tennessee Local Workforce Development Board, Inc.

B. FUNDING

Northern Middle Tennessee Local Workforce Development Board, Inc. is funded by the Tennessee Department of Labor and Workforce Development (TDLWD) under the Workforce Innovation and Opportunity Act (WIOA) using pass-through funds provided by the United States Department of Labor. WIOA was signed into law on July 22, 2014 and supersedes the Workforce Investment Act of 1998. In general, the WIOA took effect on July 1, 2015, the first full program year after enactment, unless otherwise noted. Section 107 of WIOA addresses requirements of Local Workforce Development Boards.

C. LOCATION

The administrative headquarters of Northern Middle Tennessee Local Workforce Development Board, Inc. is located within the Workforce Essentials, Inc. building, adjacent to the Montgomery County American Job Center at 523 Madison Street, Suite A in the City of Clarksville, Tennessee, the Montgomery County seat. Clarksville is approximately fifty miles northwest of Nashville, Tennessee via Interstate 24.

D. ROSTER OF BOARD OF DIRECTORS AT JUNE 30, 2023

John Zobl, Chairman of the Board	Lynn Siefert, Board Member
Christopher West, Vice-Chairman of the Board	Greg Jones, Board Member
Kristi Spurgeon, Secretary of the Board	Mark Peed, Board Member
John Alexander, Board Member	Richie Brandon, Board Member
Ginger Jarrett, Board Member	Shoshana Samuels, Board Member
James Harper, Board Member	Corey Johns, Board Member
Keith Carnahan, Board Member	Dan Caldwell, Board Member
George Callis, Board Member	Arrita Summers, Board Member
Paul Webb, Board Member	David Rutledge, Board Member
Anne Fugate, Board Member	Sellittia Johnson, Board Member
Tony Adams, Board Member	Seth Thurman, Board Member
Jessica Largen, Board Member	

E. LOCAL ELECTED OFFICIALS OF LOCAL WIOA AREAS (LWIA NM) AT JUNE 30, 2023 – EX-OFFICIO MEMBERS OF NMTWB

Kerry McCarver	Cheatham County Mayor
John Cooper	Davidson County Mayor
Bob Rial*	Dickson County Mayor
Joey Brake	Houston County Mayor
Mike Pogreba	Humphreys County Executive
Wes Golden	Montgomery County Mayor
William A. Vogle	Robertson County Mayor
Joe Carr	Rutherford County Mayor
Robert Beecham	Stewart County Mayor
John Isbell	Sumner County Mayor
Jack McCall	Trousdale County Mayor
Rogers Anderson	Williamson County Mayor
Randall Hutto	Wilson County Mayor

* Chief Local Elected Official (CLEO).



THURMAN CAMPBELL GROUP, PLC
CERTIFIED PUBLIC ACCOUNTANTS

Members

American Institute of
Certified Public Accountants

Tennessee Society of
Certified Public Accountants

Kentucky Society of
Certified Public Accountants

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Northern Middle Tennessee Local Workforce Development Board, Inc.
Clarksville, TN 37040

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Northern Middle Tennessee Local Workforce Development Board, Inc. (a nonprofit organization), which comprise the statement of financial position as of June 30, 2023, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Northern Middle Tennessee Local Workforce Development Board, Inc. as of June 30, 2023, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America, the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and the requirements prescribed by the Comptroller of the Treasury, State of Tennessee, as detailed in the Audit Manual. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Northern Middle Tennessee Local Workforce Development Board, Inc. and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Northern Middle Tennessee Local Workforce Development Board, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Northern Middle Tennessee Local Workforce Development Board, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Northern Middle Tennessee Local Workforce Development Board, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal and state awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal and state awards is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Information

Management is responsible for the other information listed in the table of contents. The other information comprises the introductory section but does not include the basic financial statements and our auditor's report thereon. Our opinions on the basic financial statements do not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the basic financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the basic financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated December 20, 2023, on our consideration of Northern Middle Tennessee Local Workforce Development Board, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Northern Middle Tennessee Local Workforce Development Board, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Northern Middle Tennessee Local Workforce Development Board, Inc.'s internal control over financial reporting and compliance.

Thurman Campbell Group, PLC

Brentwood, TN
December 20, 2023

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
STATEMENT OF FINANCIAL POSITION
JUNE 30, 2023

ASSETS

Current Assets:

Cash and Cash Equivalents	\$ 1,202,962
Federal Grant Receivables	1,897,932
State Grant Receivables	136,201
Other Receivables	49,445
Prepaid Expenses	<u>18,520</u>
Total Current Assets	3,305,060

Property and Equipment, Net	<u>190,797</u>
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Total Assets	<u><u>\$ 3,495,857</u></u>
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LIABILITIES AND NET ASSETS

Current Liabilities:

Accounts Payable	\$ 3,299,742
Accrued Payroll and Related Withholdings	<u>2,971</u>
Total Current Liabilities	<u>3,302,713</u>

Net Assets:

Without Donor Restrictions	<u>193,144</u>
Total Net Assets	<u>193,144</u>

Total Liabilities and Net Assets	<u><u>\$ 3,495,857</u></u>
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SEE ACCOMPANYING NOTES AND AUDITOR'S REPORT.

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2023

	Without Donor Restrictions	With Donor Restrictions	Total
Revenues, Gains, and Other Support:			
Grant Revenues	\$ -	\$ 11,906,460	\$ 11,906,460
Infrastructure Funding Agreement - State Partners	-	276,897	276,897
Infrastructure Funding Agreement - Other Partners	-	209,140	209,140
Other Income	-	34	34
Interest Income	-	3,088	3,088
Net Assets Released From Restrictions	<u>12,395,619</u>	<u>(12,395,619)</u>	<u>-</u>
 Total Revenues, Gains and Other Support	 <u>12,395,619</u>	 <u>-</u>	 <u>12,395,619</u>
Expenses:			
Program Services	11,387,635	-	11,387,635
Management and General	<u>984,948</u>	<u>-</u>	<u>984,948</u>
 Total Expenses	 <u>12,372,583</u>	 <u>-</u>	 <u>12,372,583</u>
 Change in Net Assets	 23,036	 -	 23,036
 Net Assets-Beginning	 <u>170,108</u>	 <u>-</u>	 <u>170,108</u>
 Net Assets-Ending	 <u><u>\$ 193,144</u></u>	 <u><u>\$ -</u></u>	 <u><u>\$ 193,144</u></u>

SEE ACCOMPANYING NOTES AND AUDITOR'S REPORT.

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED JUNE 30, 2023

Cash Flows from Operating Activities:

Change in Net Assets	\$ 23,036
Adjustments to Reconcile Change in Net Assets To Net Cash Provided By (Used In) Operating Activities:	
Depreciation	39,475
(Increase) Decrease in Federal Grant Receivables	433,219
(Increase) Decrease in State Grant Receivables	225,972
(Increase) Decrease in Other Receivables	(33,502)
(Increase) Decrease in Prepaid Expenses	(4,751)
Increase (Decrease) in Accounts Payable	567,538
Increase (Decrease) in Accrued Payroll and Related Withholdings	(148)
Total Adjustments	<u>1,227,803</u>
Net Cash Provided By (Used In) Operating Activities	<u>1,250,839</u>

Cash Flows from Investing Activities:

Purchase of Property and Equipment	<u>(62,511)</u>
Net Cash Provided By (Used In) Investing Activities	<u>(62,511)</u>
Net Increase (Decrease) in Cash and Cash Equivalents	1,188,328
Cash and Cash Equivalents-Beginning	<u>14,634</u>
Cash and Cash Equivalents-Ending	<u><u>\$ 1,202,962</u></u>

SEE ACCOMPANYING NOTES AND AUDITOR'S REPORT.

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2023

	Program Services	Management & General	Total
<u>Pass-through, Contracted and Infrastructure Expenses:</u>			
One-Stop Operator, Career Service Provider & Workforce Board Services	\$ 9,309,812	\$ -	\$ 9,309,812
Business Services - Disaster Relief	264,716	-	264,716
Business Services - Incumbent Worker Training	289,191	-	289,191
Business Services - Apprenticeships	194,415	-	194,415
Infrastructure Funding Agreement - WIOA Partners	501,861	8,315	510,176
Infrastructure Funding Agreement - State Partners	268,987	7,910	276,897
Total Pass-through, Contracted and Infrastructure Expenses	<u>10,828,982</u>	<u>16,225</u>	<u>10,845,207</u>
<u>Other Infrastructure Funding Expenses:</u>			
Infrastructure Funding Agreement - Other Partners	206,245	2,895	209,140
Total Other Infrastructure Funding Expenses	<u>206,245</u>	<u>2,895</u>	<u>209,140</u>
<u>Board and Staff Expenses:</u>			
<u>Contracted Services:</u>			
Salaries and Benefits:			
Salaries	219,828	186,583	406,411
Health and Life Insurance	51,317	26,365	77,682
Payroll Taxes	15,528	13,538	29,066
Retirement	6,168	5,494	11,662
Other Fringe Benefits	11,478	904	12,382
Total Workforce Board Salaries and Benefits	304,319	232,884	537,203
Communication	844	661	1,505
Contract Services - Accounting & Audit	-	12,592	12,592
Contract Services - Fiscal Agent/Shared Staffing	750	660,231	660,981
Contract Services - Regional Sponsorship	-	7,000	7,000
Contract Services - Recruitment	-	34,687	34,687
Depreciation	39,475	-	39,475
Insurance	-	11,139	11,139
Office Expense	-	70	70
Small Equipment & Software	5,046	737	5,783
Supplies	100	1,240	1,340
Travel	1,874	4,587	6,461
Total Workforce Board Expenses	<u>352,408</u>	<u>965,828</u>	<u>1,318,236</u>
Total Expenses	<u>\$ 11,387,635</u>	<u>\$ 984,948</u>	<u>\$ 12,372,583</u>

SEE ACCOMPANYING NOTES AND AUDITOR'S REPORT.

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2023

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Northern Middle Tennessee Local Workforce Development Board, Inc. (NMTWB) is a not-for-profit organization initially established to begin services on July 1, 2000 as a policy-making board for a nine county Local Workforce Development Area 8 (LWDA 8) formerly known as the North Tennessee Workforce Area under the Workforce Investment Act of 1998.

In May 2018, the Tennessee Department of Labor and the State Workforce Board approved the realignment of Tennessee's workforce development system. The realignment reduced the number of workforce areas in the State from thirteen to nine. Specifically, LWDA 8 (9 counties to include Cheatham, Dickson, Houston, Humphreys, Montgomery, Robertson, Stewart, Sumner, and Williamson) and LWDA 9 (4 counties to include Davidson, Rutherford, Trousdale and Wilson) merged over a 90-day transition period beginning July 1, 2018 into the Northern Middle Tennessee Local Workforce Development Area. The not-for-profit corporate name, which was formerly North Tennessee Workforce Board, Inc. was changed to Northern Middle Tennessee Local Workforce Development Board, Inc. to better align with the merged area designation.

LWDA Northern Middle (NM) facilitates programs to prepare youth, and up-skill adults and dislocated workers for entry and/or re-entry into the labor force and to afford job training to those economically disadvantaged individuals and other individuals facing serious barriers to employment to increase economic self-sufficiency. It also serves to support the economic growth of the merged thirteen county service delivery area which includes Cheatham, Davidson, Dickson, Houston, Humphreys, Montgomery, Robertson, Rutherford, Stewart, Sumner, Trousdale, Williamson and Wilson counties. A Board of Directors comprised of business representatives and other labor, education, economic development and specialty populations govern the affairs of Northern Middle Tennessee Local Workforce Development Board, Inc.

Northern Middle Tennessee Local Workforce Development Board, Inc. is funded by the Tennessee Department of Labor and Workforce Development (TDLWD) under the Workforce Innovation and Opportunity Act (WIOA) using pass-through funds provided by the United States Department of Labor. WIOA was signed into law on July 22, 2014 and supersedes the Workforce Investment Act of 1998. In general, the WIOA took effect on July 1, 2015, the first full program year after enactment, unless otherwise noted. Section 107 of WIOA addresses requirements of Local Workforce Development Boards.

