# Northern Middle Tennessee Workforce Board Inc.

# Quarterly Board Meeting Agenda

**August 12, 2026 | 11:30 AM**

Scarritt Bennett Center | 1027 18th Avenue South, Nashville, TN 37212

Zoom Link | Meeting ID: 879 3572 3091 | Passcode: 252068 | One tap mobile: +13126266799,,87935723091# US

| | |
|---|---|
| **Call Meeting to Order-Declaration of Quorum** | John Zobl |
| **Approval of Minutes** | John Zobl |
| **Welcome & Update** | Marla Rye |
| **Strategic Partner Focus:** | |
| ▶ Tennessee's Workforce Development System; Vision for the Future | Deniece Thomas<br>*Commissioner*<br>*TN Dept. of Labor & Workforce Development* |
| **Strategic Priorities:** | |
| ▶ ***Train Workforce to Fill Employer Needs:*** | |
| *Career Pathways:* | Justin Attkisson<br>*Manager, Workforce Dev.*<br>*Office of Mayor O'Connell* |
| ▶ ***Connect People with Career Opportunities:*** | |
| One-Stop-Operator Report/Regional OSO | Georgy Phillips |
| Federal Performance | Andrea Dillard |
| ▶ ***Improve Efficiency & Effectiveness of Training Programs*** | |
| Eligible Training Provider Update & Requests (Vote) | Andrea Dillard |
| AJC Closure Update | Natalie McLimore |
| ▶ ***Manage Board funds to support Career Pathways*** | |
| Financial Report (Vote) | Ginger Fussell |
| **Election of Officers:** | John Zobl |
| **Governance Policy Comment:** | Marla Rye |
| **Public Comment:** | By Request |
| **Wrap Up:** | John Zobl |

## Upcoming Meetings - Mark Your Calendars

**November 10, 2026 | February 10, 2027 | May 12, 2027 | August 11, 2027**

Northern Middle Tennessee Workforce Board Inc.

# Approval of Minutes

**DRAFT UNTIL APPROVED**

**Northern Middle Tennessee Workforce Board Inc.**

**Northern Middle Tennessee Workforce Board**
**Meeting Minutes**
**February 11, 2026, In-Person & via Zoom at 11:30 a.m.**

| Members Attending | Members Absent | Staff & Guest Attending | Staff & Guest Attending Cont. |
|---|---|---|---|
| Anne Fugate | Kaitlin Salyer | Marla Rye | Josh Ward |
| Ashley Horan | Robin Baldree | Brooks Young | Joel Silmon |
| Billy Givens | Seth Thurman | Andrea Dillard | Kim Rye |
| Brandon Phinx | Tony Adams | Meagan Dobbins | Kerwin Thompson |
| Corey Johns | | Natalie McLimore | Alyssa Spaulding |
| Dan Caldwell | | Joely Berg | Laura Travis |
| David Rutledge | | Ginger Fussell | Betsy Foster |
| Freda Herndon | | Cinthya Rodriguez | Tracie Eversole |
| George “Bo” Callis | | Chelsa Lourie | Mae Wright |
| John Zobl | | Cathy Royals | Heather Skelton |
| Jordan Osborne | | James Starnes | |
| Kristi Spurgeon | | Lydia Bennett-Carnes | |
| Mark Peed | | Debbie Holcomb | |
| Mary Lear | | Britni Rowlett | |
| Nathan Garrett | | Kerry McCarver | |
| Paul Webb | | Wes Golden | |
| Sellittie Johnson | | Mike Pogreba | |
| Shoshana Samuels | | Adam Lamb | |

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

The Northern Middle Tennessee Workforce Board met in person at the Montgomery County AJC, with a virtual option, on Wednesday, February 11, 2026, at 11:30 a.m. John Zobl thanked everyone for attending. He called the meeting to order and a quorum was declared. He then called for approval of the minutes from the previous meeting. Mark Peed made a motion and Billy Givens seconded, the board approved the minutes without opposition. Mayor Golden welcomed the board to Montgomery County and noted continued business growth in Clarksville, including the upcoming groundbreaking for the city’s first Sprouts Farmers Market. Marla reported strong labor market conditions throughout Northern Middle Tennessee. All 13 counties had unemployment rates below 4%, nine were in the 2% range, and six ranked among the 10 counties with the lowest unemployment rates in Tennessee. The four westernmost counties remained above 3%, and Marla said workforce efforts would continue to focus on those areas. The region’s labor force participation rate was also strong at 68.4%, compared with 60.4% statewide and 62.4% nationally.

**Updates**

Marla reported that the state was pursuing a National Dislocated Worker Grant following Winter Storm Fern. Northern Middle requested funding for 10 temporary positions to support county mayors, highway departments, and other local agencies with recovery work. Similar funding had previously been used after the Waverly flooding. Marla also reported that the board had launched a Nashville pilot project addressing the benefits cliff, which occurs when individuals lose public assistance before increased earnings are sufficient to offset the loss. Staff completed training through the Federal Reserve Bank of Atlanta and were using its calculator to evaluate each participant's household, location, benefits, and required wages for advancement. The Martha O'Bryan Center was also providing individualized counseling. Jordan Osborne asked whether assistance could be reduced gradually rather than ending abruptly. Marla said the pilot would include discussions with employers, particularly in hospitality and tourism, about transitional supports such as childcare. John Zobl asked whether the calculator provided individualized results and referenced an earlier estimate of approximately $44,000 in annual income. Marla confirmed that each calculation was based on factors such as household size, number of children, county of residence, and benefits received rather than a regional average.

**Strategic Partner Focus – TNWORKS**

Marla Rye introduced Brooks Young, Assistant Administrator for Strategy and Workforce with the Tennessee Department of Labor and Workforce Development and Interim Executive Director of TNWORKS. Brooks said the initiative was launched in November to give employers a coordinated entry point to Tennessee's workforce and economic development resources. TNWORKS connects businesses with appropriate programs, grants, incentives, and services through a partnership among the Departments of Labor and Workforce Development, Human Services, Economic and Community Development, and Education, the Tennessee Board of Regents, and the Tennessee Higher Education Commission. Other agencies may participate as needed. Brooks emphasized that TNWORKS is intended to coordinate and strengthen existing efforts without duplicating services or adding barriers.

Young explained that TNWORKS will focus on high-growth, high-demand industries offering competitive wages, including manufacturing, healthcare, and nuclear energy. The initiative will help employers address recruitment, retention, upskilling, training pipelines, apprenticeships, and other workforce needs. TNWORKS or a partner agency will assess each request, identify the appropriate resources, coordinate a customized plan, and monitor results. Mayor Golden asked whether TDOT would participate in major economic development projects. Brooks said TNWORKS had referred requests to TDOT, although the agency had not yet participated in a full project. David Rutledge asked whether building trades unions and apprenticeship programs were involved in planning for the nuclear industry. Brooks confirmed that discussions were underway to support both construction and long-term operations. David offered to assist with introductions, and Brooks accepted.

John Zobl referenced the board's earlier discussion about awareness of the AJC system. Marla asked whether AJCs might eventually operate under the TNWORKS brand. Brooks said a coordinated marketing campaign was being developed across social media, television, industry publications, and other platforms. He added that promoting TNWORKS would also increase awareness of partner services and that AJCs would be incorporated into employer solutions when appropriate. Marla noted Michigan's use of the Michigan Works brand and suggested Tennessee could consider a similar approach. Amy Mayberry said TNWORKS would be a major part of the State Workforce Development Board's 2026 strategy and aligned with efforts to better match AJCs with labor market and employer needs. She added that the board was updating its four-year plan using current labor market data, federal policy changes, and state priorities.

**Sector Strategy**

Marla reported continued progress on healthcare sector strategies. Following the previous discussion with the Tennessee Hospital Association and Williamson Health, Northern Middle partnered with the association on a statewide Incumbent Worker Training grant. Approximately $244K was awarded through eight hospital contracts across five workforce areas to train about 224 healthcare employees while connecting participating hospitals with their local workforce boards.

Marla also updated the board on the Rural Healthcare Initiative. The current paramedic apprenticeship program with Volunteer State Community College served advanced EMTs from six counties, with approximately 21 of 24 participants expected to graduate in May and become licensed paramedics. John Zobl commended the results. Marla said those who left the program generally did so because of personal circumstances and could return in future classes. Northern Middle was preparing a second grant application after local officials again identified paramedics as a regional priority. The proposal would include Volunteer State and a new Austin Peay State University program in Montgomery County, improving access for western counties. Seven or eight county mayors had supported the application.

Chelsa Laurie of the Tennessee Hospitality and Tourism Association reported that the first Middle Tennessee Hospitality and Tourism Workforce Task Force meeting drew approximately 50 representatives from education, hotels, restaurants, attractions, and other industry partners. The group discussed workforce challenges, existing resources, and potential projects. A follow-up meeting was planned for March to review findings and identify next steps. Marla said the healthcare and hospitality efforts reflected continued progress on the board's sector strategies.

**One-Stop-Operator Report**

Sarah Buckles provided her first report as One-Stop Operator following George Phillips' retirement. She had worked under George for approximately a year and a half and had been in the role for about one month. Title I enrollments were below expectations, but staff had identified opportunities for improvement and issues with the state's Title III system that were under review. Title I staffing was nearly complete, while Title III continued to face shortages. Recruitment was underway for approximately 49 positions statewide, which was expected to improve staffing and in-person service delivery. Sarah also reported that the career services provider transition had proceeded smoothly.

**AJC Operations**

Andrea Dillard reviewed second-quarter career services performance. Title I enrollments were below goal after exceeding the Adult enrollment target in the previous quarter, partly reflecting the usual decline in center traffic during the Thanksgiving and Christmas period. Outcomes for participants already enrolled remained strong, with exits, positive exits, placements, and placement wages meeting or exceeding goals. Natalie McLimore outlined strategies to improve enrollments despite reduced staffing and lower walk-in traffic at the AJCs. Staff were focusing on partnerships with organizations already serving individuals engaged in education, training, or support programs. In Sumner County, staff partnered with Grace Place Ministry, which supports single mothers, to develop training opportunities for participating families. Natalie said Grace Place had served approximately 70 families during the previous year and was preparing to build 13 additional homes. Staff were also working with Tech Impact, I Am Next, and Dreams of Hope to identify individuals who may qualify for training and On-the-Job Training opportunities.