The thirteen county governments of LWDA NM, represented by their Local Elected Officials, are fiscally responsible for the proper use of WIOA/TDLWD funds within that area. This is outlined in an interlocal agreement. County Local Elected Officials nominate members of the Northern Middle Tennessee Local Workforce Development Board so that all counties, as well as the demographic makeup of the area served, are represented. The Local Elected Officials (LEOs) elect a Chief Local Elected Official (CLEO) who appoints the fiscal agent and approves the members of the Board of Directors. Designating an entity as a fiscal agent does not relieve the counties of their fiduciary responsibility.

Effective July 2019, Workforce Essentials, Inc. became the fiscal agent and staff to the NMTWB as approved by the Consortium of County Mayors and the Northern Middle Tennessee Local Workforce Development Board. This required Workforce Essentials to withdraw from the One-Stop Operator and Career Service Provider contract in the Northern Middle Tennessee area.

As fiscal agent through June 30, 2023, Workforce Essentials, Inc. was responsible for the following functions:

- Receipt of funds;
- Ensure sustained fiscal integrity and accountability for expenditures of funds in accordance with Office of Management and Budget circulars, WIOA, and the corresponding Federal Regulations and state policies;
- Respond to audit financial findings;
- Maintain proper accounting records and adequate documentation;
- Prepare financial reports;
- Provide technical assistance to subrecipients regarding fiscal issues, and
- Other duties as required by direction of the board.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

A One-Stop Operator and Career Service Providers were competitively procured for the 13-county region. The contract period began January 1, 2021. The following amounts were expended to contractors during the year ending June 30, 2023:

Mid Cumberland Human Resource Agency One Stop Operator July 2021 – June 2023	\$249,118
Jobs for Tennessee Graduates Career Services Provider-Youth July 1, 2022 – June 30, 2023	\$100,000
Monroe Harding Career Services Provider-Youth July 1, 2022 – June 30, 2023	\$82,296
Liberty Station Career Services Provider-Youth July 1, 2022 – June 30, 2023	\$38,605
Educational Data Systems Inc. Career Service Provider Jan. 2021 – June 2023	\$8,393,520
Metropolitan Action Commission Career Service Provider Jan. 2021 – June 2023	\$518,608

Effective July 1, 2020, NMTWB was awarded a two-year WIOA National Dislocated Worker Grant to provide programs and services for Disaster Recovery due to COVID-19 in the amount of \$983,302, with an additional \$164,964 awarded effective November 1, 2020. A second contract was awarded effective November 1, 2020 for \$1,692,956, for a total of \$2,841,222. At June 30, 2022, \$290,147 was expended on the \$2.8 million awards. A new one-year grant in the remaining amount of \$1,025,740 was issued effective July 1, 2022 and an additional \$400,000 was awarded effective 4/1/23. A total of \$1,149,166 was spent during the year ended June 30, 2023.

Effective August 21, 2021, NMTWB was awarded a two-year WIOA National Dislocated Worker grant to provide programs and services for Disaster Recovery due to the Humphreys County flood in the amount of \$550,085. A total of \$204,819 was spent during the year ended June 30, 2022 and \$293,027 was spent during the year ended June 30, 2023.

Other activity pertinent to NMTWB structure and subsequent events are described at Note 5. The accounting policies of NMTWB conform to generally accepted accounting principles as applicable to non-profit corporations. The following is a summary of the most significant policies:

A. Reporting Entity

NMTWB, for financial statement purposes, includes all of the assets and liabilities relevant to the operations of NMTWB. The financial statements presented herein do not include any other agencies or organizations which are separate and distinct units of themselves.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

B. Basis of Accounting

Basis of accounting refers to when revenues and expenses are recognized in the accounts and reported in the financial statements. NMTWB utilizes the accrual basis of accounting which recognizes revenues when earned and expenses when incurred. The Financial Accounting Standards Board (FASB) has established standards concerning contributions and financial statement disclosures applicable to non-governmental, not-for-profit organizations such as NMTWB. These standards require that unconditional promises to give (pledges) be recorded as receivables and revenues and require the organization to distinguish among contributions received for each net asset category in accordance with two classes of net assets: with and without donor restrictions.

Net assets, revenues, gains, and losses are classified based on the existence or absence of donor or grantor imposed restrictions. Net assets without donor restrictions are available for use in general operations and not subject to donor restrictions. Net assets with donor restrictions are subject to donor-imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity.

C. Support and Expenses

Contributions received and unconditional promises to give are measured at their fair values and are reported as an increase in net assets without donor restrictions. NMTWB reports gifts of cash and other assets as support and net assets with donor restrictions if they are received with donor stipulations that limit the use of the donated assets, or if they are designated as support for future periods. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions.

Donations of property and equipment are recorded as support at their estimated fair value at the date of donation. Gifts of land, buildings, equipment, other long-lived assets and gifts of cash that must be used to acquire long-lived assets are reported as support and net assets without donor restrictions unless explicit donor stipulations specify how such assets must be used, in which case the gifts are reported as support and net assets with donor restrictions. Absent explicit donor stipulations for the time long-lived assets must be held, expirations of restrictions resulting in reclassification of net assets with donor restrictions to net assets without donor restrictions are reported when the donated or acquired long-lived assets are placed in service.

For grants qualifying as exchange transactions, revenue is recognized in the period when eligible expenditures are incurred under the terms of the grant. Such grant funds received prior to expenditure are recorded initially as unearned revenue.

Revenue (other than contributions) is recognized when services are rendered and/or reimbursable charges are incurred under the terms of the agreement. Revenue received in advance of services provided and/or reimbursable charges being incurred are recorded as unearned revenue.

D. Property and Equipment

Property and equipment are valued at historical cost. Donated property and equipment are valued at their estimated fair value on the date donated. Equipment purchased with a unit cost in excess of \$5,000 and sensitive equipment with a unit cost in excess of \$100 are capitalized. Equipment purchased with grantor funds must be returned to the grantor when NMTWB ceases operations or when NMTWB disposes of the equipment. Capital assets are evaluated for impairment or abandonment when necessary.

The cost of additions, major renovations and betterments are capitalized while those for maintenance and repairs are charged to expense as incurred. Depreciation is provided in amounts sufficient to relate the cost of the depreciable assets to operations over their estimated useful lives on the straight-line basis. The estimated useful lives by type of asset are as follows:

Equipment & Furniture	3-10 years
Vehicles	3 years
Improvements	10-15 years
Building	30-40 years

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

E. Allocation of Administrative Expenses

Administrative expenses are allocated among programs on a monthly basis based on each program's non-administrative (direct) expenditures. Training expenses (indirect program costs) are allocated based on monthly clients served by each program.

F. Advertising Costs/Shipping and Handling Costs

Advertising costs and shipping and handling costs are expensed as incurred.

G. Restrictions on Revenues

Revenues are considered to be available for unrestricted use unless specifically restricted by the donor or grantor.

H. Accrued Compensated Absences

Accrued compensated absences are not recorded since unused annual leave cannot be carried over to the following fiscal year.

I. Cash and Cash Equivalents

For the purposes of the statement of cash flows, NMTWB considers bank deposits and all highly liquid instruments with a maturity of three months or less when purchased to be cash and cash equivalents.

J. Receivables

Receivables are stated at unpaid balances; all receivables are considered to be fully collectible. Bad debts are charged to expense using the direct-write-off method, which doesn't differ materially from the allowance method. The bad debt expense for the year ended June 30, 2023 was \$0. NMTWB doesn't require collateral or other security when extending credit to its customers.

K. Net Assets with Donor Restrictions

Net assets with donor restrictions represent funds received from donors/grantor agencies in excess of actual expenditures at the end of the fiscal year. These amounts, if not expended, must be returned to the donor/grantor upon completion of the grant. As of June 30, 2023, NMTWB had \$0 in net assets with donor restrictions and restricted cash.

L. Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

M. In-Kind Contributions and Contributed Services

NMTWB recognizes the fair value of contributed services received if such services (a) create or enhance long lived assets or (b) require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. Contributions of tangible assets are recognized at fair value when received. In-kind contributions are reported as unrestricted support unless explicit donor stipulations specify how donated assets must be used. NMTWB received no contributed services during the year ended June 30, 2023.

N. Other Significant Accounting Policies

Other significant accounting policies are described throughout the notes section of the financial statements or disclosed in the statement format.

O. Recent Authoritative Accounting Guidance

In February 2016, the FASB issued ASU No. 2016-02, Leases (Topic 842), to supersede nearly all lease guidance under U.S. GAAP. ASU 2016-02 requires the recognition of lease assets and lease liabilities on the balance sheet by lessees for those leases currently classified as operating leases. ASU 2016-02 also requires qualitative disclosures along with specific quantitative disclosures. FASB issued ASU 2020-05 that deferred the effective date for Organizations who have not adopted the standard until annual periods beginning after December 15, 2021. This guidance had no cumulative-effect adjustment to the beginning net assets and there is no effect of this change in the current period on change in net assets. The Organization has leases that are cancelable on notice and renew annually, otherwise. The effect of this guidance is considered immaterial to the financial statements.

2. OPERATING LEASES

Northern Middle Tennessee Local Workforce Development Board, Inc. leases various buildings from Workforce Essentials and other entities throughout the service area that are used as American Job Centers (AJC). Many of these buildings are shared with other organizations and/or programs (One-Stop Partners) that provide interrelated services within the service area as part of the one-stop initiative. NMTWB has entered into infrastructure funding agreements (IFA) with these One Stop Partners. Under these agreements, NMTWB is responsible for the provision of office space, the administration of the office space, the provision of equipment and supplies to support the operation of these facilities, and the coordination of resources to prevent duplication and ensure the effective/efficient delivery of workforce services. The costs of operating the American Job Centers include rent, supplies, utilities, phone, internet, repairs, maintenance, salaries/benefits of administrative personnel and other similar items. These costs are allocated or charged to each of the entities/programs that utilize the Centers. Under the IFAs, each entity/program must reimburse NMTWB for its portion of the aforementioned facility costs. During the 2023 fiscal year, total expenses under these agreements were \$996,212. Leases with Workforce Essentials, Inc. and other entities, and IFAs are cancelable on notice and renew annually, otherwise.

3. CONCENTRATIONS

Financial instruments that potentially subject NMTWB to concentrations of credit risk consist principally of cash, cash equivalents and accounts receivable. NMTWB maintains cash and cash equivalents with a federally insured financial institution and believes it is not exposed to any significant credit risk on its cash and cash equivalents.

Accounts receivable, which primarily consist of grant receivables from the State of Tennessee Department of Labor and Workforce Development, are considered fully collectible by NMTWB.

NMTWB receives almost all of its support and revenue from Tennessee Department of Labor and Workforce Development (TDLWD). A major reduction of funds from TDLWD would have a material effect on the operations and on the financial position of NMTWB.

4. RISK MANAGEMENT AND INSURANCE

NMTWB is exposed to various risks of loss related to torts, theft of, damage to, and destruction of assets, errors and omissions, injuries to employees, and natural disasters. NMTWB has elected to obtain various insurance policies to transfer risks to commercial insurance companies. Claims have not exceeded insurance coverage in any of the preceding three years.

5. SUBSEQUENT EVENTS

In May 2022, the Northern Middle Tennessee Workforce Board voted to extend the Career Service Provider contracts with Educational Data Systems, Inc. (EDSI) and Metropolitan Action Commission (MAC) through June 30, 2024. Each extended contract was awarded at 95% of a 12-month base contract budget.

In May 2023, the Tennessee Department of Labor and Workforce Development announced a Summer Youth Employment Program and awarded Northern Middle Tennessee Workforce Board \$480,000 of WIOA youth funding for the period May 15, 2023 to August 31, 2023. In addition, the Department awarded the Board \$1,760,000 of state funding in Phase II to serve youth, ages 14 to 24, in paid work experience opportunities for the period July 1, 2023 to August 31, 2024. Phase II of the program does not require WIOA eligibility.

In May 2023, Northern Middle Tennessee Workforce Board and Upper Cumberland Workforce Board jointly accepted bids for a Regional and Shared One-Stop Operator. A contract was awarded to Mid-Cumberland Human Resource Agency with the period of July 1, 2023 through June 30, 2024, with three one-year extensions based on performance outcomes. Northern Middle Tennessee Workforce Board's maximum liability under this contract is \$300,000 for the year ended June 30, 2024.

NMTWB has evaluated subsequent events through December 20, 2023, the date which the financial statements were available to be issued.

6. TAX-EXEMPT STATUS

NMTWB is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code; has not been classified as a private foundation; and is subject to federal income taxes only on unrelated business income in accordance with Section 511(a) of the Internal Revenue Code. NMTWB had no unrelated business income during the year. Accordingly, no provision for income tax has been made. NMTWB is no longer subject to U.S. federal income tax examination by the tax authorities for years prior to 2019.

7. CASH AND CASH EQUIVALENTS

As of June 30, 2023, the carrying amount of NMTWB's deposits was \$1,202,962 and the bank balances were \$1,204,460. NMTWB maintains cash balances at one financial institution. The balances at the financial institution are insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000. Since January 2019, NMTWB's deposits were classified as public funds and amounts in excess of FDIC limits were insured through Tennessee Bank Collateral Pool.

8. LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

NMTWB has \$3,286,540 of financial assets available within one year of the statement of financial position date to meet cash needs for general operating expenditures, consisting of cash and cash equivalents of \$1,202,962 and receivables of \$2,083,578. As part of NMTWB's liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due.

9. CHANGE IN PRESENTATION

Certain items from the prior year have been reclassified to conform to current year presentation.

10. PROPERTY AND EQUIPMENT

The following changes in property and equipment occurred during the year ended June 30, 2023:

Description	Balance Beginning	Additions	Deletions	Balance Ending
Furniture & Equipment	\$ 865,403	\$ 62,511	\$ -	\$ 927,914
Leasehold Improvements	267,602	-	-	267,602
Total Property and Equipment	1,133,005	62,511	-	1,195,516
Less: Accumulated Depreciation	(965,244)	(39,475)	-	(1,004,719)
Net Property and Equipment	<u>\$ 167,761</u>	<u>\$ 23,036</u>	<u>\$ -</u>	<u>\$ 190,797</u>

Depreciation expense for the year ending June 30, 2023 was \$39,475. Certain equipment with a carrying value of \$190,797 was acquired with grant funds and is subject to return to the grantor when NMTWB ceases operations or disposes of the equipment.

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
SCHEDULE OF EXPENDITURES OF FEDERAL AND STATE AWARDS
FOR THE YEAR ENDED JUNE 30, 2023

FEDERAL GRANT AWARDS

AL Number	Grant ID Number	Program Name	Grantor/ Pass-through Agency	Amount Expended/ (Returned to Grantor)	Passed Through To Subrecipients
17.225	LWNMF211RESEA21	RESEA	USDL/TDLWD	\$ 179,699	\$ 179,698
17.225	LWNMF202RESEA20	RESEA	USDL/TDLWD	50,701	47,758
Total 17.225				<u>230,400</u>	<u>227,456</u>
17.277	LWNMF206DRDWG20	COVID 19-Disaster Recovery WIOA National Dislocated Worker	USDL/TDLWD	1,149,166	1,149,166
17.277	LWNMF211DRDWG21	WIOA National Dislocated Worker - Waverly Flood	USDL/TDLWD	293,027	293,027
Total 17.277				<u>1,442,193</u>	<u>1,442,193</u>
WIOA Cluster					
17.258	LWNMP231ADULT24	Adult	USDL/TDLWD	9,338	9,338
17.258	LWNMP221ADULT23	Adult	USDL/TDLWD	405,419	120,684
17.258	LWNMF231ADULT23	Adult	USDL/TDLWD	1,337,951	1,287,252
17.258	LWNMP211ADULT22	Adult	USDL/TDLWD	9,176	9,176
17.258	LWNMF221ADULT22	Adult	USDL/TDLWD	785,876	763,475
17.258	LWNMP222MNSWA23	Adult	USDL/TDLWD	2,292	2,043
Total 17.258				<u>2,550,052</u>	<u>2,191,968</u>
17.259	LWNMP211YOUTH22	Youth	USDL/TDLWD	1,428,384	1,350,518
17.259	LWNMP221YOUTH23	Youth	USDL/TDLWD	2,127,939	2,068,772
17.259	LWNMP211SYSWA22	Statewide - Summer Youth Phase 1	USDL/TDLWD	90,618	90,618
Total 17.259				<u>\$ 3,646,941</u>	<u>\$ 3,509,908</u>

SEE ACCOMPANYING NOTES AND AUDITOR'S REPORT.

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
SCHEDULE OF EXPENDITURES OF FEDERAL AND STATE AWARDS (CONT'D)
FOR THE YEAR ENDED JUNE 30, 2023

AL Number	Grant ID Number	Program Name	Grantor/ Pass-through Agency	Amount Expended/ (Returned to Grantor)	Passed Through To Subrecipients
17.278	LWNMF231DSLWK23	Dislocated Worker	USDL/TDLWD	\$ 238,317	\$ 238,317
17.278	LWNMP221DSLWK23	Dislocated Worker	USDL/TDLWD	282,068	234,643
17.278	LWNMP211DSLWK22	Dislocated Worker	USDL/TDLWD	487,389	378,000
17.278	LWNMF221DSLWK22	Dislocated Worker	USDL/TDLWD	2,595,085	2,553,604
17.278	LWNMF211CBRSP21	Statewide - Consolidated Business	USDL/TDLWD	178,573	-
17.278	LWNMP221MNSWA23	Statewide - Administrative Cons. Business	USDL/TDLWD	9,800	9,800
Total 17.278				3,791,232	3,414,364
Total WIOA Cluster				9,988,225	9,116,240
Total Federal Awards				\$ 11,660,818	\$ 10,785,889
<u>STATE GRANT AWARDS</u>					
N/A	LWNMF221RYSWA22	Re-Entry	TDLWD	40,337	14,190
N/A	LWNMF231APSWA23	Apprenticeship USA	TDLWD	204,647	10,232
N/A	LWNMF231SYSWA23	Summer Youth Phase 2 Early Implementation	TDLWD	660	660
N/A	LWNMP221ESIFA23	Infrastructure Funding Agreement	TDLWD	276,897	102,917
Total State Awards				522,541	127,999
Total Federal and State Grant Awards				\$ 12,183,359	\$ 10,913,888

SEE ACCOMPANYING NOTES AND AUDITOR'S REPORT.

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
FOOTNOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AND STATE AWARDS
JUNE 30, 2023

1. Grantor Agency Abbreviations

USDL	United States Department of Labor
TDLWD	Tennessee Department of Labor and Workforce Development

2. Significant Accounting Policies used in Preparing the Schedule

- A. Basis of Accounting: NMTWB utilized the accrual basis of accounting in preparing the schedule.
- B. Property and Equipment: Expenditures for property and equipment are expensed in the schedule, where applicable.
- C. Indirect Cost Rate: NMTWB has not elected to use the 10% de minimis indirect cost rate allowed under the Uniform Guidance.
- D. Allocation of Administrative: Administrative expenses were allocated among programs, on a monthly basis, based on each program's non-administrative expenditures. Training expenses (indirect program costs) are allocated based on monthly clients served by each program.

3. Additional Information

There was no non-cash federal assistance expended during the year. There were no federal insurance or loans or loan guarantees during the audit period.

SEE AUDITOR'S REPORT.



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**INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING
AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS
PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

To the Board of Directors
Northern Middle Tennessee Local Workforce Development Board, Inc.
Clarksville, TN 37040

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Northern Middle Tennessee Local Workforce Development Board, Inc. (a nonprofit organization), which comprise the statement of financial position as of June 30, 2023, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated December 20, 2023.

Report on Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered Northern Middle Tennessee Local Workforce Development Board, Inc.'s internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Northern Middle Tennessee Local Workforce Development Board, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of Northern Middle Tennessee Local Workforce Development Board, Inc.'s internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements, on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether Northern Middle Tennessee Local Workforce Development Board, Inc.'s financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Thurman Campbell Group, PLC

Brentwood, TN
December 20, 2023



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**INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM AND ON INTERNAL
CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE**

To the Board of Directors
Northern Middle Tennessee Local Workforce Development Board, Inc.
Clarksville, TN 37040

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited Northern Middle Tennessee Local Workforce Development Board, Inc.'s compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of Northern Middle Tennessee Local Workforce Development Board, Inc.'s major federal programs for the year ended June 30, 2023. Northern Middle Tennessee Local Workforce Development Board, Inc.'s major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, Northern Middle Tennessee Local Workforce Development Board, Inc. complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2023.

Basis for Opinion on Each Major Federal Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of Northern Middle Tennessee Local Workforce Development Board, Inc. and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of Northern Middle Tennessee Local Workforce Development Board, Inc.'s compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to Northern Middle Tennessee Local Workforce Development Board, Inc.'s federal programs.

Auditor's Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on Northern Middle Tennessee Local Workforce Development Board, Inc.'s compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the

aggregate, it would influence the judgment made by a reasonable user of the report on compliance about Northern Middle Tennessee Local Workforce Development Board, Inc.'s compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding Northern Middle Tennessee Local Workforce Development Board, Inc.'s compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of Northern Middle Tennessee Local Workforce Development Board, Inc.'s internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of Northern Middle Tennessee Local Workforce Development Board, Inc.'s internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control over Compliance

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Thurman Campbell Group, PLC

Brentwood, TN
December 20, 2023

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
SCHEDULE OF PRIOR YEAR FINDINGS AND QUESTIONED COSTS
JUNE 30, 2023

A. FINDINGS – FINANCIAL STATEMENT AUDIT

There were no prior year findings reported.

B. FINDINGS AND QUESTIONED COSTS – MAJOR FEDERAL AWARD PROGRAMS AUDIT

There were no prior year findings reported.

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
JUNE 30, 2023

A. SUMMARY OF AUDITOR'S RESULTS

1. The auditor's report expresses an unmodified opinion on whether the financial statements of Northern Middle Tennessee Local Workforce Development Board, Inc. were prepared in accordance with GAAP.
2. No significant deficiencies or material weaknesses relating to the audit of the financial statements were reported in the Independent Auditor's Report On Internal Control Over Financial Reporting And On Compliance And Other Matters Based On An Audit Of Financial Statements Performed In Accordance With Government Auditing Standards.
3. No instances of noncompliance material to the financial statements of Northern Middle Tennessee Local Workforce Development Board, Inc. which would be required to be reported in accordance with Government Auditing Standards, were disclosed during the audit.
4. No significant deficiencies or material weaknesses in internal control over compliance relating to the major federal award programs were reported in the Independent Auditor's Report On Compliance For Each Major Program And On Internal Control Over Compliance Required By The Uniform Guidance.
5. The auditor's report on compliance for the major federal award programs for Northern Middle Tennessee Local Workforce Development Board, Inc. expresses an unmodified opinion on all major federal programs.
6. The audit disclosed no audit findings which are required to be reported under 2 CFR section 200.516(a).
7. The programs tested as major were United States Department of Labor/Tennessee Department of Labor and Workforce Development, Reemployment Services and Eligibility Assessment, ALN 17.225; Workforce Innovation and Opportunity Act Cluster Programs (WIOA), ALN's 17.258, 17.259 and 17.278; and WIOA National Dislocated Worker Grants, ALN 17.277.
8. The dollar threshold used for distinguishing between Type A and Type B programs was \$750,000.
9. Northern Middle Tennessee Local Workforce Development Board, Inc. qualified as a low-risk auditee.

B. FINDINGS – FINANCIAL STATEMENT AUDIT

There are no findings.

C. FINDINGS AND QUESTIONED COSTS – MAJOR FEDERAL AWARD PROGRAMS AUDIT

There are no findings.