Natalie also reported that a New Year, New You event in Stewart County produced eight enrollments in an area that previously had none. Staff were pairing employment events with résumé and job-search assistance to help participants better present their skills and improve employment outcomes. Additional partnerships were being developed with TCATs so staff could meet prospective participants at training locations rather than requiring them to visit an AJC. Career advisors and workforce managers were also receiving weekly enrollment reports showing current performance and remaining goals, allowing staff to respond more quickly throughout the quarter. John Zobl and Corey Johns supported the increased focus on community partnerships and recognized the impact of Grace Place Ministry in Hendersonville. Corey said working through organizations already serving potential participants should help improve enrollments. Natalie added that Grace Place representatives had initially been familiar only with résumé and job-search assistance and were enthusiastic to learn about the additional training and workforce services available.

**Eligible Training Provider Update & Requests**
Andrea Dillard presented the Eligible Training Provider List, which included one new provider, two new programs, three requests requiring approval for price increases greater than 25%, and one provider seeking reinstatement after previously missing credential attainment and employment benchmarks. She provided additional information on Paula Anderson Coaching and Consulting, a Memphis-based provider seeking approval for a medical coding exam preparation course. Memphis staff indicated that the program would likely not be recommended because it was test preparation rather than occupational training. Andrea recommended that Northern Middle also decline to add it to the ETPL. Marla agreed that the course would be more appropriately treated as a supportive service for participants who had already completed medical coding training but needed additional preparation to earn the credential. Andrea noted that this approach would also reduce reporting requirements for the provider.

The remaining requests included a new barbering program through TCAT Dickson, three qualifying price increases, and Lab Four of Nashville's request for reinstatement. Lab Four had been removed in October 2024 after narrowly missing credential attainment and employment benchmarks and was now eligible to reapply. Its performance would continue to be monitored if approved. John Zobl confirmed that the recommendation was to approve the requests except for Paula Anderson Coaching and Consulting. Andrea clarified that the committee had requested additional research before reaching a final decision on that provider. Billy Givens moved to approve the ETPL excluding Paula Anderson Coaching and Consulting, and Mark Peed seconded the motion. The motion passed without opposition.

Marla reported that ETPL oversight had moved to Jay Baker within the Adult Education division of the Tennessee Department of Labor and Workforce Development. She said she had discussed the need for stronger state policy allowing local boards to better align approved programs with regional sector strategies and employer demand. Under the current process, local denials may be appealed and overturned even when a program does not closely match local priorities. Marla said she would continue providing input as the state considered possible changes.

**Financial Report**
Ginger Fussell presented the second-quarter financial report for the period ending December 31. Grant utilization increased by approximately $520K during the quarter, but spending remained below the anticipated midpoint pace. Formula fund utilization was 27.1%, and cumulative expenditures totaled approximately $3.1 M, compared with an adjusted $3.7 M at the same point the previous year. Ginger noted that expenditures typically lag enrollments and should increase as enrollment initiatives produce results. Four new or anticipated grants totaled approximately $591K, increasing the proposed budget from approximately $12.4 M to $12.98 M. The awards included the healthcare Incumbent Worker Training grant, State Apprenticeship Expansion Formula funding, additional Tennessee Youth Employment Program funding, and Rural Healthcare funding. Marla added that the healthcare award included approximately $244K in program funds, the apprenticeship awards totaled approximately $210K for employer-based programs, and the additional youth funding had to be spent by June 30, 2026. She also noted that the governor had proposed $8 M for the Tennessee Youth Employment Program beginning July 1, 2026. Ginger reported that a Rural Healthcare funding opportunity of approximately $250K had been released for the next program year.

Ginger requested approval of the report and authorization to seek permission to repurpose up to $250K in formula administrative funds to program funds through June 30, 2026, if needed. She said the board did not anticipate difficulty spending expiring program funds, but administrative funds could remain because Workforce Essentials was operating career services more efficiently in-house with lower overhead. Although transferring administrative funds could make the Minimum Participant Cost Rate more difficult to meet, it would direct more funding to participant services. Mayor Golden moved to approve the report and authorize the potential transfer, and Ashley Horan seconded the motion. Mark Peed said the Finance Committee had reviewed the information in detail and found the financial activity to be tracking appropriately. The motion passed without opposition.

Ginger reported that the Minimum Participant Cost Rate had improved slightly to 38.19%, compared with the required 40%. The improvement was driven by ancillary grants, including youth employment, apprenticeship, Rural Healthcare, and reentry, along with reduced overhead. She said performance typically improved in the third and fourth quarters and expected the organization to meet the requirement if direct formula expenditures increased.

The One-Stop Operator contract remained within budget, and no significant issues were identified in monitoring Workforce Essentials as the Career Services Provider. Monitoring of the One-Stop Operator focused on the transition from George Phillips to Sarah Buckles. Formula grant case file reviews also identified no issues, and storm-delayed on-site monitoring had been rescheduled. The state's Program Accountability Review resulted in no findings and one observation involving a paid 30-minute meal break that should have been unpaid. The state recommended retraining staff and worksites on the requirement. Ginger explained that the issue arose during the rapid expenditure of nearly $500K received late in the prior grant period. Because the grant remained open, the Board recovered the funds from EDSI and corrected the records. The adjustment was approximately $50. Mark noted that the review covered millions of dollars and commended staff for the limited nature of the issue. Ginger also reported that Stone, Rudolph & Henry completed the external financial audit. All three reports received unmodified opinions, no findings were issued, and Northern Middle remained a low-risk auditee. The required governance letter was included in the board packet. Ginger recognized Cinthya Rodriguez, Debbie Holcomb, Britni Rowlett, and Cathy Royals for their contributions and acknowledged Marla's financial and budgeting experience. John Zobl and other board members commended the team for the financial results, monitoring performance, and clean audit.

**AJC Location Report**

Marla presented a proposed restructuring of the AJC network. The board began evaluating centers in April 2025 to determine which locations were operating most efficiently and should remain open. The review reflected the state's movement toward fewer physical locations, greater coordination through TNWORKS and partner agencies, and similar changes made by other workforce areas. The analysis considered operating costs, visits, cost per visit, percentage of county population served, program enrollments, and an overall composite ranking. Rutherford, Montgomery, Davidson, Dickson, and Sumner counties consistently had the highest service volume, and the overall rankings remained largely unchanged during the nine-month review.

Marla said Northern Middle had maintained a physical presence in each county as long as possible, but changing technology, funding reductions, and statewide direction made the current structure difficult to sustain. The board had experienced an approximately $1 M funding reduction, while the AJC network cost approximately $820K annually. She recommended retaining five physical locations in Montgomery, Sumner, Rutherford, Davidson, and Dickson counties and closing the remaining eight centers based upon the evaluation data. Dickson would remain open to address the geographic gap in the southwestern portion of the region. The restructuring was expected to save approximately $332K. Marla emphasized that services would continue through virtual appointments, outreach, job fairs, and scheduled visits at partner locations such as libraries, courthouses, schools, TCATs, community colleges, and other public facilities. No staff layoffs were anticipated, and the savings could support additional staff and outreach. Houston and Stewart county officials had offered possible meeting space, and discussions were underway with NSCC in Humphreys County regarding shared space.

Jordan Osborne asked whether the board could pay for part-time space in affected counties. Marla said traditional rent could cause a location to require AJC certification, but limited user fees or contributions toward expenses such as internet service might be possible at access points. John Zobl noted that technology, funding, and service delivery had changed since the board's earlier commitment to maintaining a center in every county. Corey Johns said the workforce system had also shifted toward helping employers identify and develop workers for available jobs. Ashley Horan supported co-location with partner organizations and cited the Nashville AJC at NSCC as an example of how shared space could improve visibility, efficiency, and access.

Mark Peed said mobile staff would need laptops and reliable internet access to serve customers effectively at temporary locations. Corey cautioned that many participants could face technology or internet barriers and recommended reviewing lessons from previous mobile and virtual service pilots. He also stressed the need for clear, consistent schedules in counties without permanent centers. Mark and Jordan agreed that strong communication and dependable service schedules would be essential. Freda Herndon suggested exploring grant flexibility to provide laptops or tablets to participants without adequate technology access. Marla said some tablets were already being purchased when allowable and agreed that the issue warranted further review. Freda also noted that AJC closures could affect Adult Education classroom access and recommended exploring evening space through TCATs, community colleges, K-12 schools, and other partners. Corey suggested reviewing existing broadband, library, and rural technology investments, and Ashley noted that some counties had received grants for library improvements and equipment. Brandon Phinx recommended discussing whether a tablet program previously used for reentry services could be adapted to support the revised model.

Marla reported that the Executive Committee had approved the plan. The eight offices would close effective June 30, with the revised structure beginning July 1. She again confirmed that no employees would lose their positions and said the savings might allow Workforce Essentials to add staff. Mark Peed moved to approve the restructuring plan, and Mary Lear seconded the motion. Corey Johns excused himself from the vote. The motion passed without opposition. Marla acknowledged that closing physical locations was difficult but said the decision was data-driven and could improve services through stronger partnerships and more flexible delivery.

Marla report that the next Board meeting is scheduled for May 13, 2026.  She stated that is the same time as the Tennessee WorkSource Summit and that the board may adjust its schedule to allow for Board members to attend.

**Public Comment Period & Adjournment**
No public comments were submitted. Following a motion from Dan Caldwell and a second from Mark Peed, the meeting was adjourned.

Northern Middle Tennessee Workforce Board Inc.

# Welcome & Updates

Northern Middle Tennessee Workforce Board Inc.

# Strategic Partner Focus:

# Commissioner Deniece Thomas

## Tennessee Department of Labor & Workforce Development

Northern Middle Tennessee Workforce Board Inc.

# Train Workforce to Fill Employer Needs:

# Justin Attkisson

Manager, Workforce Dev.
Office of Mayor Freddie O'Connell

Northern Middle Tennessee Workforce Board Inc.

# OSO Report

# Northern Middle Tennessee Workforce Development Board AJC Report

For April 1, 2026 to July 30, 2026 — Report Date: August 12, 2026

After a slow start to the Program Year 2025-26 ; Northern Middle got back on track in Q3 and 4 of 2025-26. Title 1 enrollments were at **112.64%** of goal in Q3 and 118.5% in Q4. Title 1 identified various reasons in Q2 due to the low enrollments and worked extremely hard to the make this increase in Q3 and Q4 having met their goal for the program year.

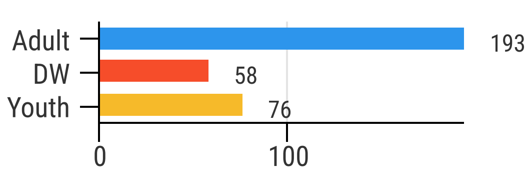
Our Wagner Peyser enrollments for the quarter met their Q4 goal of 139.75% and ending the program year at 109.11% of goal. Throughout Northern Middle we served 77,735 customers with services.

Both Title 1 and Title 3 increased numbers with budget constrains– Ending Program Year strong.

**54.47%**
Contractual MPCR
(Including OSO Costs, 4.1.2026 thur 6.30.26

## Partner Program Updates

### Title I Total Enrollments




### Adult Education

For the quarter ending June 30:
**3465** received student services.
**530** students received their HiSETs
**759** students received a level gain

### Wagner Peyser

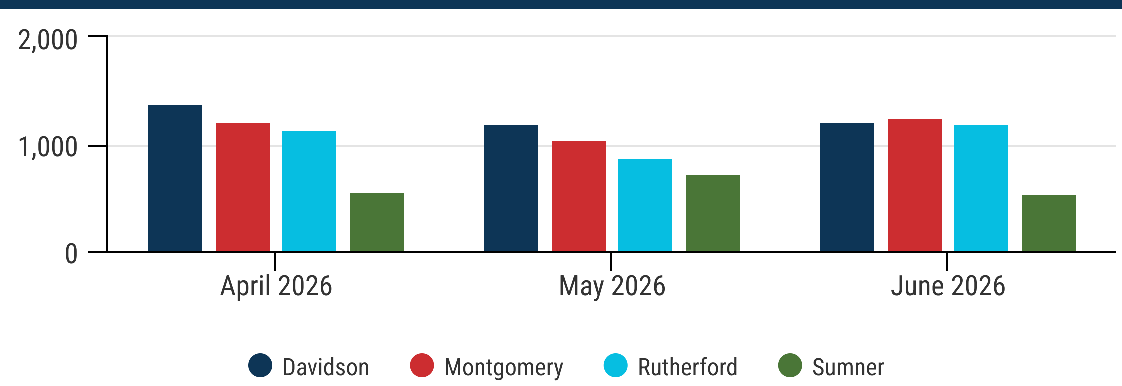
| | |
|---|---|
| **4590** | New employers registered |
| **832** | New Job Orders in Jobs4TN |
| **3304** | Wagner Peyser Participants |

### Vocational Rehabilitation

| | |
|---|---|
| **2,708** | Active Cases |
| **806** | Applications |
| **108** | Currently Working |
| **260** | Successful Closures |

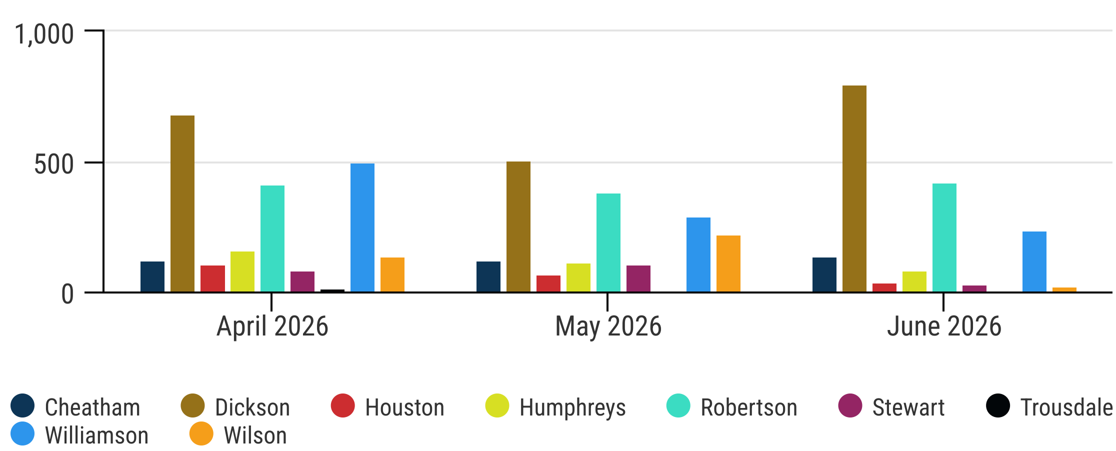
## AJC Total Traffic Counts

Comprehensives




Total Individual Visitors
18,114
(17,032- Q3)

Affiliates




American Job Center TENNESSEE

# Northern Middle AJC Report
# June 30, 2026

## By County as of June 30, 2026; NM = 3.2% TN = 3.5%

| County | Unemployment Rate (June 30) | Unemployment Rate (Mar 31) | Change |
|---|---|---|---|
| | | | |
| Cheatham | 3.0% | 2.6% | +0.4 |
| Davidson | 3.2% | 2.8% | +0.4 |
| Dickson | 3.1% | 2.7% | +0.4 |
| Houston | 4.6% | 3.8% | +0.8 |
| Humphreys | 3.9% | 3.6% | +0.3 |
| Montgomery | 4.1% | 3.6% | +0.5 |
| Robertson | 3.2% | 2.8% | +0.4 |
| Rutherford | 3.1% | 2.7% | +0.4 |
| Stewart | 4.1% | 3.7% | +0.4 |
| Sumner | 3.1% | 2.7% | +0.4 |
| Trousdale | 3.4% | 2.8% | +0.6 |
| Williamson | 3.1% | 2.5% | +0.6 |
| Wilson | 3.1% | 2.7% | +0.4 |

## Challenges Going Forward

Challenges moving forward for NM:

- To increase our Co-Enrollment through out Northern Middle
- Get all new staff completely hired and trained.
- Have access points established to continue to provide services in counties that affiliates have been closed.

## KPIs

| Enrollments | April | May | June | Q4 | Target |
|---|---|---|---|---|---|
| Title I - Adult | 86 | 52 | 55 | 193 | -- |
| Title I - DW | 22 | 22 | 13 | 58 | -- |
| Titlr - Youth | 38 | 23 | 15 | 76 | -- |
| Title I Total | 147 | 97 | 83 | 327 | 277 |
| Jobs for Veterans | 9 | 11 | 17 | 37 | -- |
| Wagner-Peyser | 983 | 1125 | 1156 | 3264 | -- |
| WP + JVSG | 992 | 1136 | 1173 | 3301 | 2362 |
| WP Co-Enrollments w/Title I | 65.01% | 65.13% | 65.13% | 65.00% | 90% |
| WP Job Placements | 35 | 34 | 59 | 128 | -- |

When the Tennessee Department of Labor (TDOL) originally created a new KPI for Program Year 2024-25 – Wagner Peyser (Title III) co-enrollments with Title I, this measurement has been hard to obtain. Title I and Title 3 have been working hard on this KPI and have been making this a priority .We have increased it from 70% in 3rd to 72.32% of goal for the 4th quarter. For a total for the program year 69.30%.

We have successfully reached our goal for PY 2025-26 in our Title I enrollments (96.57% of goal). Title 1 has worked extremely hard to reach this goal. Our enrollment goal in total Wagner Peyser enrollments (109.11 of goal%)).Both Title 1 and 3 have ended the program year successfully.

We are also tracking Wagner-Peyser job placements, although the state has yet to assign goals for this KPI. There were 128 placements in the 4th quarter, compared to 100 in the 3rd quarter. Ending the year with 449 total job placements.

Northern Middle Tennessee Workforce Board Inc.

# Federal Performance

| WIOA Federal Reporting Score Card<br>NORTHERN MIDDLE WORKFORCE BOARD | | | | | | |
|---|---|---|---|---|---|---|
| **PY25 WIOA Core Performance Measures** | **Targets 100%** | **Targets 90%** | Q1 PY 25 | Q2 PY 25 | Q3 PY 25 | Q4 PY 25 |
| **Adult Measures** | | | **PASS** | **PASS** | **PASS** | **EST** |
| Exiters | | | 861 | 869 | 919 | |
| Participants Served | | | 2274 | 2241 | 2158 | |
| Employment Rate 2nd Quarter after exit | 85.0% | 76.50% | 81.7% | 78.4% | 78.5% | 79.4% |
| Employment Rate 4th Quarter after exit | 84.5% | 76.05% | 83.8% | 83.6% | 79.3% | 77.2% |
| Median Earnings 2nd Quarter after exit | 8,600 | $ 7,740 | $ 10,156 | $ 9,363 | $ 9,360 | $ 9,121 |
| Credential Attainment w/in 4 Quarters after exit | 75.0% | 67.50% | 77.0% | 76.7% | 72.4% | 67.7% |
| Measurable Skills Gains | 73.5% | 66.15% | 67.9% | 73.5% | 67.5% | 75.8% |
| | | | | | | |
| **Dislocated Worker** | | | **PASS** | **PASS** | **PASS** | |
| Exiters | | | 499 | 412 | 396 | |
| Participants Served | | | 713 | 664 | 552 | |
| Employment Rate 2nd Quarter after exit | 87.0% | 78.30% | 89.2% | 89.3% | 87.6% | 86.4% |
| Employment Rate 4th Quarter after exit | 86.5% | 77.85% | 87.7% | 85.8% | 87.6% | 87.0% |
| Median Earnings 2nd Quarter after exit | 10,600 | $ 9,540 | $ 12,164 | $ 11,967 | $ 12,038 | $ 12,021 |
| Credential Attainment w/in 4 Quarters after exit | 69.6% | 62.64% | 74.8% | 75.9% | 75.6% | 77.5% |
| Measurable Skills Gains | 74.4% | 66.96% | 88.4% | 86.3% | 68.8% | 75.8% |
| | | | | | | |
| **Youth** | | | **FAIL** | **FAIL** | **PASS** | |
| Exiters | | | 508 | 451 | 434 | |
| Participants Served | | | 937 | 904 | 875 | |
| Employment Rate 2nd Quarter after exit | 88.0% | 79.20% | 81.4% | 83.0% | 84.7% | 81.7% |
| Employment Rate 4th Quarter after exit | 85.8% | 77.22% | 82.1% | 83.2% | 82.2% | 80.5% |
| Median Earnings 2nd Quarter after exit | 6,200 | $ 5,580 | $ 5,577 | $ 5,351 | $ 5,726 | $ 6,101 |
| Credential Attainment w/in 4 Quarters after exit | 75.8% | 68.22% | 79.3% | 78.0% | 76.8% | 77.9% |
| Measurable Skills Gains | 62.0% | 55.80% | 66.9% | 70.5% | 64.0% | 72.7% |

GREEN-Passing at 100% of Goal

YELLOW-Passing at 90% of goal

**Red-Failing at less than 90% of goal**

Northern Middle Tennessee Workforce Board Inc.