THURMAN CAMPBELL GROUP, PLC
CERTIFIED PUBLIC ACCOUNTANTS

Members

American Institute of
Certified Public Accountants

Tennessee Society of
Certified Public Accountants

Kentucky Society of
Certified Public Accountants

To the Board of Directors
Northern Middle Tennessee Local Workforce Development Board, Inc.
Clarksville, TN 37040

We have audited the financial statements of Northern Middle Tennessee Local Workforce Development Board, Inc. for the year ended June 30, 2023, and we will issue our report thereon dated December 20, 2023. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, *Government Auditing Standards* and the Uniform Guidance, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated June 30, 2023. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Matters

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by Northern Middle Tennessee Local Workforce Development Board, Inc. are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2022-2023. We noted no transactions entered into by the Organization during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

Management's estimate of the collectability of grant receivables is based on the fact that essentially all receivables are from the Tennessee Department of Labor and Workforce Development, are considered to be 100% collectible. We evaluated the key factors and assumptions used to develop the estimate of the collectability of accounts receivable in determining that it is reasonable in relation to the financial statements taken as a whole.

Management's capitalization and depreciation of fixed assets is based on the Northern Middle Tennessee Local Workforce Development Board, Inc.'s adopted capitalization policy and historical cost of assets and their estimated useful lives, respectively. We evaluated the key factors and assumptions used to develop the depreciation expense and capitalize fixed assets in determining that it is reasonable in relation to the financial statements taken as a whole.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to the financial statements taken as a whole.

Disagreements with Management

For purposes of this letter, a disagreement with management is a disagreement on a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated December 20, 2023.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a “second opinion” on certain situations. If a consultation involves application of an accounting principle to the Organization’s financial statements or a determination of the type of auditor’s opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Organization’s auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

With respect to the supplementary information (schedule of expenditures of federal and state awards) accompanying the financial statements, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with U.S. generally accepted accounting principles, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

This information is intended solely for the use of the board of directors and the management of Northern Middle Tennessee Local Workforce Development Board, Inc. and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

Thurman Campbell Group, PLC

Brentwood, TN
December 20, 2023

Northern Middle Local Workforce Development Area

Tennessee Department of Labor and Workforce Development
Office of Program Accountability Review
Subrecipient Monitoring Report | November 2023





Department of
**Labor & Workforce
Development**

November 21, 2023

The Honorable Bob Rial
Dickson County Mayor
Northern Middle Local Workforce Development Area CLEO
4 Court Square
Charlotte, TN 37036

Marla Rye, Executive Director
Northern Middle Workforce Board, Executive Director
Workforce Essentials, Inc. President
523 Madison Street, Suite A
Clarksville, TN 37040

Dear Mayor Rial and Ms. Rye,

Program Accountability Review (PAR) has completed its monitoring of Northern Middle Local Workforce Development Area, which included activities by board staff, fiscal agent, one-stop operator, and career service provider. The Tennessee Department of Labor and Workforce Development (TDLWD) has grant agreements with Northern Middle Tennessee Local Workforce Development Board, Inc. The monitored grants are listed at the end of the monitoring report. A copy of the monitoring report is attached.

Sincerely,

Christopher Risher
Director of Internal Audit

cc: Deniece Thomas, Commissioner TDLWD
Dewayne Scott, TDLWD
Andy Summar, TDLWD
James Roberson, TDLWD
Jaylene Younge, TDLWD
Ivan Greenfield, TDLWD
Amy Mayberry, TDLWD
Justin Attkisson, TDLWD
John Alexander, TDLWD
John Zobl, LWDB Chair
Ginger Fussell, Northern Middle Workforce Board
Comptroller of the Treasury, State of Tennessee

Executive Summary

On November 17, 2023, staff from the Tennessee Department of Labor and Workforce Development (TDLWD), Office of Program Accountability Review (PAR), completed an on-site review of Northern Middle Local Workforce Development Area, which included activities by board staff, fiscal agent, one-stop operator, and career service provider. The Tennessee Department of Labor and Workforce Development (TDLWD) has grant agreements with Northern Middle Tennessee Local Workforce Development Board, Inc. Refer to the end of the report for a listing of the monitored grants.

Disclaimer

This report does not contain the results of participant program monitoring, including reviewing participant files for eligibility documentation and case management. These files were reviewed by staff in the Workforce Services Division and they will separately report their results. PAR did not review the participant files and, accordingly, does not express an opinion or any assurance regarding the participant eligibility documentation or case management.

Key Findings

- No findings were noted.

Northern Middle Local Workforce Development Area Local Workforce Development Area

Introduction

On November 17, 2023, staff from PAR completed an on-site monitoring visit of Northern Middle Local Workforce Development Area, which included activities by board staff, fiscal agent, one-stop operator, and career service provider. The Tennessee Department of Labor and Workforce Development (TDLWD) has grant agreements with Northern Middle Tennessee Local Workforce Development Board, Inc. Monitoring included a review of the grants with TDLWD. Refer to the end of the report for a listing of the monitored grants.

PAR conducted the monitoring review in accordance with the Department of General Services, Central Procurement Office, *Policy 2013-007, Grant Management and Subrecipient Monitoring Policy and Procedures*, Amended February 15, 2018.

Monitoring objectives were to:

- assess the reliability of internal controls,
- verify that program objectives are being met,
- verify that civil rights requirements are being met,
- test the reliability of the financial and programmatic reporting,
- test if costs and services are allowable and eligible, and
- verify grant compliance.

A monitoring review is substantially less in scope than an audit. PAR did not audit the financial statements and, accordingly, does not express an opinion or any assurance regarding the financial statements of Northern Middle Tennessee Local Workforce Development Board, Inc. Also, this report does not contain the results of participant program monitoring, including reviewing participant files for eligibility documentation and case management. These files were reviewed by staff in the Workforce Services Division and they will separately report their results. PAR did not review the participant files and, accordingly, does not express an opinion or any assurance regarding the participant eligibility documentation or case management.

Were there any issues noted during the on-site review?

No findings were noted.

Were there any observations or concerns from Workforce Services Division's staff?

1. Signage needs improvement to be more visible to American Job Center (AJC) customers. This includes Equal Employment Opportunity (EEO) posters, Avaza Language Line, and Universal Sign for Disabilities.
2. Trade Adjustment Assistance (TAA) has been removed from the Directory of Services, but needs to be added back to the Directory of Services for all AJCs.
3. Accessibility for customers to include TTY or TRS phone line, door buzzers / openers, and appropriately heightened welcome desks were not located at multiple locations.

Which grants were monitored?

Service Provided	Grant Number	Grant Period	Contract Max. Liability
Adult	*LWNMP201ADULT21	07/01/20 – 06/30/22	\$328,113.38
Adult	*LWNMF211ADULT21	10/01/20 – 06/30/22	\$1,637,300.03
Adult	LWNMP211ADULT22	07/01/21 – 06/30/23	\$490,252.09
Adult	LWNMF221ADULT22	10/01/21 – 06/30/23	\$2,310,613.86
Adult	LWNMP221ADULT23	07/01/22 – 06/30/24	\$536,868.00
Adult	LWNMF231ADULT23	10/01/22 – 06/30/24	\$2,399,174.00
Dislocated Worker	*LWNMP201DSLWK21	07/01/20 – 06/30/22	\$591,508.13
Dislocated Worker	*LWNMF211DSLWK21	10/01/20 – 06/30/22	\$2,665,567.48
Dislocated Worker	LWNMP211DSLWK22	07/01/21 – 06/30/23	\$683,151.55
Dislocated Worker	LWNMF221DSLWK22	10/01/21 – 06/30/23	\$2,906,835.00
Dislocated Worker	LWNMP221DSLWK23	07/01/22 – 06/30/24	\$687,136.00
Dislocated Worker	**LWNMF231DSLWK23	10/01/22 – 06/30/24	\$2,729,847.00
Youth	*LWNMP201YOUTH21	04/01/20 – 06/30/22	\$2,070,051.09
Youth	LWNMP211YOUTH22	04/01/21 – 06/30/23	\$2,935,628.33

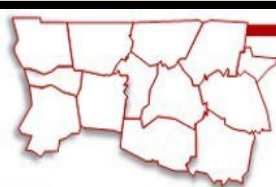
Service Provided	Grant Number	Grant Period	Contract Max. Liability
Youth	LWNMP221YOUTH23	04/01/22 – 06/30/24	\$3,054,142.00
Statewide Activities – Summer Youth	**LWNMP211SYSWA22	05/15/23 – 08/31/23	\$480,000.00
Statewide Activities	*LWNMP191CESWA20	05/02/22 – 06/30/22	\$46,000.00
Statewide Activities	*LWNMF221RYSWA22	02/01/22 – 06/30/22	\$35,641.00
Statewide Activities	LWNMF231RYSWA23	10/01/22 – 06/30/23	\$80,000.00
Statewide Activities	LWNMP221MNSWA23	02/15/23 – 06/30/23	\$10,000.00
Statewide Activities	**LWNMP222MNSWA23	05/15/23 – 08/31/23	\$48,000.00
Statewide Activities	*LWNMP193MNSWA20	01/01/22 – 06/30/22	\$2,872.75
Statewide Activities	*LWNMP194MNSWA20	05/02/22 – 06/30/22	\$4,000.00
Statewide Activities	*LWNMF221APSWA22	10/01/21 – 06/30/22	\$229,000.00
Statewide Activities	LWNMF231APSWA23	07/01/22 – 06/30/23	\$204,647.00
National Dislocated Worker Grant	*LWNMF201DRDWG20	07/01/20 – 06/30/22	\$1,148,265.93
National Dislocated Worker Grant	*LWNMF205DRDWG20	11/01/20 – 06/30/22	\$1,692,956.36
National Dislocated Worker Grant	LWNMF206DRDWG20	07/01/22 – 06/30/23	\$1,425,739.69
National Dislocated Worker Grant	LWNMF211DRDWG21	08/21/21 – 08/20/23	\$550,085.00
Rapid Response	LWNMF211CBRSP21	02/15/23 – 06/30/23	\$190,000.00
Rapid Response	*LWNMF221LARSP22	01/01/22 – 06/30/22	\$57,455.00
Re-employment Services & Eligibility Assessment	*LWNMF201RESEA20	07/01/21 – 06/30/22	\$308,880.00

Service Provided	Grant Number	Grant Period	Contract Max. Liability
Re-employment Services & Eligibility Assessment	*LWNMF202RESEA20	01/01/22 – 09/30/22	\$199,999.00
Re-employment Services & Eligibility Assessment	LWNMF211RESEA21	10/01/22 – 09/30/23	\$263,934.00
Infrastructure Funding Agreement	LWNMP221ESIFA23	07/01/22 – 06/30/23	\$592,563.88

Figure 1. Listing of monitored grants.

*Grant was closed as of the monitoring date.

**No expenditures charged to the grant as of the monitoring date.



**Northern Middle Tennessee Local
Workforce Development Board**

One-Stop Operator

Northern Middle Tennessee Workforce Development Board AJC Report

For October 1 to December 31 2023

Report Date: February 14, 2024

Local Area Updates

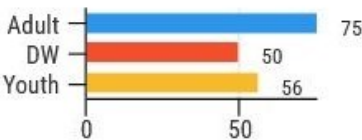
The second quarter of the Program Year was not a positive one in terms of Title I enrollments and training. The training budget was overspent in the first quarter, therefore very few Title I participants were sent to training in the second quarter. Consequently, enrollments dropped by about two-thirds – from 469 in the first quarter, to only 181 in the second quarter.

Due to a very strong first quarter performance, we are still on track to meet our targets, but there will have to be a strong bounce-back in the third quarter, if Northern Middle is to meet our goals for the Program Year ending in June.