# Eligible Training Provider Update & Requests

| New Programs Requiring Board Approval for addition to the ETPL | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Provider Name** | **Provider Main Address** | **Program ID** | **Program Name** | **Total Cost** | **Program Length** | **Credential Earned** | **Job Outlook** | **Sector Strategy** | **Notes** |
| | | | | | | | | | |
| TCAT Murfreesboro | 1303 Old Fort Parkway Murfreesboro, TN 37129 | 1013273 | Collision Repair Technology | $10,922.00 | 12 Months | Automotive Refinishing Technician | Bright Outlook Locally | Maintenance/ Construction | |
| | | | | | | | | | |
| TCAT Murfreesboro | 1303 Old Fort Parkway Murfreesboro, TN 37129 | 1013309 | Telecommunications | $5,201.00 | 12 Months | Telecommunications Eletronics Technician Diploma | Bright Outlook Locally | Technical/Scientific | |
| | | | | | | | | | |
| TCAT Murfreesboro | 1303 Old Fort Parkway Murfreesboro, TN 37129 | 1013308 | Manicuring | $3,624.00 | 8 Months | Manicurist | Bright Outlook Locally & Nationally | Personal Care | |
| | | | | | | | | | |
| TCAT Murfreesboro | 1303 Old Fort Parkway Murfreesboro, TN 37129 | 1013307 | Industrial Electricity | $5,642.00 | 12 Months | Electrician Apprentice Class I Diploma | Bright Outlook Locally & Nationally | Construction | |
| | | | | | | | | | |
| TCAT Murfreesboro | 1303 Old Fort Parkway Murfreesboro, TN 37129 | 1013456 | Welding Technology | $5,877.00 | 12 Months | Diploma | Bright Outlook Locally | Construction | |
| | | | | | | | | | |
| TCAT Murfreesboro | 1303 Old Fort Parkway Murfreesboro, TN 37129 | 1013306 | Dental Assisting | $4,346.00 | 8 Months | Registered Dental Assistant | Bright Outlook Locally & Nationally | Healthcare | |
| | | | | | | | | | |
| TCAT Hartsville | 415 Tennessee Blvd Lebanon, TN 37087 | 1013482 | Electrical & Plumbing Construction Technology | $5,945.00 | 12 Months | Residential & Commercial Eletrician & Plumbing Diploma | Bright Outlook Locally & Nationally | Construction | |
| | | | | | | | | | |
| TCAT Hartsville | 716 McMurry Blvd Hartsville, TN 37074 | 1013484 | Industrial Maintenance (IMS) | $6,475.00 | 16 Months | Industrial Maintenance Diploma | Bright Outlook Locally & Nationally | Advanced Manufacturing | |
| | | | | | | | | | |
| TCAT Hartsville | 716 McMurry Blvd Hartsville, TN 37074 | 1013483 | Information and Infrastructure Technology | $5,951.00 | 12 Months | Information & Infrastructure Technician Diploma | Bright Outlook Locally & Nationally | Information Technology | |
| | | | | | | | | | |
| Nashville State Community College | 120 White Bridge Road Nashville, TN 37209 | 1013452 | Lean Six Sigma Green Belt and Black Belt (Exam Cost Included) | $2,800.00 | 52 Weeks | Lean Six Sigma Green Belt and Black Belt | Bright Outlook Locally | Information Technology | |
| | | | | | | | | | |
| Austin Peay State University | 601 College Street Clarksville, TN 37044 | 1013562 | Digital Court Reporting with Legal Transcription (GES2097) | $2,465.00 | 9 Months | Certified Electronic Reporter (CER) or Certified Electronic Transcriber (CET) | Bright Outlook Nationally | Professional/Legal | |

| Former Programs Requiring Board Approval for ETPL Addition | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Provider Name** | **Provider Main Address** | **Program ID** | **Program Name** | **Total Cost** | **Program Length** | **Credential Earned** | **Job Outlook** | **Sector Strategy** | **Notes** |
| | | | | | | | | | |
| TCAT Murfreesboro | 1303 Old Fort Parkway Murfreesboro, TN 37129 | 97597 | Industrial Maintenance Control | $8,352.00 | 20 Months | Diploma | Bright Outlook Locally & Nationally | Advanced Manufacturing | Missed subsequent review 8/2025 |
| | | | | | | | | | |
| TCAT Murfreesboro | 1303 Old Fort Parkway Murfreesboro, TN 37129 | 99476 | Digital Graphic Design | $4,997.00 | 12 Months | Diploma | Bright Outlook Locally & Nationally | Information Technology | Missed subsequent review 8/2025 |
| | | | | | | | | | |
| TCAT Murfreesboro | 1303 Old Fort Parkway Murfreesboro, TN 37129 | 1007720 | Cosmetology | $7,569.00 | 14 Months | State License | Bright Outlook Locally & Nationally | Personal Care | Missed subsequent review 8/2025. Performance for PY24 attached |
| | | | | | | | | | |
| TCAT Murfreesboro | 1303 Old Fort Parkway Murfreesboro, TN 37129 | 98031 | Heating, Air Conditioning and Refrigeration | $7,752.00 | 16 Months | HVAC Technician | Bright Outlook Locally | Construction | Missed subsequent review 8/2025. Performance for PY24 attached |
| | | | | | | | | | |
| TCAT Murfreesboro | 1303 Old Fort Parkway Murfreesboro, TN 37129 | 97596 | Computer Aided Design Technology | $9,812.00 | 20 Months | Drafting & CAD Technician | Bright Outlook Nationally | Information Technology | Missed subsequent review 8/2025. Performance for PY24 attached |
| | | | | | | | | | |
| Excel Barber & Style College | 3532 West Hamilton Avenue Nashville, TN 37218 | 1010949 | Barber | $6,000.00 | 1 Year | Barber | Bright Outlook Nationally | Personal Care | Originally approved 8/9/23. Fell off 8/9/24 |

Northern Middle Tennessee Workforce Board Inc.

# AJC Closure Update

**Workforce Essentials**
**Lead Generation Campaign**
**First Five Weeks Report**
*Prepared August 10, 2026*

**Executive Summary**

In the first five weeks of the campaign, Workforce Essentials generated more than 320 leads through a purpose-built landing page, a coordinated local press/media push, and paid advertising across Meta, LinkedIn, and TikTok. The campaign was designed to capture leads at multiple stages of intent, from a simple email address to a fully qualified inquiry including phone number and current employment status, so that no interested individual is lost to an incomplete form.

Over the trailing 30 days, advertising has been concentrated on Meta, LinkedIn, and TikTok — roughly 90% of spend, driving 1,414 unique visitors to the site. Program sign-ups in July 2026 held steady against July 2025 volume, a notable result given the campaign has no physical location to anchor it and worked from a very short ramp-up period.

**Campaign Overview**

The campaign launched in stages over the first five weeks:

- Landing page and lead capture: A custom webpage was built to collect leads and segment them by county. A progressive information-gathering approach was implemented so that even individuals who did not complete the full form still had their email address captured, keeping them in the nurture pipeline rather than being lost.
- Press release: Following the landing page launch, a press release was distributed to several news outlets to build awareness and drive organic traffic.
- Paid advertising: Campaigns were built across Facebook, Instagram, LinkedIn, and TikTok to reach different age ranges and professional levels across the target counties. Ads drive traffic to the landing page and also encourage individuals to call directly for assistance.
- Lead tracking: All leads flow into a live tracking dashboard, giving a real-time view of volume, lead quality, and geographic distribution for online leads.

**Lead Results**

Onine leads are classified by the information a prospect provides:

- Warm lead: an email address is provided.

- Hot lead: email, phone number, and current employment status are provided, along with a note.

As of this report, the dashboard shows the following totals:

| TOTAL LEADS | HOT LEADS | WARM LEADS |
|---|---|---|
| **329** | **3** | **326** |

**Leads by County**

The dashboard also segments leads by county for the records currently tagged with a location. This view will continue to fill in as more leads are geo-tagged and is a key input for calibrating which counties are underperforming and need additional ad support.

| County | Hot Leads | Warm Leads | Total Leads |
|---|---|---|---|
| Cheatham | 0 | 0 | **0** |
| Houston | 0 | 0 | **0** |
| Humphreys | 0 | 0 | **0** |
| Robertson | 1 | 0 | **1** |
| Stewart | 1 | 0 | **1** |
| Trousdale | 0 | 0 | **0** |
| Williamson | 0 | 3 | **3** |
| Wilson | 1 | 1 | **2** |
| Not Provided | 0 | 0 | **0** |
| **TOTAL (tagged records)** | **3** | **4** | **7** |

**Advertising Performance**

- For phone calls, managers at locations reported phone call increases throughout the campaign.
- Channel focus: Meta, LinkedIn, and TikTok have received roughly 90% of ad spend over the trailing 30 days.
- Site traffic: 1,414 unique visitors to the landing page over the trailing 30 days.

- Sign-ups: July 2026 sign-up volume held steady against July 2025, despite the program having no physical location and a very short ramp-up period before launch.
- Call volume: Tracked phone calls are part of the program, but call volume data was not available at the time of this report and will be incorporated in future updates.
- Organic social media management was continued to keep a pulse on channels throughout the heavy advertising push.

**Dashboard Snapshot**

The chart above is a snapshot of the live lead generation dashboard, seen here.

**Next Steps**

- Continue monitoring county-level performance to identify areas that are underperforming and reallocate ad spend accordingly.
- Keep advertising concentrated on Meta, LinkedIn, and TikTok while testing incremental spend in other channels.
- Incorporate call volume data into future reporting once it is available.
- Continue calibrating creative and targeting by age range and professional level within each county.
- Launch email campaign for scaled lead nurturing with all warm leads to drive them to responses, or hot lead statuses.

*Based on current trends, month-over-month growth in both online leads and calls is expected to continue over at least the next 90 days.*

## American Job Center Service Transition & Outreach Update

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**Transition to a Regional Service Model – AJC closures**

Effective July 1, 2026, Workforce Essentials transitioned service delivery in eight counties following changes to the American Job Center footprint. Physical AJC locations in **Houston, Humphreys, Stewart, Trousdale and Wilson counties closed**, while**, Cheatham, Robertson and Williamson counties transitioned to modified operations**.

Rather than eliminating services in these communities, Workforce Essentials moved to a regional model utilizing our larger American Job Center hubs, virtual service delivery, community access points, and direct outreach. Customers can connect with staff by phone, text and virtually for career coaching, training, and employment assistance, while in-person appointments continue to be available through regional hubs and community-based access points.

This transition has required us to look differently at how we reach individuals who previously may have relied on a physical AJC location. A significant focus during the first quarter has therefore been on visibility, accessibility and lead generation, while continuing to monitor enrollment activity by county.

**Where We Are in Enrollment Performance**

As of August 7, Northern Middle has recorded **153 enrollments toward the program-year goal of 1,118**, or approximately **13.7% of the annual goal**. With the new program year still in its early weeks, enrollment activity varies considerably across counties and programs.

Current enrollments include:

| Program | Annual Goal | Enrollments | % of Annual Goal |
|---|---|---|---|
| Adult | 540 | 88 | 16.3% |
| Dislocated Worker | 308 | 27 | 8.8% |
| In-School Youth | 91 | 11 | 12.1% |
| Out-of-School Youth | 179 | 27 | 15.1% |
| **Total** | **1,118** | **153** | **13.7%** |

We are seeing particularly strong early activity in Williamson County with 36 enrollments, followed by Montgomery with 21 and Dickson with 20. At the same time, several of the counties impacted by the AJC transition remain areas of focus. Houston and Trousdale each currently have one enrollment, Robertson has two, Stewart has six, Cheatham and Humphreys each have seven, and Wilson has five.

This county-level variation reinforces why the new outreach strategy is important. Our goal is not simply to generate awareness; it is to create a measurable pipeline from **marketing → inquiry → staff contact → eligibility/intake → WIOA enrollment or employment service**.

## Marketing Strategy & Early Results

To support the transition, Workforce Essentials launched a multi-channel marketing and lead-generation campaign designed specifically to reach customers outside of a traditional brick-and-mortar AJC. The strategy combines a dedicated landing page, local media outreach, paid advertising across Facebook/Instagram, LinkedIn and TikTok, direct phone access, QR-code outreach and a live lead-tracking dashboard.

The first five weeks are producing encouraging awareness and traffic:

**329 leads generated**
**1,414 unique landing-page visitors in the trailing 30 days**
**Approximately 90% of advertising investment concentrated on Meta, LinkedIn and TikTok**
**July 2026 sign-up volume remained consistent with July 2025**, despite the shift away from physical locations and the short implementation timeframe.

One of the most important pieces of the strategy is the ability to adjust rather than wait until the end of the year to determine what worked. The dashboard allows us to monitor lead quality and geographic distribution and redirect advertising toward counties where response is lower.

**What We Are Learning**

Early staff feedback shows that phone and community-based outreach remain extremely important. Our Area managers report that most of the 800-number leads received are primarily from individuals wanting information about training and employment services. Most can be contacted the same day and are either provided information, directed to the AJC for intake, or connected with Business Services for employment opportunities.

WIOA Jotform referrals generated through QR codes on local flyers continue to be one of the strongest referral sources.

**Next Steps**

Over the next quarter, our focus will shift from **reach to conversion**. We will continue monitoring leads and enrollments by county, strengthen outreach in areas with lower response, and use call data, QR codes, and community partnerships to improve connections.

Success will be measured by how effectively we turn increased awareness into **WIOA enrollments, training, employment connections, and positive outcomes**, particularly in the rural counties impacted by the AJC closures.

Northern Middle Tennessee Workforce Board Inc.

# Financial Report

# NORTHERN MIDDLE TN WORKFORCE BOARD
# JUNE 2026 FISCAL UPDATE
## 2025-26 BUDGET PROGRESSION & SPEND TREND

| Northern Middle LWDA | 25-26 QTR 1 | 25-26 QTR 2 | 25-26 QTR 3 | 25-26 QTR 4 | Expenses YTD | Revised FY 2025-26 12 Mo. Budget | % Spent |
|---|---|---|---|---|---|---|---|
| | ($ in 000's) | | | | | | |
| Infrastructure Funding Agreement | 113 | 123 | 121 | 130 | 487 | 1,000 | 48.7% |
| Adult | 122 | 177 | 510 | 760 | 1,569 | 1,969 | 79.7% |
| Dislocated Worker Re-purposed for Adult | 403 | 329 | 268 | 127 | 1,127 | 833 | 135.3% |
| Dislocated Worker for DW | 318 | 371 | 355 | 518 | 1,562 | 3,416 | 45.7% |
| Youth | 400 | 319 | 373 | 444 | 1,536 | 2,784 | 55.2% |
| **Total FY 25-26 Expense vs Budget - Formula Grants** | **1,243** | **1,196** | **1,506** | **1,849** | **5,794** | **9,002** | 64.4% |
| Tennessee Youth Employment Program (TYEP) (7/1/25 to 6/30/26) | 52 | 101 | 105 | 355 | 613 | 745 | 82.3% |
| Tennessee Youth Employment Program - Vocational Rehabilitation (TYEP VR) (10/1/25 to 6/30/26) | 0 | 3 | 26 | 28 | 57 | 111 | 51.4% |
| Apprenticeship (7/1/25 to 6/30/26) | 0 | | 126 | 66 | 192 | 200 | 96.0% |
| Rural Healthcare (7/1/25 to 6/30/26) | 21 | 115 | 59 | 42 | 237 | 239 | 99.2% |
| Incumbent Worker Statewide (12/15/25 to 6/30/26) | 0 | 0 | 0 | 258 | 258 | 258 | 100.0% |
| Re-Entry (7/1/25 to 6/30/26) | 0 | 0 | 50 | 110 | 160 | 247 | 64.8% |
| SAEF 3.1 State Apprentice (2/1/26 to 6/30/27) | 0 | 0 | 0 | 0 | 0 | 60 | 0.0% |
| SAEF 3.2 State Apprentice (2/1/26 to 6/30/27) | 0 | 0 | 0 | 0 | 0 | 150 | 0.0% |
| TN-PROWD (Re-Entry 4/1/25 - 9/30/27) | 50 | 61 | 89 | 84 | 284 | 968 | 29.3% |
| **Total FY 25-26 Expense vs Budget - All Grants** | **1,479** | **1,599** | **2,082** | **2,922** | **8,082** | **12,980** | 62.3% |

**** Northern Middle's grant utilization in Q4 was significantly higher than the prior 3 quarters.***

****Non-formula spending accounted for the majority of the increase; particularly TN Youth and Incumbent Worker spending.***

**** Formula utlization was 64.4% for the year; overall utilization was 62.3% compared to 79.9% in the prior year.***

# NORTHERN MIDDLE TN WORKFORCE BOARD
# JUNE 2026 FISCAL UPDATE
## 7-Year Expenditure Comparison

| Seven-Year Comparison | Fiscal Year Expenses | Qtrly Ave. | Grant Utilization of FY Bgt |
|---|---|---|---|
| 2025-26 | $ 8,082 | $ 2,021 | 62% |
| 2024-25 | $ 10,950 | $ 2,738 | 80% |
| 2023-24 | $ 11,625 | $ 2,906 | 75% |
| 2022-23 | $ 12,548 | $ 3,137 | 77% |
| 2021-22 | $ 11,008 | $ 2,752 | 69% |
| 2020-21 | $ 13,193 | $ 3,298 | 70% |
| 2019-20 | $ 11,887 | $ 2,972 | 80% |

*2025-26 expenses were approximately $2,868k less than the prior year, averaging approx. $717k less per quarter.*
*Expense decrease was multi-layered:*

** Positive outcome of reduction of overhead expenses by discontinuing outside contractors.*

** Prior year TYEP expenditures were higher due to a timing shift in year 2 of a 2-year grant and an additional $500k in TYEP funds received at the end of last year.*

** Began the year with $1.6M budget reduction from the prior year, therefore caution in early quarters in per-participant spending levels.*

** Programmatic strategy shift compared to the prior year focusing on proactive utilization of more comprehensive assessments and case management prior to enrollment.*

*Grant utilization decreased from 80% in the prior year to 62% in the current year.*

# NORTHERN MIDDLE TN WORKFORCE BOARD
## JUNE 2026 FISCAL UPDATE
## UTILIZATION OF EXPIRING GRANTS

| | Grant Term | Contract | % Utilized | $ Expired | Expired Admin | Expired Program |
|---|---|---|---|---|---|---|
| Adult | 21-24 Mos | 2,611,328 | 100.00% | - | - | - |
| Dislocated Worker | 21-24 Mos | 2,916,177 | 99.38% | 18,129 | 18,129 | - |
| Youth | 27 Mos | 2,794,305 | 98.71% | 36,100 | 36,100 | - |
| Tennessee Youth Employment Program | 12 Mos | 745,092 | 82.13% | 133,183 | 51,756 | 81,427 |
| Tennessee Youth - Voc Rehabilitation | 9 Mos | 111,111 | 51.50% | 53,891 | 6,616 | 47,275 |
| Apprenticeship | 12 Mos | 200,000 | 95.86% | 8,289 | 8,128 | 161 |
| Incumbent Worker (Healthcare) | 6.5 Mos | 244,713 | 100.00% | - | - | - |
| Rural Health | 12 Mos | 238,943 | 99.70% | 717 | 65 | 652 |
| Re-Entry | 9 Mos | 246,510 | 64.82% | 86,727 | 11,509 | 75,219 |
| | | 10,108,179 | 96.67% | 337,036 | 132,303 | 204,734 |
| | | | | 3.33% | 1.31% | 2.03% |

# NORTHERN MIDDLE TN WORKFORCE BOARD
# JUNE 2026 FISCAL UPDATE
## Minimum Participant Cost Rate (MPCR)

**TDLWD Minimum Participant Cost Rate (MPCR) - Preliminary Through June 2026**

# MPCR = 54.47%

| | Adult/DW | Youth | TYEPs | Apprentice, Rural Health, Re-Entry | Total |
|---|---|---|---|---|---|
| Qualifying Expenses | $ 1,630,664 | $ 576,891 | $ 604,627 | $ 959,713 | $ 3,771,895 |
| Total Program | $ 3,876,056 | $ 1,394,912 | $ 604,627 | $ 1,048,762 | $ 6,924,357 |
| MPCR | 42.07% | 41.36% | 100.00% | 91.51% | 54.47% |