Partner Program Updates

Title I Total Enrollments



Adult Education

For the quarter ending September 30;
3,278 received student services.
243 students received their HiSETs
174 students received a level gain

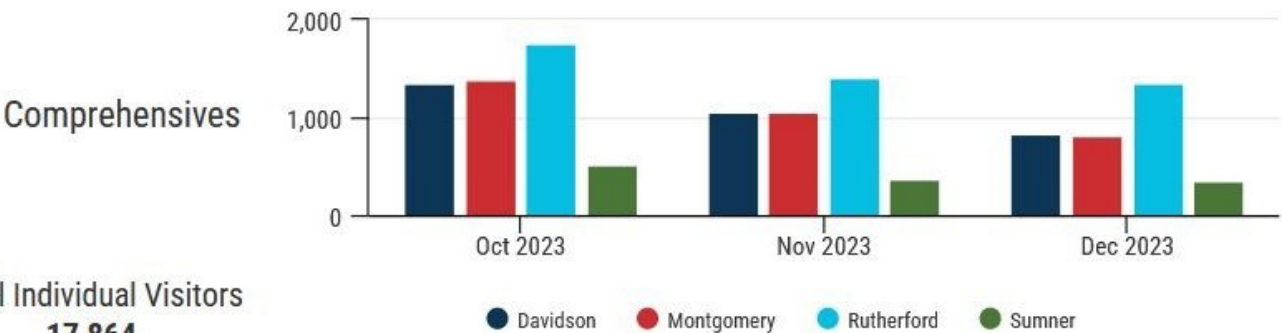
Wagner Peyser

4,194 (-15.6%)	New employers registered
14,878 (-13.1%)	New Job Orders in Jobs4TN
2,212 (+13.78%)	Wagner Peyser Participants

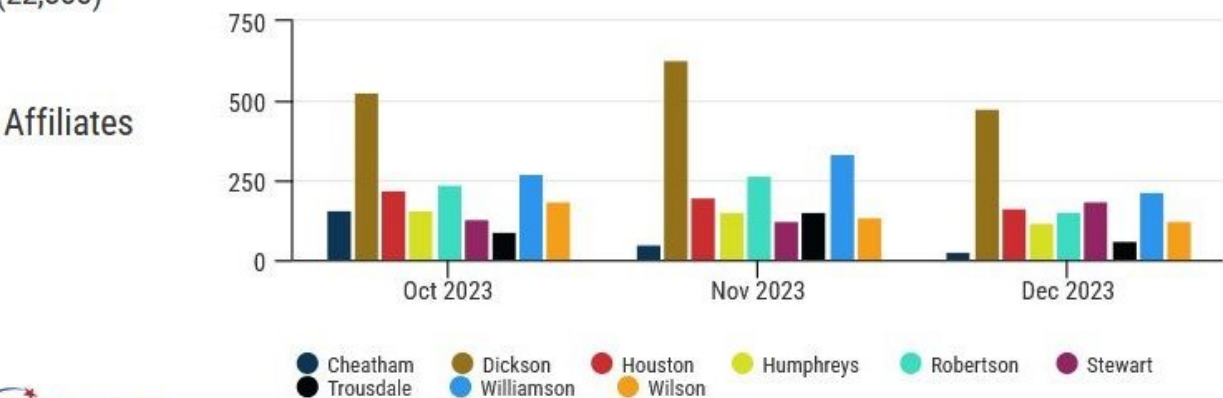
Vocational Rehabilitation

2,113	Active Cases
267	Applications
61	Currently Working
60	Successful Closures

AJC Total Traffic Counts



Total Individual Visitors
17,864
(22,383)



Northern Middle AJC Report
December 31, 2023

By County as of Dec 31, 2023; NM = 2.5% TN = 3.5%

Challenges Going Forward

County	Unemployment Rate (Dec 31)	Unemployment Rate (Sep 30)	Quarterly Change
Cheatham	2.5%	2.7%	-0.2
Davidson	2.5%	2.8%	-0.3
Dickson	2.5%	2.9%	-0.4
Houston	4.2%	4.5%	-0.3
Humphreys	3.1%	3.5%	-0.4
Montgomery	3.5%	4.0%	-0.5
Robertson	2.5%	2.9%	-0.4
Rutherford	2.4%	2.8%	-0.4
Stewart	3.2%	3.8%	-0.6
Sumner	2.4%	2.8%	-0.4
Trousdale	3.0%	3.3%	-0.3
Williamson	2.3%	2.7%	-0.4
Wilson	2.5%	2.9%	-0.4

As has been the case for the past several quarters, staff turnover remains a problem. This goes across most of our American Job Center (AJC) programs in Northern Middle. MAC is fully staffed, but our other Title I provider (EDSI) is currently not re-filling positions when positions are vacated.

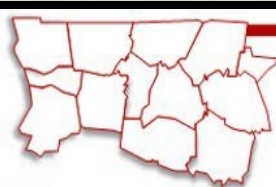
There is also a void in management in our Sumner County AJC, as the Team Lead for TDOL has been promoted to the state’s central office. The vacant position just recently posted with the state to be re-filled. It will take a while for the position to be filled, and even more time to get the new manager up to speed.

KPIs

Enrollments	October	November	December	Q2	Target
Title I - Adult & DW	71	32	22	125	250
Title I - Youth	32	10	14	56	115
In-School Youth	5	4	4	13	35
Jobs for veterans	6	12	12	30	37
Justice Involved	69	65	45	179	257
RESEA Co-Enrollments	7	1	3	11	12
SNAP E&T	67	85	65	217	294
TAA Co-Enrollment	0	0	0	100%	100%
Wagner-Peyser	723	643	594	1,960	1,425

The Northern Middle KPIs took a tumble in the second quarter of the Program Year. With the “pause” in Title I funding, several programs were affected – either directly or indirectly. As a result of the funding pause, Title I enrollments have decreased sharply; there is less traffic in our Northern Middle AJCs, fewer referrals and fewer co-enrollments.

The quarterly figure surrounded in green shows that we have met or exceeded our target, figures surrounded in yellow shows we are close, while figures surrounded in red means that we need to improve. Many KPIs that were in good shape relative to our targets after the first quarter, are now lagging behind our targets – putting our yearly performance goals in jeopardy.



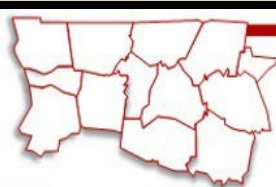
**Northern Middle Tennessee Local
Workforce Development Board**

CSP

Performance

EDSI 23-24 Incentive Quarterly Benchmarks										
Matrix:		2023						2024		
		Sep 30 (QTR 1)			Dec. 30 (QTR 2)			Cumulative June 30		
		Goal	Actual	%	Goal	Actual	%	Goal	Actual	%
Enrollments	A/DW	210	301	143.33%	250	125	50.00%	1000	426	42.6%
	Total Youth	69	114	165.22%	80	23	28.75%	322	141	43.8%
	In-School	14	7	50.00%	21	4	19.05%	76	11	14.4%
Exits (80% of enrollments)	A/DW	168	75	44.64%	200	197	98.50%	800	361	45.1%
	Youth	55	55	99.64%	64	59	92.19%	258	143	55.5%
Positive Exits # (85% of Exits)		Goal	Actual	Percent	Goal	Actual	Percent	Goal	Actual	Percent
	A/DW	143	67	46.92%	170	184	108.2%	680	327	48.1%
	Youth	47	54	115.09%	54	58	106.6%	219	140	63.9%
		Exits	Positive	Percent	Exits	Positive	Percent	Exits	Positive	Percent
*Actual Positive Exit Rate	A/DW	75	67	89.33%	197	184	93.4%	361	327	90.6%
	Youth	55	54	98.18%	59	58	98.3%	143	140	97.9%
Placement Wage		Goal	Actual	Percent	Goal	Actual	Percent	Goal	Actual	Percent
	A/DW	\$ 16.50	\$ 21.75	131.82%	\$ 16.50	\$ 22.36	135.5%	\$ 16.50	\$ 22.20	134.5%
	Youth	\$ 13.00	\$ 17.20	132.31%	\$ 13.00	\$ 16.01	123.2%	\$ 13.00	\$ 16.46	126.6%

MAC Goals 2023-2024										
Matrix:		2023						2024		
		Sep 30 (QTR 1)			Dec. 30 (QTR 2)			Cumulative June 30		
		Goal	Actual	%	Goal	Actual	%	Goal	Actual	%
Enrollments	ISY	20	32	160%	14	9	64.29%	62	41	66.1%
	OSY	15	28	187%	21	21	100.00%	77	49	63.6%
	Total	35	60	171%	35	30	85.71%	139	90	64.7%
Exits (80% of enrollments)										
	Youth	28	49	175%	28	49	175.00%	111	103	92.6%
Positive Exits		Goal	Actual	Percent	Goal	Actual	Percent	Goal	Actual	Percent
	Youth	24	27	88.1%	24	44	184.9%	95	77	81.5%
*Actual Positive Exit Rate										
		Exits	Positive	Percent	Exits	Positive	Percent	Exits	Positive	Percent
	Youth	49	27	55.1%	49	44	89.8%	103	77	74.8%
Placement Wage										
	Youth	\$ 13.00	\$ 16.80	129.2%	\$13.00	\$17.53	134.8%	\$13.00	\$ 17.25	132.7%



**Northern Middle Tennessee Local
Workforce Development Board**

Employer and Training Report

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	
AUSTIN PEAY STATE UNIVERSITY	601 College Street Clarksville, TN 37044	1011158	Cybersecurity Bootcamp	430404	\$11,995.00	Bright Outlook Locally & Nationally	CertNet First Responder or CompTIA	6 months	Information Technology	
REMINGTON COLLEGE NASHVILLE CAMPUS	441 Donelson Pike Suite 150 Nashville, TN 37214	1011259	Phlebotomy Certification Prep	511009	\$1,160.00	Bright Outlook Locally & Nationally	Certified Phlebotomy Technician	6 weeks	Healthcare	
REMINGTON COLLEGE NASHVILLE CAMPUS	441 Donelson Pike Suite 150 Nashville, TN 37214	1011256	Medical Office Administration	510711	\$16,685.00	Bright Outlook Locally & Nationally	Diploma	8 months	Healthcare	
REMINGTON COLLEGE NASHVILLE CAMPUS	441 Donelson Pike Suite 150 Nashville, TN 37214	1011257	Patient Care Technician	513902	\$7,395.00	Bright Outlook Locally & Nationally	Diploma	8 months	Healthcare	
REMINGTON COLLEGE NASHVILLE CAMPUS	441 Donelson Pike Suite 150 Nashville, TN 37214	1011254	Heating, Ventilation And Air Conditioning	470201	\$16,565.00	Bright Outlook Locally	Diploma	12 months	Construction	
REMINGTON COLLEGE NASHVILLE CAMPUS	441 Donelson Pike Suite 150 Nashville, TN 37214	1011258	EKG Certification Prep	510902	\$1,100.00	Bright Outlook Locally & Nationally	Certified EKG Technician	4 Weeks	Healthcare	
REMINGTON COLLEGE NASHVILLE CAMPUS	441 Donelson Pike Suite 150 Nashville, TN 37214	1011253	Construction and Building Maintenance	460401	\$14,565.00	Bright Outlook Locally & Nationally	Diploma	9 months	Construction	
REMINGTON COLLEGE NASHVILLE CAMPUS	441 Donelson Pike Suite 150 Nashville, TN 37214	1011251	Beat Production and Recording Arts Technology	100203	\$12,565.00	Bright Outlook Locally & Nationally	Diploma	8 months	Music/Arts	
Former Programs Requiring Board Approval for ETPL Addition										
Provider Name	Provider Main Address	Program ID	Program Name	CIP Code	Total Cost	Job Outlook	Credential Earned	Program Length	Sector Strategy	Notes
TCAT HARTSVILLE	716 McMurry Blvd Hartsville, TN 37074	101190	Patient Care Technician/Medical Assistant	510801	\$5,819.00	Bright Outlook Locally & Nationally	Diploma	12 months	Healthcare	Missed subsequent review; hasn't been active for greater than 1 year