**Northern Middle exceeds the 40% state requirement in quarter 4.**

***** PRIOR QUARTER MPCR = 45.57%*****

# NORTHERN MIDDLE TN WORKFORCE BOARD
## JUNE 2026 FISCAL UPDATE
## CONTRACTOR - BILLING PROGRESS

| | In $000's | | | | |
|---|---|---|---|---|---|
| One-Stop Operator Billing | Cumulative through Mar 2026 | Total Spent Qtr Ended Jun 2026 | Budget Spent Contract To Date | Total 12 Month Budget | % Spent 100% time elapsed (contract extended) |
| MCHRA | $ 205 | $ 68 | $ 273 | $ 300 | 91% |

(Regional Contract - 12 month extension 7/1/25 to 6/30/26)

# NORTHERN MIDDLE TN WORKFORCE BOARD
# JUNE 2026 FISCAL UPDATE
## NM/WE - ADULT/DW MPCR TREND
## CONTRACT-TO-DATE & QUARTERLY

| | MPCR - Goal 50% FY 25-26 | | | MPCR - Goal 50% FY 25-26 | | | MPCR Adult/DW - Goal 50% FY 25-26 | | |
|---|---|---|---|---|---|---|---|---|---|
| NM/WE | Adult | | | DW | | | A/DW Combined | | |
| CTD CUMULATIVE | Direct $ '000 | Total $ '000 | 60% | Direct $ '000 | Total $ '000 | 26% | Direct $ '000 | Total $ '000 | 49% |
| Jul 2025 | 63 | 117 | 53% | 18 | 78 | 23% | **81** | **196** | **41%** |
| Aug 2025 | 56 | 122 | 46% | 21 | 79 | 26% | **77** | **201** | **38%** |
| Sep 2025 | 94 | 164 | 58% | 10 | 67 | 16% | **105** | **230** | **45%** |
| Oct 2025 | 36 | 107 | 34% | 6 | 60 | 10% | **42** | **167** | **25%** |
| Nov 2025 | 44 | 116 | 38% | 16 | 81 | 20% | **60** | **197** | **31%** |
| Dec 2025 | 36 | 106 | 34% | 6 | 70 | 9% | **43** | **176** | **24%** |
| Jan 2026 | 84 | 152 | 55% | 18 | 82 | 22% | **102** | **234** | **44%** |
| Feb 2026 | 94 | 163 | 57% | 28 | 87 | 32% | **121** | **250** | **49%** |
| Mar 2026 | 218 | 287 | 76% | 27 | 88 | 31% | **245** | **375** | **65%** |
| Apr 2026 | 186 | 257 | 72% | 16 | 80 | 20% | **201** | **336** | **60%** |
| May 2026 | 167 | 233 | 72% | 46 | 105 | 44% | **213** | **338** | **63%** |
| June 2026 | 162 | 227 | 72% | 41 | 103 | 40% | **204** | **330** | **62%** |
| **Total FYTD** | **1,240** | **2,051** | **60%** | **254** | **979** | **26%** | **1,494** | **3,030** | **49%** |
| **Cumulative CTD** | **1,240** | **2,051** | **60%** | **254** | **979** | **26%** | **1,494** | **3,030** | **49%** |

| Current Fiscal Year | MPCR - Goal 50% FY 25-26 w LFPR Project | | | MPCR - Goal 50% FY 25-26 w LFPR Project | | | MPCR Adult/DW - Goal 50% FY 25-26 | | |
|---|---|---|---|---|---|---|---|---|---|
| NM/WE | Adult | | | DW | | | A/DW Combined | | |
| QTR Ended 9/30/25 | 213 | 403 | 53% | 49 | 224 | 22% | 262 | 627 | **42%** |
| QTR Ended 12/31/25 | 116 | 329 | 35% | 28 | 211 | 13% | 144 | 540 | **27%** |
| QTR Ended 3/31/26 | 396 | 602 | 66% | 73 | 258 | 28% | 469 | 860 | **55%** |
| QTR Ended 6/30/26 | 515 | 717 | 72% | 103 | 287 | 36% | 618 | 1,004 | **62%** |
| **FYTD** | **1,240** | **2,051** | **60%** | **254** | **979** | **26%** | **1,494** | **3,030** | **49%** |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **CTD Cumulative** | **1,240** | **2,051** | **60%** | **254** | **979** | **26%** | **1,494** | **3,030** | **49%** |

# NORTHERN MIDDLE TN WORKFORCE BOARD
# JUNE 2026 FISCAL UPDATE
## NM/WE YOUTH - MPCR, WORK EXPERIENCE & IN-SCHOOL
## CONTRACT-TO-DATE & QUARTERLY

| | MPCR - Goal 50% | | | Work Experience - Goal 25% | | | ISY/Youth - Goal 35% effective 07.1.25 | | |
|---|---|---|---|---|---|---|---|---|---|
| NM/WE | Youth | | | Youth | | | Youth | | |
| CTD CUMULATIVE | Direct $ '000 | Total $ '000 | 53% | Wk Exp $ '000 | Total $ '000 | 24% | ISY $ '000 | Total $ '000 | 33% |
| Jul 2025 | 66 | 105 | 63% | 39 | 105 | 37% | 51 | 105 | 48% |
| Aug 2025 | 33 | 78 | 42% | 24 | 78 | 30% | 35 | 78 | 45% |
| Sep 2025 | 59 | 103 | 57% | 15 | 103 | 14% | 33 | 103 | 32% |
| Oct 2025 | 24 | 68 | 35% | 15 | 68 | 22% | 21 | 68 | 30% |
| Nov 2025 | 23 | 69 | 33% | 10 | 69 | 14% | 21 | 69 | 30% |
| Dec 2025 | 29 | 70 | 41% | 11 | 70 | 16% | 26 | 70 | 37% |
| Jan 2026 | 25 | 67 | 37% | 13 | 67 | 20% | 21 | 67 | 32% |
| Feb 2026 | 29 | 72 | 41% | 9 | 72 | 12% | 28 | 72 | 39% |
| Mar 2026 | 84 | 128 | 65% | 30 | 128 | 23% | 30 | 128 | 24% |
| Apr 2026 | 75 | 122 | 61% | 35 | 122 | 29% | 31 | 122 | 25% |
| May 2026 | 65 | 108 | 60% | 32 | 108 | 30% | 34 | 108 | 31% |
| June 2026 | 66 | 109 | 60% | 37 | 109 | 34% | 35 | 109 | 32% |
| **Total FYTD** | 577 | 1,098 | 53% | 269 | 1,098 | 24% | 365 | 1,098 | 33% |
| **Cumulative CTD** | 577 | 1,098 | 53% | 269 | 1,098 | 24% | 365 | 1,098 | 33% |

| Current Fiscal Year | MPCR - Goal 50% | | | Work Experience - Goal 25% | | | ISY/Youth - Goal 35% effective 07.1.25 | | |
|---|---|---|---|---|---|---|---|---|---|
| NM/WE | Youth | | | Youth | | | Youth | | |
| QTR Ended 9/30/25 | 158 | 286 | 55% | 77 | 286 | 27% | 118 | 286 | 41% |
| QTR Ended 12/31/25 | 76 | 207 | 37% | 36 | 207 | 17% | 67 | 207 | 32% |
| QTR Ended 3/31/26 | 137 | 266 | 52% | 51 | 266 | 19% | 79 | 266 | 30% |
| QTR Ended 6/30/26 | 206 | 339 | 61% | 105 | 339 | 31% | 100 | 339 | 29% |
| **FYTD** | 577 | 1,098 | 53% | 269 | 1,098 | 24% | 365 | 1,098 | 33% |
| **CTD Cumulative** | 577 | 1,098 | 53% | 269 | 1,098 | 24% | 365 | 1,098 | 33% |

# NORTHERN MIDDLE TN WORKFORCE BOARD
# AUGUST 2026 FISCAL UPDATE
## FY2026-27 REVISED BUDGET - REVENUES

| Grant Revenue | $ in millions | $ | Change |
|---|---|---|---|
| **Carryover from 25-26 (expiring June 2027)** | | | |
| **Total Carryover from 25-26** | **5.0** | 4,962,442 | (168,012) |
| **26-27 Projected Allocations** | | | |
| **26-27 Projected Allocations** | **8.1** | 8,137,126 | 1,616,438 |
| **Total Adult, DW, Youth** | **13.1** | 13,099,568 | 1,448,427 |
| **Carryover to 27-28 at 25% Youth** | **(0.7)** | (727,050) | (198,465) |
| **Carryover to 27-28 at 25% Adult, DW** | **(1.3)** | (1,307,232) | (205,645) |
| **Total 26-27 Adult, DW, Youth** | **11.1** | 11,065,286 | 1,044,317 |
| **Tennessee Youth** | **0.8** | 750,000 | - |
| **Tennessee Youth Voc Rehab applied for** | **0.1** | 111,111 | 111,111 |
| **Rural Healthcare** | **0.2** | 250,000 | - |
| **TN-PROWD Re-Entry** | **0.5** | 543,716 | 17,423 |
| **TN-PROWD Phase III Re-Entry applied for** | **0.1** | 72,600 | 72,600 |
| **Apprenticeship (SAEF/NATAP)** | **0.2** | 210,000 | 52,500 |
| **IFA** | **0.8** | 750,000 | (250,000) |
| **Total 26-27 Projected Grant Revenue** | **13.8** | **13,752,713** | 1,047,951 |

# NORTHERN MIDDLE TN WORKFORCE BOARD
# AUGUST 2026 FISCAL UPDATE
## FY2026-27 REVISED BUDGET - EXPENSES

| Projected Expenses | $ in millions | % | $ | Change |
|---|---|---|---|---|
| NM Workforce Board | 1.5 | 11% | 1,465,645 | - |
| Board Incumbent Worker Program | 0.6 | 4% | 600,000 | - |
| Recruitment Campaign | 0.1 | 1% | 100,000 | - |
| IFA (non-Title I) | 0.8 | 6% | 750,000 | (250,000) |
| **Total Board and Overhead** | **3.0** | **22%** | **2,915,645** | (250,000) |
| | | | | |
| One Stop Operator | 0.3 | 2% | 300,000 | - |
| Career Service Provider | 8.6 | 62% | 8,617,064 | 1,061,740 |
| Tennessee Youth | 0.8 | 6% | 750,000 | - |
| Tennessee Youth Voc Rehab applied for | 0.1 | 1% | 111,111 | 111,111 |
| Rural Healthcare | 0.2 | 1% | 250,000 | - |
| TN-PROWD Re-Entry | 0.5 | 4% | 526,293 | - |
| TN-PROWD Phase III Re-Entry applied for | 0.1 | 1% | 72,600 | 72,600 |
| Apprenticeship (SAEF/NATAP) | 0.2 | 1% | 210,000 | 52,500 |
| **Total Contracted Grant Services** | **10.8** | **78%** | 10,837,068 | 1,297,951 |
| **Total 26-27 Grant Expense** | **13.8** | **100%** | **13,752,713** | 1,047,951 |

Northern Middle TN LWDB
Expense Budget
2026-27

| | Program Services | Supporting Services | Total Expenses |
|---|---|---|---|
| Pass-through, Contracted and Infrastructure Expenses: | | | |
| One-stop operator, career service provider and workforce board services | 9,927,327.00 | 36,111.00 | 9,963,438.00 |
| Business services - incumbent worker training | 600,000.00 | - | 600,000.00 |
| Business services - apprenticeships | 189,000.00 | 21,000.00 | 210,000.00 |
| Infrastructure funding agreement - WIOA partners | 520,000.00 | 30,000.00 | 550,000.00 |
| Infrastructure funding agreement - State partners | 250,000.00 | - | 250,000.00 |
| Total pass-through, contracted and infrastructure expenses | 11,486,327.00 | 87,111.00 | 11,573,438.00 |
| | | | |
| Other Infrastructure Funding Expenses: | | | |
| Infrastructure funding agreement - other partners | 250,000.00 | - | 250,000.00 |
| Total other infrastructure funding expenses | 250,000.00 | - | 250,000.00 |
| | | | |
| Board and Staff Expenses: | | | |
| Contracted Services: | | | |
| Salaries and benefits: | | | |
| Salaries | 315,000.00 | 125,000.00 | 440,000.00 |
| Health and life insurance | 80,000.00 | 35,000.00 | 115,000.00 |
| Payroll taxes | 25,000.00 | 15,000.00 | 40,000.00 |
| Retirement and other fringe benefits | 15,000.00 | 10,000.00 | 25,000.00 |
| Total salaries and benefits | 435,000.00 | 185,000.00 | 620,000.00 |
| | | | |
| Communication | 1,000.00 | 2,000.00 | 3,000.00 |
| Contract services - accounting and audit | - | 20,000.00 | 20,000.00 |
| Contract services - fiscal agent and shared staffing | 1,000.00 | 1,138,630.00 | 1,139,630.00 |
| Contract services - regional sponsorship | - | - | - |
| Contract services - outreach | | 100,000.00 | 100,000.00 |
| Insurance | 7,500.00 | 25,000.00 | 32,500.00 |
| Small equipment and software | 4,500.00 | 2,000.00 | 6,500.00 |
| Supplies | - | 1,645.00 | 1,645.00 |
| Travel | 1,000.00 | 5,000.00 | 6,000.00 |
| Total board and staff expenses | 15,000.00 | 1,294,275.00 | 1,309,275.00 |
| | | | |
| **Total expenses** | **12,186,327.00** | **1,566,386.00** | **13,752,713.00** |
| | | | |
| Less: Capitalized equipment | - | - | - |
| Add: Depreciation (non-cash) | 35,000.00 | - | 35,000.00 |
| Total expenses with depreciation | 12,221,327.00 | 1,566,386.00 | 13,787,713.00 |

# NORTHERN MIDDLE TN WORKFORCE BOARD
# JUNE 2026 FISCAL UPDATE
# MONITORING UPDATE

**Monitoring of Workforce Essentials - Career Service Provider Division**

* **NMTWB's Program staff provided ongoing Technical Assistance.**
* **NMTWB's Quality Assurance staff completed a case file review of 30 Adult, Dislocated Worker and Youth files. The CSP Corrective Action Plan/response is pending.**
* **NMTWB's fiscal staff continue to perform monthly desk reviews of the CSP division's utilization, MPCR, work experience and in-school youth goals providing technical assistance and strategies for continuous improvement.**
* **CSP strategies for improving utilization include exploring targeted youth projects to increase youth utilization, considering Nurses Middle College as a possible project, and potentially requesting more Adult and DW funding for IWT.**

**Monitoring of Mid-Cumberland HRA - One-Stop Operator**

* **The One-Stop Operator continues to promote enhanced oversight of partner accountability in supporting KPI goals.**
* **Technical assistance and training of the One-Stop Operator is ongoing. NMTWB's fiscal staff continue to perform monthly desk reviews of the OSO's invoicing, billing trends and contract progression.**
* **MCHRA's June 30, 2025 audit report due to the state 12/31/25 (federal 3/31/26 due date) has not yet been filed to allow more time to add HREC activity. The report (considered delinquent by the state) is expected to be completed on or before August 30, 2026.**
  **UPDATE: Northern Middle received the completed MCHRA audit on August 7, 2026.**

# NORTHERN MIDDLE TN WORKFORCE BOARD
# JUNE 2026 FISCAL UPDATE
# MONITORING UPDATE

**Monitoring/Audit of Northern Middle**

- **TDLWD's Workforce Services Program Monitoring Team conducted on-site monitoring and staff interviews at all comprehensive and affiliate AJC's 3/13 to 3/25.**
- **NMTWB staff submitted certification paperwork for the 5 American Job Centers in Northern Middle on 6/29/26. Certification was granted on July 24 for a 3-year period.**
- **The State's Workforce Services Program Monitoring Team conducted a case file review of 15 Adult, DW and Youth files with no significant observations or concerns.**
- **TDLWD's fiscal grants and budgets team performed a virtual monitoring visit on April 21st reviewing various policies and procedures. Report was received in May with one issue/concern noted regarding our property management policy not reflecting the updated equipment threshold required under the Uniform Guidance change effective October 2024, consistent with 2 CFR 200.439. (This policy has been revised for approval)**
- **The State's Workforce Service Program Monitoring Team requested completion of a new PY25-26 questionnaire submitted 7/29/26.**
- **TDLWD's Program Accountability Review (PAR) team has been onsite and virtually conducting their 25-26 monitoring engagement covering July 2025 to February 2026. An exit interview was conducted 8/3/26. There were no findings. The report is included in board materials.**
- **Stone, Rudolph and Henry will be conducting the external, financial audit for the year ended June 30, 2026 with onsite fieldwork scheduled in November.**

Northern Middle Tennessee Workforce Board Inc.

Effective Date:
~~10.01.2018~~08.12.2026
Duration: Indefinite

# Property Management Policy

## Purpose
This policy communicates methods used by Northern Middle Tennessee Workforce Board (NMWB) for the procurement of goods and services obtained with Workforce Innovation Opportunity Act (WIOA) funds. This policy will address how to ensure proper acquisition, management, and disposition of property purchased with WIOA funds. This policy also sets forth the requirements provided by: the Office of Management and Budget (OMB), Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards; Final Rule Title 2 of the Code of Federal Regulations, 2 CFR 200.

## Background
The Workforce Innovation and Opportunity Act requires State, Local Workforce Development Boards, and service providers receiving funds under WIOA to comply with applicable uniform cost principles, including Uniform Guidance of the federal Office of Management and Budget (OMB).

## Policy & Instructions
To ensure that funds are being spent in a fiscally prudent and efficient manner, sub recipients need to consider the following questions prior to requesting approval to direct-charge WIOA funds for the purchase of property:

- Is this purchase reasonable?
- Why is the purchase needed?
- Have the best products been selected?
- What procurement method was used?
- Was a lease option considered in lieu of the purchase?
- Does the State already provide the item, service, or software being considered for rent, purchase, or subscription?
- Can the purchaser show that the purchase and item is allowable under the applicable federal award?

### Definitions
A. Equipment - Equipment means tangible, non-expendable, personal property having a useful life of more than one year and an acquisition cost of $~~5,000~~10,000 or more per unit. Uniform Guidance specifies that equipment include information technology systems, computing devices, software and services (including support services). This includes fees for licensing or subscriptions to software and software support services. This even includes monthly subscription fees under $~~5,000~~10,000 dollars if the total annual cost for the subscription exceeds $~~5,000~~10,000 dollars; for such subscriptions, prior approval must be obtained.

B. General Purpose Equipment - This is equipment which is not limited to research, medical, scientific or other technical activities. Examples include: office equipment and furnishings, modular offices, telephone networks, information technology equipment and systems, air-conditioning equipment, reproduction and printing equipment, and motor vehicles (Uniform Guidance Section 200.48).

C. Information Technology Systems - This encompasses computing devices, ancillary equipment, software, firmware, similar procedures, services (including support services), licensing or subscriptions to software and software support services, and related services (2 CFR 200.58).

D. Prior Approval - Written prior approval will be obtained from the Tennessee Department Labor Workforce Development (TNLWD) for acquisition of sensitive items and nonexpendable property with a unit acquisition cost of $~~5,000~~10,000 or more. In addition, any agreements or activities related to costs associated with real property must receive written approval by TDWLD. Sub-recipients must have prior approval from the fiscal entity for acquisition of sensitive items and nonexpendable property with a unit acquisition cost of $~~5,000~~10,000 or more.

**Types of Property Which Require Accountability Maintenance**

- Tangible personal property having a useful life of more than one year and an acquisition cost of $~~5,000~~10,000 or more per unit. Examples include furniture, machinery, office, operational and educational equipment, etc.
- Sensitive equipment having a unit cost of $100 to $~~5,000~~10,000. Examples include typewriters, tape recorders, printers, computers, cameras, cell phones, and lap-tops.
- Personal computers will be tagged as a unit consisting of monitor, keyboard, and the computer itself. The printer will be tagged separately.

**Equipment Property Management Procedures**

Property records will be maintained that include a description of the property, a serial number or other identification number, the source of property, information as to who holds title, the acquisition date, and cost of the property, percentage of Federal participation in the cost of the property. These records will also include the location, use and condition of the property, and any ultimate disposition data including the date of disposal and sale price of the property.