TCAT HARTSVILLE	716 McMurry Blvd Hartsville, TN 37074	98283	Automotive Technology	470604	\$6,990.00	Bright Outlook Locally	Diploma	20 months	Transportation & Logistics	Missed subsequent review; hasn't been active for greater than 1 year
REMINGTON COLLEGE NASHVILLE CAMPUS	441 Donelson Pike Suite 150 Nashville, TN 37214	1011255	Medical Assisting	510801	\$16,685.00	Bright Outlook Locally & Nationally	Diploma	9 months	Healthcare	Missed subsequent review; hasn't been active for greater than 1 year
TENNESSEE STATE UNIVERSITY	3500 John A Merritt	1006098	Paralegal (Voucher Included)	220302	\$2,495.00	Bright Outlook Locally & Nationally	Paralegal Certificate	12 months	Legal	Missed subsequent review; hasn't been active for greater than 1 year
Pending Programs Requiring Board Approval for ETPL Addition										
Provider Name	Provider Main Address	Program ID	Program Name	CIP Code	Total Cost	Job Outlook	Credential Earned	Program Length	Sector Strategy	Notes
Target on Demand, Inc. (Skilled Workforce)	Nashville, TN		TC2 Curriculum			Bright Outlook Locally	NCCER Core & OSHA 10	85 hours	Construction	Pending THEC Approval

Northern Middle Program Year July 1, 2023 to June 30, 2024

Incumbent Worker Training (IWT) Grants

	County Location	Employer	Employees Trained	Contract Start Date	Contract End Date	Contract Amount	Amount Expended
1	Montgomery	Automotive Tech Development Training (ATDT	8	9/1/2023	5/31/2024	\$45,066.88	\$45,066.88
2	Rutherford	Jaymes Academy	25	10/1/2023	5/31/2024	\$21,250.00	
3	Rutherford	Wallenius Wilhelmsen Solutions	10	7/1/2023	5/31/2024	\$25,000.00	
4	Montgomery	Mane Control Hair Care, LLC	1	11/21/2023	5/31/2024	\$2,430.00	
5							
6							
7							
8							
9							
10							
			44			\$93,746.88	\$ 45,066.88

Board designated funds available: \$300,000.00

Apprenticeship Training Grants

	County Location	Employer	Employees Trained	Contract Start Date	Contract End Date	Contract Amount	Amount Expended
1	Davidson	Dixon Management	10	7/1/2023	5/31/2024	\$25,000.00	
2	Dickson	NHC	25	7/1/2023	5/31/2024	\$50,000.00	\$50,000.00
3	Robertson	Robertson Co BOE	18	7/1/2023	5/31/2024	\$45,000.00	\$19,970.54
4	Rutherford	Cultivation Network, Inc.	2	11/1/2023	5/31/2024	\$5,000.00	
5	Rutherford	Rutherford Co. Board of Education	10	8/14/2023	5/31/2024	\$23,216.00	
6							
7							
8							
9							
10							
						\$148,216.00	\$ 69,970.54

State Apprenticeship Grant Amount Available: \$148,216.00

Northern Middle Special Grants

Consolidated Business Grant (10.15.23 -6.30.24)

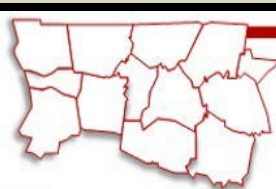
	County Location	Employer	Employees Trained	Employment Sector	Contract Start Date	Contract End Date	Contract Amount	Amount Expended
1	Montgomery	Hankook Tire	10	Manufacturing	10/15/2023	5/31/2024	\$25,000.00	
2	Rutherford	Roscoe Brown, Inc.	10	Construction	10/16/2023	5/31/2024	\$25,000.00	
3	Montgomery	Travis Electric	10	Construction	10/16/2023	5/31/2024	\$25,000.00	
4	Robertson	M&M Electrical Contractor	8	Construction	1/1/2024	5/31/2024	\$20,000.00	
5	Davidson	Gardens of Babylon, LLC	21	Professional	1/1/2024	5/31/2024	\$15,799.00	
6	Summner	Industrial Maintenance Company	17	Manufacturing	2/1/204	5/31/2024	\$25,000.00	
7								
8								
9								
10								
			76				\$135,799.00	\$ -

CBG Program Funds Available: \$252,287.00

State Apprenticeship Expansion Formula Grant (11.1.23-6.30.24)

	County Location	Employer	Employees Trained	Employment Sector	Contract Start Date	Contract End Date	Contract Amount	Expended through
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
							\$0.00	

SAEF Program Funds Available: \$28,500.00



**Northern Middle Tennessee Local
Workforce Development Board**

WIOA Performance Update

WIOA Federal Reporting Score Card NORTHERN MIDDLE WORKFORCE BOARD					
PY23 WIOA Core Performance Measures	Targets 100%	Targets 90%			
			Q1 PY 23	Q2 PY 23	Q3 PY 23
Adult Measures			PASS	EST	EST
Exiters			514		
Participants Served			1857		
Employment Rate 2nd Quarter after exit	81.5%	73.35%	85.2%	82.2%	78.0%
Employment Rate 4th Quarter after exit	81.0%	72.90%	86.1%	81.0%	74.3%
Median Earnings 2 nd Quarter after exit	7,025	\$ 6,323	\$ 8,678	\$ 8,678	\$ 8,678
Credential Attainment w/in 4 Quarters after exit	69.5%	62.55%	72.2%	73.8%	76.3%
Measurable Skills Gains	63.5%	57.15%	64.7%	69.1%	67.3%
Dislocated Worker					
Exiters			169		
Participants Served			627		
Employment Rate 2nd Quarter after exit	83.5%	75.15%	87.9%	84.3%	81.4%
Employment Rate 4th Quarter after exit	81.0%	72.90%	86.2%	85.1%	76.3%
Median Earnings 2 nd Quarter after exit	7,944	\$ 7,150	\$ 10,753	\$ 10,304	\$ 10,222
Credential Attainment w/in 4 Quarters after exit	65.5%	58.95%	68.5%	68.5%	67.5%
Measurable Skills Gains	61.2%	55.08%	70.0%	75.6%	69.5%
Youth					
Exiters			420		
Participants Served			1203		
Employment Rate 2nd Quarter after exit	78.0%	70.20%	89.5%	86.7%	81.4%
Employment Rate 4th Quarter after exit	77.0%	69.30%	87.50%	84.9%	76.7%
Median Earnings 2 nd Quarter after exit	3,800	\$ 3,420	\$ 5,874	\$ 6,171	\$ 6,030
Credential Attainment w/in 4 Quarters after exit	65.5%	58.95%	75.1%	74.0%	78.1%
Measurable Skills Gains	55.0%	49.50%	56.6%	59.7%	57.6%
GREEN-Passing at 100% of Goal					
YELLOW-Passing at 90% of goal					
Red-Failing at less than 90% of goal					



CSP

Procurement

Project Timeline

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

Proposal for

Career Service Provider Procurement

January 9, 2024

Submitted to

**Northern Middle Tennessee Local
Workforce Development Board**

Marla Rye, Executive Director



Submitted by



Kristopher Subler
Business Development Manager
ksubler@tpma-inc.com
937-564-1098

Introduction

TPMA is pleased to present this proposal to the Northern Middle Tennessee Local Workforce Development Board for procurement assistance of its Career Service Provider (CSP). TPMA's extensive experience facilitating procurements has sharpened our ability to develop Request for Proposals (RFPs) that capture the needs of a local workforce development system, generating interest from bidders best suited to provide those services. Our procurement team includes practitioners who understand the rules set forth in the Workforce Innovation and Opportunity Act (WIOA) and in state guidance.

Our team possesses the knowledge and skills required to ensure a compliant and thorough procurement process. We believe that, as a third-party procurement agent, it is crucial to find service providers that not only perform the roles and responsibilities outlined in the scope of work, but also carry out the ideals and vision of the local workforce development board.

About TPMA

TPMA is a consulting and management firm based in Indianapolis, IN that offers extensive experience in projects for workforce development, economic development, and education clients. From its founding in 1989, TPMA believes in a world that thinks strategically, works collaboratively, and acts sustainably. In keeping with that vision, TPMA empowers organizations and communities through strategic partnerships and informed solutions that create positive, sustainable change.

TPMA experts are leading the way nationally by developing solutions that are actionable, long term, yet adaptable. Every day, we are helping states and regions develop a richer understanding of talent constraints, emerging markets, housing, the impact of the digital revolution, and projected employment needs across occupations that drive our economy. TPMA has developed research, planning, and implementation projects in 46 states across the country with state level governments, metropolitan areas, and suburban communities to revitalize and strengthen their economies.

Project Experience

TPMA's expertise in managing third-party procurements stems from our extensive experience. Our team has overseen the procurements of CSPs and One-Stop Operators for local workforce development systems across the country, including the following:

Northwest Tennessee Workforce Development Board: One-Stop Operator and Title I Service Provider Procurement, Tennessee, 2018 & 2023: TPMA worked with the board to establish the ideal roles and responsibilities of the

One-Stop Operator and Service Provider and developed one comprehensive RFP for both contracts. The RFP was reviewed and approved by the board's executive director and was disseminated to interested parties through contact lists and local news publications. TPMA evaluated each submission, conducted reference interviews, and prepared a final recommendation to the board. The final recommendation report detailed the procurement process and showed a side-by-side comparison of personnel and costs. TPMA was recently selected by the board to manage the procurement of a one-stop operator for the rural nine-county Northwest Tennessee Local Workforce Development Area and the eight-county Southwest Tennessee Local Workforce Development Area.

WorkSource Montgomery: IT Service Provider Procurement, Maryland, 2022:

TPMA was contracted by WorkSource Montgomery, the local workforce development board in Montgomery County, Maryland, to lead the procurement process for an IT Service Provider for the board. Our team developed a customized RFP based on the IT needs of the board and cross-referenced it with research of similar procurements from across the country to ensure an equitable and inclusive scope of work. The RFP was advertised, and bids were collected by TPMA. All proposals were scored using a tailored scoresheet and a recommendation was made to the board for consideration. All materials related to procurement were then shared with WorkSource Montgomery for review and recordkeeping.

Region VII Workforce Development Board: One-Stop Operator Procurement, West Virginia, 2021 & 2018:

TPMA managed the procurement process for the Region VII WDB in West Virginia for their One-Stop Operator. In accordance with WorkForce West Virginia's procurement policy, the team drafted an RFP and solicited responses from interested bidders. Following the deadline for submission, the procurement team evaluated all proposals and presented a final recommendation to the Board. Additionally, TPMA performed a cost-benefit analysis, comparing the selected proposal with other scopes of work and budgets laid out by other workforce boards to justify the cost and services of the recommended proposal. In 2021, TPMA managed the procurement of One-Stop Operator, Youth Service Provider, and Fiscal Administrator.

Northern Panhandle Workforce Development Board, Inc.: One-Stop Operator Procurement, West Virginia, 2017 & 2021:

TPMA acted as the third-party procurement entity for the NPWDB, Inc. for their One-Stop Operations. The team drafted and solicited the RFP through various resources including WorkForce West Virginia website, local newspapers, and the NPWDB, Inc. website. In addition, the team created a scoring rubric, which the evaluation team used to evaluate proposal submissions. These findings led the team to make a final recommendation to the Board along with a package of

procurement-related materials. TPMA was subsequently contracted in 2021 to manage the procurement following the contract expiration of the incumbent provider.

Southwest Tennessee Local Workforce Development Board: Procurement of One-Stop Operator, Title I Adult & Dislocated Worker Service Provider, & Title I Youth Service Provider(s), TN, 2021: TPMA managed the procurement of three contracts on behalf of the Southwest Tennessee Local Workforce Development Board (SWLWDB). The state released new guidelines tied to the procurement of service providers and TPMA reviewed these guidelines and incorporated them in the RFP development process. TPMA drafted three (3) RFPs. We advertised the procurement in local news publications, national workforce development organizations, and TPMA's social media. TPMA solicited proposals from interested bidders, evaluated bids, facilitated interviews, and provided the SWLWDB with recommendations for contracting.

Land of Lincoln Workforce Alliance: One-Stop Operator Procurement, Illinois, 2020 & 2017: TPMA assisted the Land of Lincoln Workforce Alliance with their One-Stop Operator Procurement. The process included identifying the roles and responsibilities of the ideal One-Stop Operator and translating those into a tailored RFP. The RFP was distributed to local contacts, news publications, and regional and national workforce organizations. The procurement team evaluated each submission, using a personalized scoring rubric, based upon the scope of work listed in the RFP. The team presented its final recommendation to the Board and was on-hand to assist in the negotiations and contracting elements, following the Board's approval of selection. In response to the Illinois Department of Commerce and Economic Opportunity (DCEO), TPMA provided a detailed report identifying the steps that were taken to ensure a competitive procurement process. An approval was made by the DCEO, preventing a re-procurement from occurring.

Cumberlands Workforce Development Board: One-Stop Operator and Direct Services Provider Procurement, Kentucky, 2017: TPMA conducted two consecutive procurements for the Cumberlands Workforce Development Board. The first procurement, for a One-Stop Operator, was developed using the Commonwealth's template and tailored to fit the needs of the local workforce development area. TPMA solicited interested bidders through contacts of the Board and news publications. The procurement team then evaluated the submissions and made a final recommendation to the Board, which was approved. The second procurement was focused on identifying a Direct Services Provider for the region. TPMA developed an RFP and solicited interested bidders. The procurement team made a final recommendation to the Board for a One-Stop Operator and Direct Service Provider based upon the evaluation process.

Work Plan

Upon selection to procure the Board's CSP, TPMA will facilitate a project launch call with the executive leadership team to make initial introductions and discuss the preferred scope of work for the CSP (Adult, Dislocated Worker, and Youth services), including ideal roles and responsibilities of the provider(s). By engaging with partners early in the RFP development process, we can aim to create an RFP that is reflective of the local workforce development area's needs.

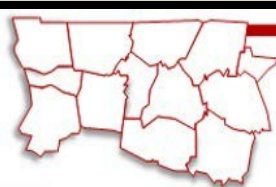
TPMA will develop a single RFP for CSP, compliant with the State of Tennessee Workforce Development Board's Workforce Service Policy. Additionally, our team will ensure that the RFP is compliant with policies of the local board and U.S. Department of Labor.

At the Board's discretion, TPMA may act as the single point of contact for contracting purposes and fulfill all obligations to complete the competitive procurement process upon the Board's request. With the RFP finalized, the project team will administer a public notice and disseminate the single RFP through several sources, including local news publications, National Association of Workforce Boards (NAWB) (if a member), National Association of Workforce Development Professionals (NAWDP), Northern Middle Tennessee Local Workforce Development Board's website and social media pages, TPMA's social media pages, and other sources deemed applicable by the Board. If available, TPMA will use the Board's bidder distribution list to solicit bids from interested bidders.

TPMA will serve as the primary point of contact for the entire selection process, including any questions pertaining to the content of the RFP, and will be responsible for receiving all proposals, documenting the date(s) and time(s) of receipt. We will develop a customizable online portal for the procurement process. Through this portal, interested parties will be able to locate responses to questions, the RFP, primary point of contact from TPMA, timeline, and any amendments updated to the RFP, if applicable.

Following the public notice period, which will be at least 30 days, the team will evaluate and score each proposal independently and collectively using a tailor-made scoring matrix. We will provide the Board with an analysis of the top three bidders and will conduct finalist interviews for the top scoring proposals, if necessary. A final recommendation report will then be drafted and provided to the Board following TPMA's evaluation of bids.

TPMA will provide the Board with a digital copy of all materials collected throughout the procurement process including our recommendation report, RFP, scoresheets, bids, Q&As, and any other relevant information.



**Northern Middle Tennessee Local
Workforce Development Board**

WIOA Regional & Local Plan



STATE OF TENNESSEE
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT
DIVISION OF WORKFORCE SERVICES
220 French Landing Drive
Nashville, TN 37243-1002
(615) 741-1031

Workforce Services Policy: Regional and Local Plans

Effective: April 3, 2020*

Duration: Automatic Annual Renewal

Purpose:

To provide guidance and establish procedures regarding the preparation of both Regional and Local Plans required by the Workforce Innovation and Opportunity Act (WIOA).

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)

I. State of Tennessee Workforce Vision:

To increase the competitive position of Tennessee business through the development of a high skilled workforce.

A. Strategic Goals:

- Clear Connection to Current Industry/Employers
- Clear Pipeline Development Infrastructure
- Clear Integration with Economic Development
- Outcome Visibility- Clear Data/Reporting and Predictive Analysis

*This policy was updated by resolution of the SWDB on 8/25/23 to remove reference to prior years in the policy title and Attachment A in this auto-renewable policy.

B. Key Objectives

- In order to achieve the State's vision, the following five (5) key objectives have been developed by the State Workforce Development Board:
 - Create an Integrated Intake System to Efficiently Deliver Services
 - Create a Shared Vision for Supporting Tennesseans with the Greatest Number of Barriers to Enter the Workforce
 - Create a Trained Workforce to Meet Current Industry Needs
 - Create New Dashboards to Measure the Effectiveness of the Integrated Workforce Strategy
 - Create a Simple and Effective Engagement Experience for All Candidates

C. Regional Planning Council:

The Regional Planning Council (RPC) is comprised of its core WIOA partners:

- Title I- Workforce Development Activities
- Title II- Adult Education and Literacy
- Title III- Amendments to the Wagner-Peyser Act
- Title IV- Amendments to the Rehabilitation Act of 1973

The RPC should also include other WIOA partners, such as:

- Career and Technical Education
- Post-secondary Representatives
- Department of Human Services
 - Temporary Assistance for Needy Families (TANF)
 - Supplemental Nutrition Assistance Program (SNAP)
- Economic and Community Development
- Department of Corrections
- Other partners required to meet the State Vision, Goals, and Objectives

Responsibilities:

- Meet quarterly to advise and recommend action plans for the Local Workforce Development Areas (LWDAs);
- Meet monthly during strategic plan development
- Ensure the WIOA regional plan action steps intended to streamline regional workforce systems using the four (4) strategic goals and five (5) key workforce objectives;
- Foster a culture of achievement within the region;
- Set WIOA implementation schedules and meetings with stakeholders; and
- Leverage region and Local Workforce Development Boards (LWDBs) without duplication;

LWDBs are subject to the open meeting requirements of the TCA 8-44-101. The intent of the law is to ensure that meetings are properly noticed, agendas are made available and that the public has an opportunity to provide comment on local policy and operations.

The State Workforce Development Board (SWDB) is providing additional community engagement requirements to ensure that the interests of client populations are placed at the center of all planning and is in compliance with TCA 8-44-101 and WIOA Section 107(e).

D. Requirements for the Planning Process:

Follow applicable open meeting guidelines.

- Notification must be shared with all relevant regional/local stakeholders, and the general public to ensure opportunities to participate in and to provide feedback on local/regional plan
- Stakeholders invited to participate in planning processes must include all members of the Regional Planning Council and other community based partners, such as: organizations providing services to the re-entry population and English learners, as well as adult education partners, SNAP/TANF representatives, disability organizations associated with the Department of Vocational Rehabilitation and located within other systems.
- The RPC must hold one (1) listening session or planning meeting outside of regular business hours (regular business hours are presumed to be 8am-5pm Monday through Friday). This meeting should be public and made available to participants in the geographic area where the board has jurisdiction.
- LWDBs must post the meeting notice in a prominent, clear location on the LWDB website, in the lobby of office(s), and at America's Job Centers (AJCs).
- The LWDBs, representing each LWDA in a RPC, must provide an opportunity for public comment on local and regional plan modifications developed through both the local¹ and regional² planning process before submitting the plan modifications to the Governor. To provide adequate opportunity for public comment, the LWDBs must additionally do all of the following once planning modifications have been drafted:
 - Make copies of the proposed regional and local plan modifications available to the public through electronic and other means, such as public hearings and local news media.
 - Include an opportunity for comment by members of the public, including representatives of business, labor organizations, education, and other relevant stakeholders.
 - Provide a minimum of fifteen (15) and no more than a thirty (30) day period for comment on the plan before its submission to the SWDB, beginning on the date on which the proposed plan is made available.
- The LWDBs must submit any comments that express disagreement with the plan modifications as an attachment to the plan modifications submitted to SWDB³.
- The LWDB must make information about the development of plan modifications available to the public on a regular basis through electronic means and open meetings⁴. Public meetings and publicly disbursed information pertaining to regional and local plan content must be made accessible to individuals with disabilities to ensure an opportunity for full and equal participation in the regional and local planning process⁵.

II. Plan Submission:

Deadlines for submission and approval of the regional and local plans are located in **Attachment A**.

¹ 20 CFR 679.510(b)

² 20 CFR 679.550(b)

³ 20 CFR 679.510(b)(4)

⁴ WIOA Section 107(e)

⁵ WIOA Section 188

Regional and local plans must follow the format as laid out in Local/ Regional Planning Guide **(Attachment B)**. A checklist of required items will be provided for guidance to ensure all elements have been provided **(Attachment C)**. The required items and contents will be reviewed and scored for quality and completeness to meet compliance requirements. The review will be conducted utilizing the scoring matrix in **Attachment D & E**.

Each RPC and LWDB within the planning region must submit one (1) package that includes the following:

- Electronic version of the regional plan or local plan in pdf format with required attachments labeled and signatures.
- A Chief Local Elected Official (CLEO) signature is required for local plans, but not regional plans. However, CLEOs are still required to approve final regional plans and include documentation of the approval (meeting minutes, resolutions etc.) with their submission.

III. Decision⁶:

The Tennessee State Workforce Development Board (SWDB) will send a notification of approval within 90 days of submission. If no approval notice has been sent after 90 days by the SWDB, the plans will be considered approved. If the plan is not approved, the Tennessee Department of Labor and Workforce Development will follow up with any regional and/or local areas.

The Tennessee Department of Labor and Workforce Development may choose not to approve a draft plan submission for any of the following reasons:

- Deficiencies exist in activities carried out in WIOA Sections 211 and 212, and WIOA sections 221, 222, 223, 224 and 225⁷;
- The plan does not comply with the applicable provisions of WIOA, such as provisions outlined in the WIOA Section 188;⁸
- The plan does not align with Tennessee's Combined State Plan⁹; or
- The plan does not align with the respective regional or local plan(s).

References:

20 CFR part 679; WIOA Section 107(e); WIOA Section 188; 2 CFR Parts 220, 225, 230; 20 CFR Parts 601, 651, 652 et al.; 20 CFR 678.305(d), 678.800; Notice of Proposed Rule Making (NPRM); WIOA Section 121(g); TEGL 10-19

Attachments:

Attachment A- Deadlines for Regional and Local Plans

Attachment B- Regional and Local Plan Guide

Attachment C- Regional and Local Plan Checklist

Attachment D- Regional Plan Scoring Matrix

Attachment E- Local Plan Scoring Matrix

⁶ 20 CFR 679.570

⁷ 20 CFR 679.570(a)(1)

⁸ 20 CFR 679.570(a)(2)

⁹ 20 CFR 679.570(a)(3)

Contact:

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



Tim Berry, State Workforce Development Board Chair

REGIONAL/LOCAL PLAN TIMELINE	
<i>ACTIVITY</i>	<i>DEADLINE DATE</i>
LWDA Executive Director Work Session for Regional and Local Planning Guidance	December 13, 2023
State Workforce Agency (SWA) Issues 2024-2027 Regional and Local Plan Guidance	January 8, 2024
Regional and Local Plans Due for Public Comment	March 8, 2024
Plans with CLEO Signature Due to SWA	April 8, 2024
Internal Regional and Local Plan Review Period	April 8-19, 2024
Approval Recommendations Sent to Chief Strategy Officer and Chief of Staff	April 24, 2024
Approval Recommendations Sent Out to State Workforce Development Board (SWDB) Members	April 26, 2024
Plans Presented to SWDB	May 17, 2024
Any Approval Conditions Resolved	May 17- June 14, 2024
Full Approval	June 17, 2024

The Attachment B- Regional and Local Planning Guide, will be a template provided to each Regional Planning Council (RPC) and Local Workforce Development Board (LWDB). This template will be separated into a Regional Plan and Local Plan, each including a Strategy Tracker. These documents will be completed and submitted by the identified dates in Attachment A.

The templates for this Attachment provided to the RPCs and LWDBS are as follows:

Regional Plan

- Regional Plan Guidance Template (including link to Strategy Tracker)
- Regional Plan Signatures Template

Local Plan

- Local Plan Guidance Template (including link to Strategy Tracker)
- Local Plan Signatures Template

- Completed Regional Plan Template
- Regional Plan Attachments
 - Documentation of CLEO approval
- Completed Local Plan Template
- Local Plan Attachments
 - Required Policies
 - CLEO Signature Page
 - Partners MOU & IFA
 - Additional Cooperative Agreements
 - Budget Information and Supporting Materials

Follow these guidelines when grading each question:				
Satisfactory = Answer directly provides specific detail associated with the element				
Needs Improvement = Answer does not directly provide specific detail associated with the element				
Regional Labor Market Analysis		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
1.	The plan includes an analysis of the economic conditions including existing and emerging in-demand industry sectors and occupations.			
2.	The plan analyzes the employment needs of employers in existing and emerging in-demand industry sectors and occupations.			
3.	The plan provides an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.			
4.	The plan includes an analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.			
5.	The plan describes the involvement of all partners in providing, analyzing, and agreeing on supply and demand data and the targeted sectors/industries/occupations/skills.			
6.	The plan addresses how the region is changing in terms of demographics, labor supply, and occupational demand.			

Support of State Initiatives		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
7.	The plan addresses how local initiatives will positively address LFPR efforts.			
8.	The plan provides how the local area is addressing each of the seven pillars of the Business Engagement Plan.			
9.	The plan explains how the local area will implement SYEP to include the leveraging of partnerships.			
10.	The plan explains the outreach strategy for SYEP.			
11.	The plan describes how the local area will be implementing recommendations made by the KPMG assessment study.			
12.	The plan provides the plan for an innovative funding structure to include what additional funding sources will be sought after and how the local area will staff and administer this additional funding.			
Regional Service Strategies		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
13.	The plan describes the regional service strategies, including the use of cooperative service delivery strategies			

14.	The plan provides an analysis of workforce development activities, including education and training in the region.			
15.	The plan indicates the strengths and weaknesses of workforce development activities and the capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers.			
16.	The plan defines what new service strategies will be used to address regional educational and training needs based on promising ROI.			
17.	The plan identifies what formal and informal cooperative procedures the core partners and other required partners will establish to align services and coordinate delivery.			
18.	The plan describes the strategic vision to support state, regional, and local economic growth.			
Sector Initiatives for In-Demand Sectors or Occupations		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
19.	The plan identifies sectors, industries, occupations, and skills that are in demand.			
20.	The plan identifies sectors, industries, and occupations that are considered emerging in the regional economy.			

Economic Development/Business Engagement		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
21.	The plan provides a description of the regional strategies that will achieve the vision and goals, including a description of the strategies and services that will be used in the regional planning areas.			
22.	The plan describes the strategies to better coordinate workforce development and economic development.			
23.	The plan identifies the implementation of initiatives such as apprenticeships, incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers.			
Coordination of Supportive Services		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
24.	The plan describes how transportation and other supportive services are coordinated within the region.			
Performance Accountability		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
25.	The plan describes the strategies relating to the performance accountability measures based on			

	State and Local Performance Measures (Key Performance Indicators).			
26.	A plan was provided on how the region will work with each LWDA to achieve negotiated targets based on established procedures.			
27.	A description of how State and Local Performance Measures will be monitored and tracked towards meeting regional measures.			
Coordination of Cost Arrangement		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
28.	The plan describes the coordination of administrative cost arrangements, including pooling of funds, as appropriate.			
Public Comments		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
29.	The plan includes the process for providing an adequate amount of time for a public comment period.			
30.	Included comments from the public comment period in a separate attachment.			
Stakeholder Involvement		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
31.	The planning period includes the involvement of all required stakeholders and how they were engaged.			
Attachments		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
32.	Documenation of CLEO approval is attached.			

Scoring Criteria	# of Satisfactory	# of Needs Improvement
Regional Labor Market Analysis		
Support of State Initiatives		
Regional Service Strategies		
Sector Initiatives for In-Demand Sectors or Occupations		
Economic Development/Business Engagement		
Coordination of Support Services		
Performance Accountability		
Coordination of Cost Arrangement		
Public Comments		
Stakeholder Involvement		
Attachments		
Overall Score:		
Recommend for State Workforce Development Board Approval (100% Satisfactory)		
Recommend for Corrections (Less than 100% Needs Improvement)		

Follow these guidelines when grading each element:				
Satisfactory = Answer directly provides specific detail associated with the element				
Needs Improvement = Answer does not directly provide specific detail associated with the element				
Regional and Local Analysis		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
1.	The plan provides an analysis of the in-demand sectors and occupations, specifically the needs of businesses.			
2.	The plan compares the LWDA to the region on economic conditions.			
3.	The plan provides an analysis of the workforce development and education activities.			
Strategic Planning Element		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
4.	The plan provides a description of how the local board will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.			
5.	The plan describes how the local area's workforce development programs, including programs provided by partner agencies, supports the local strategic vision.			
6.	The plan addresses how the local performance measures address regional economic growth and self-sufficiency.			
Support of State Initiatives		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
7.	The plan addresses how local initiatives will positively address LFPR efforts.			

8.	The plan provides how the local area is addressing each of the seven pillars of the Business Engagement Plan.			
9.	The plan explains how the local area will implement SYEP to include the leveraging of partnerships.			
10.	The plan explains the outreach strategy for SYEP.			
11.	The plan describes how the local area will be implementing recommendations made by the KPMG assessment study.			
12.	The plan provides the plan for an innovative funding structure to include what additional funding sources will be sought after and how the local area will staff and administer this additional funding.			
Local One-Stop System		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
13.	The plan provides a description of the one-stop delivery system in the local area, including the roles and resource contributions of the one-stop partners.			
14.	The plan describes how the Local Board will support the strategy identified in the TN Combined State Plan and work with entities carrying out core programs.			
Workforce Development and Career Pathways		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
15.	The plan provides a description of how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.			
16.	The plan provides a description of how the local board will improve access to activities leading to a recognized post-secondary credential.			

Access to Employment and Services		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
17.	The plan provides coordination strategies to include services to veterans and eligible spouses, including priority of service and the use of available Jobs for Veterans State Grants (JMSG) staff.			
18.	The plan provides a copy of the local supportive service policy.			
19.	The plan describes how the local board will coordinate the provision of transportation and other appropriate supportive services in the local area.			
20.	The plan describes how priority will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA Sec. 134(c)(3)(E). (§ 679.560(b)(21)).			
21.	The plan describes how the Local Board will determine priority populations and how to best serve them, along with any other state requirements.			
22.	The plan describes how the Local Board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.			
23.	The plan provides a description of the initiative the LWDB is implementing or will implement to serve individuals who will be re-entering the workforce who were previously incarcerated or justice involved.			

24.	The plan describes how the Local Board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.			
25.	The plan indicates how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA Sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).			
Business Engagement		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
26.	The plan describes how the Local Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.			
27.	The plan provides a description of how the area will implement initiatives such as apprenticeships, incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of employers in the corresponding region in support of the business service strategy.			
Training Services		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:

28.	The plan describes how the local area will provide adult and dislocated workers with employment and training activities.			
29.	The plan provides a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.			
30.	The plan defines how training services outlined in WIOA Sec. 134 will be provided through the use of individual training accounts, including if contracts for training services will be used, and how the use of such contracts will be coordinated with the use of individual training accounts under that chapter.			
31.	The plan describes how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.			
32.	The plan describes how the Local Board will ensure the continuous improvement of eligible providers of services through the system and that the providers will meet the employment needs of local employers, workers, and job seekers.			
Program Coordination		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
33.	The plan provides information regarding the local coordination strategies with state, regional, and local partners to enhance services and avoid duplication activities.			

34.	The plan provides coordination strategies to include Adult, Dislocated Worker, and Youth employment and training activities under WIOA Title I.			
35.	The plan provides coordination strategies to include Adult education and literacy activities under WIOA Title II.			
36.	The plan provides a description of how the Local Board will carry out the review of local applications submitted under Title II.			
37.	The plan provides coordination strategies to include Wagner-Peyser Act (29 U.S.C. 49 et seq.) services under WIOA Title III.			
38.	The plan provides coordination strategies to include Vocational rehabilitation service activities under WIOA Title IV.			
39.	The plan provides coordination strategies to include relevant secondary and post-secondary education programs and activities with education and workforce investment activities			
40.	The plan describes how the Local Board will support the strategy identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Strengthening Career and Technical Education for the 21st Century (Perkins V) Act (20 U.S.C. 2301 et seq.) to support service alignment.			
41.	The plan provides coordination strategies to include other services provided in the one-stop delivery			

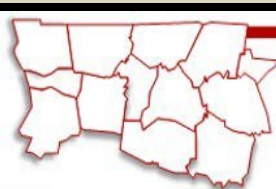
	system including but not limited to the programs outlined in WIOA Sec. 121.			
Youth Activities		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
42.	The plan describes the process by which the local area will provide youth activities.			
43.	The plan includes a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which includes an identification of successful models of such activities.			
Administration		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
44.	The plan includes information on the actions the Local Board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the State Board.			
45.	The plan provides information regarding the local levels of performance negotiated with the Governor and chief elected official consistent with WIOA Sec. 116(c), to be used to measure the performance of the local area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I Subtitle B and the one-stop delivery system in the local area.			

46.	The plan identifies the entity responsible for the disbursement of grant funds described in WIOA as determined by the chief elected official or the Governor under WIOA.			
Public Comment		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
47.	The plan includes the process for providing an adequate amount of time for a public comment period.			
48.	Included comments from the public comment period in a separate attachment.			
Stakeholder Involvement		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
49.	The planning period includes the involvement of all required stakeholders and how they were engaged.			
Attachments		Satisfactory	Needs Improvement	Comments/Areas of Opportunity:
50.	Provided LWDA Organizational Chart listing staff and titles			
51.	Provided any executed cooperative agreements (MOUs), if applicable.			

52.	Provided a link to the policy page or the Eligible Training Provider List (ETPL) approval policy.			
53.	Provided a link to the policy page or the Individual Training Accounts (ITA) policy.			
54.	Provided a link to the policy page or the Supportive Services Policy			
55.	Provided a link to the policy page or the Procurement Policy			
56.	Provided a link to the policy page or the Youth Needs Additional Assistance Policy			
57.	Provided a detailed budget that lists the sources and uses of Tennessee Department of Labor and Workforce Development (TDLWD) pass-through funds and all non-Federal matching funds.			
58.	Provided a budget narrative that includes a detailed explanation of expenditures by the line items listed on Standard Form 424A.			
59.	If applicable, provided the purpose of travel and supply/equipment lists, and describe expenses in the 'other' line item.			
60.	If applicable, the provided budget includes personnel or contractual expenses (cash or in-kind resources), estimates the number of hours/days and hourly rate (or portion of FTE and salary) for the time that is			

	expected to be spent on the proposed project by key personnel, contractors, or consultants.			
61.	If applicable, the provided budget includes land or buildings, provide an MAI appraisal or comparable appraisal.			
62.	Provided identification for each non-TDLWD funding source as federal, state, local, or private.			
63.	Provided a letter of commitment from each funding source that specifies the amount of funds committed and the kind of funds committed (grant, loan, cash, in-kind, etc.).			
64.	Provided a description of leveraged funds to include any fee-based and/or revenue generated.			
65.	Provided a description of in-kind resources, including the methods used to determine their value.			
Scoring Criteria		# of Satisfactory		# of Needs Improvement
Regional and Local Analysis				
Strategic Planning Element				
Support of State Initiatives				
Local One-Stop System				
Workforce Development and Career Pathways				
Access to Employment and Services				
Business Engagement				
Training Services				
Program Coordination				

Youth Activities		
Administration		
Public Comments		
Stakeholder Involvement		
Attachments		
Overall Score:		
Recommend for State Workforce Development Board Approval (100% Satisfactory)		
Recommend for Corrections (Less than 100% Needs Improvement)		



**Northern Middle Tennessee Local
Workforce Development Board**

Public Comment Period