- When property with a current per-unit value in excess of $~~5,000~~10,000 has been stolen or destroyed by fire (or another disaster), is considered obsolete, or is to be traded for new equipment the NMWB shall notify the State office of the particular event and request approval to remove the property from the Record Inventory.
- If any property is stolen a copy of a Police Report must accompany the Report of the Survey. If the stolen property has a current per-unit value of $~~5,000~~10,000 or more the Federal Bureau of Investigation must be notified and a copy of the report must accompany the Report of the Survey.
- If the property is destroyed by fire a copy of a Fire Marshall's Report must accompany the Report of the Survey. When the NMWB determines that the property is non-serviceable due to obsolescence, that NMWB will request the destruction of the equipment through Asset Works (the State system) at which time the State procurement office re-evaluates the condition of the equipment. All property records must be maintained for five years after final disposition of the property.
- The NMWB will tag all property with the appropriate tag and records will indicate the program under which the property was acquired. After tagging the equipment, the NMWB will add the new items to its inventory listing. The inventory records will contain the following information:

    - Tag number
    - Program funding the acquisition
    - Percentage federally funded (if not 100%)
    - Date of purchase or acquisition
    - Condition of the property (Cost or Fair Market Value)

  - Location
  - Serial number or other identifying number should be added to other pieces of equipment acquired.

- Financial records, supporting documents, statistical records, and all other non-Federal entity records pertinent to a Federal award will be retained for a period of five years from the date of submission of the final expenditure report.

**Debarred and Suspended Parties**
The fiscal entity will not make any award or permit (sub grants or contracts) to any party debarred, otherwise suspended, or otherwise excluded from eligible for participation in Federal assistance programs in accordance with Department of Labor Regulation at 29 CFR Part 98.

## References

2 CFR 200.48, 200.58, 200.194, 200.195, 200.405(c), 200.449, 200.452, 200.462; 20 CFR 683.200, 683.235; TEGL 15-14; WIOA Section 171 (c)(2)(A)(i); WIOA Section 184(a)(2)(A), Workforce Services Policy – Property Management

| | |
|---|---|
| Authorized by: | Approved by: |
| ________________________________ | ________________________________ |
| Marla Rye, Executive Director Date | John Zobl, Chairman Date |

Effective Date: 08.12.2026
Duration: Indefinite

# Property Management Policy

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- When property with a current per-unit value in excess of $10,000 has been stolen or destroyed by fire (or another disaster), is considered obsolete, or is to be traded for new equipment the NMWB shall notify the State office of the particular event and request approval to remove the property from the Record Inventory.
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    - Percentage federally funded (if not 100%)
    - Date of purchase or acquisition
    - Condition of the property (Cost or Fair Market Value)
    - Location

    - Serial number or other identifying number should be added to other pieces of equipment acquired.

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## References
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| | |
|---|---|
| Authorized by: | Approved by: |
| ______________________________ | ______________________________ |
| Marla Rye, Executive Director Date | John Zobl, Chairman Date |

# NORTHERN MIDDLE TN WORKFORCE BOARD
# JUNE 2026 FISCAL UPDATE
## ACTION ITEMS

* **Accept 2025-26 Financial Report through June**
* **Accept 2026-27 Revised Budget (+$1.1M revision = $13.8M)**
* **Property management policy revision equipment threshhold change from $5,000 to $10,000**

# Northern Middle Local Workforce Development Area

Tennessee Department of Labor and Workforce Development
Office of Program Accountability Review
Subrecipient Monitoring Report | August 2026

August 4, 2026

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

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

Dear Mayor Rial and Marla 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 A. Risher
Christopher A. Risher (Aug 4, 2026 13:36:00 CDT)

Christopher Risher
Director of Internal Audit

cc: Deniece Thomas, Commissioner TDLWD
Buddy Hoskinson, TDLWD
Dewayne Scott, TDLWD
Jason Cecil, TDLWD
Jeremy Colbert, TDLWD
Tyler Asher, TDLWD
Andy Summar, TDLWD
Ivan Greenfield, TDLWD
Ryan Allen, TDLWD
Lorna Wright, TDLWD
Haley Fox, TDLWD
Georgena Porter-Wilson, TDLWD
TL Smith, TDLWD
John Zobl, LWDB Chair
Comptroller of the Treasury, State of Tennessee

# Executive Summary

On August 3, 2026, 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

## *Introduction*

On August 3, 2026, 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 June 25, 2024.

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 any issues noted during the on-site review?*

No findings were noted.

## *Which grants were monitored?*

| Service Provided | Grant Number | Grant Period | Grant Max. Liability |
|---|---|---|---|
| Adult | LWNMP241ADULT25 | 07/01/24-06/30/26 | $513,365.00 |
| Adult | LWNMF251ADULT25 | 10/01/24-06/30/26 | $2,097,963.00 |
| Adult | LWNMP251ADULT26 | 07/01/25-06/30/27 | $429,944.00 |
| Adult | LWNMF261ADULT26* | 10/01/25-06/30/27 | $1,779,264.00 |
| Dislocated Worker | LWNMP241DSLWK25 | 07/01/24-06/30/26 | $628,632.00 |
| Dislocated Worker | LWNMF251DSLWK25 | 10/01/24-06/30/26 | $2,287,545.00 |
| Dislocated Worker | LWNMP251DSLWK26 | 07/01/25-06/30/27 | $573,483.00 |
| Dislocated Worker | LWNMF261DSLWK26* | 10/01/25-06/30/27 | $2,113,252.00 |
| Youth | LWNMP241YOUTH25 | 04/01/24-06/30/26 | $2,794,305.00 |
| Youth | LWNMP251YOUTH26 | 04/01/25-06/30/27 | $2,349,268.00 |
| Statewide Activities-TN Youth Employment Program | LWNMF261TYSWA26 | 07/01/25-06/30/26 | $745,092.00 |
| Statewide Activities-VR TN Youth Employment Prog. | LWNMF261VYSWA26 | 10/01/25-06/30/26 | $111,111.11 |
| Statewide Activities – Apprenticeship | LWNMF261APSWA26 | 07/01/25-06/30/26 | $200,000.00 |
| Apprenticeship | LWNMP252NATAP26* | 02/01/26-06/30/27 | $150,000.00 |
| Apprenticeship | LWNMP251NATAP26* | 02/01/26-06/30/27 | $60,000.00 |
| Re-entry – PROWD | LWNMP231PROWD24 | 04/01/25-09/30/27 | $968,443.00 |
| Statewide Activities - Re-entry/Justice Involved | LWNMF261RYSWA26 | 07/01/25-06/30/26 | $246,510.00 |
| Rual Healthcare Workforce Development | LWNMF261RHAPP26 | 07/01/25-06/30/26 | $238,943.00 |
| Statewide Activities – Incumbent Worker Admin | LWNMF261MNSWA26* | 12/15/25-06/30/26 | $12,880.00 |
| Statewide Activities – Incumbent Worker | LWNMF241IWSWA24* | 12/15/25-06/30/26 | $244,713.00 |
| Infrastructure Funding Agreement | LWNMP251ESIFA26 | 07/01/25-06/30/26 | $370,495.14 |

**Figure 1.** Listing of monitored grants.

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

Northern Middle Tennessee Workforce Board Inc.

# Election of Officers

## Chair: John Zobl
## Vice Chair: Mark Peed
## Secretary: Kristi Spurgeon

Northern Middle Tennessee Workforce Board Inc.

# Governance Policy Comment

# Workforce System Governance Framework

**Effective Date: September 1, 2026**
**Expiration Date:**
**Date Last Reviewed:**

## *Purpose*

The Tennessee State Workforce Development Board (SWDB), acting on behalf of the Governor and consistent with Executive Order 109, serves as Tennessee's strategic workforce governance body and provides unified leadership for the modernization of the state's workforce development system. Through statewide policy, governance standards, and strategic direction, the SWDB establishes a coordinated framework that aligns workforce development, education, economic development, human services, and industry around a shared vision for developing Tennessee's talent pipeline and strengthening the state's economic competitiveness.

This policy establishes Tennessee's Workforce System Governance Framework, creating a tiered governance structure that connects statewide strategy with regional implementation. Under this framework, the SWDB establishes strategic direction, governance standards, and statewide priorities for Tennessee's workforce system, while Regional Workforce Development Boards (RWDBs) serve as the regional governance bodies responsible for implementing that strategy, coordinating cross-sector partnerships, and advancing statewide workforce priorities within their respective regions.

The Workforce Governance Framework modernizes Tennessee's workforce system by shifting governance from local administrative structures to an integrated regional model that strengthens strategic leadership, promotes regional collaboration across workforce system partners, and improves accountability for workforce outcomes. This framework is designed to create a more agile, employer-driven workforce system capable of responding to evolving labor market demands while preserving meaningful local engagement through structured regional governance.

The framework is intended to:

- Establish a modernized statewide workforce governance framework that advances the Governor's workforce vision;
- Strengthen strategic alignment between the State Workforce Development Board and Regional Workforce Development Boards;
- Align workforce investments with Tennessee's economic and talent development priorities;
- Integrate workforce development, education, economic development, human services, and other workforce system partners through coordinated regional leadership;
- Reduce unnecessary administrative fragmentation while preserving meaningful local engagement;
- Promote innovation, accountability, and continuous improvement across the workforce system; and
- Position Tennessee's workforce governance model to respond effectively to changing economic conditions and future workforce needs.

This Policy establishes Tennessee's statewide governance model and strategic responsibilities. TDLWD shall issue supporting guidance establishing the minimum operational standards necessary to implement this framework consistently across Regional Workforce Development Boards (RWDBs), Local Elected Officials (LEOs), Chief Local Elected Officials (CLEOs), Local Advisory Councils (LACs), Lead Administrative Organizations (LAOs) and other regional leadership entities.

## *Authority*

This policy is adopted pursuant to:

- Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128;
- Approved federal waiver authority; 20 CFR § 684.900
- Tennessee Executive Order 109;
- Authority delegated to the Tennessee State Workforce Development Board;
- Authority of the Tennessee Department of Labor and Workforce Development (TDLWD); and
- Other applicable federal and state law.

Under approved waiver authority, Regional Workforce Development Boards serve as alternate entities pursuant to WIOA Section 107(i) and perform the statutory functions assigned to Local Workforce Development Boards.

## *Tennessee's Workforce Governance Vision*

Tennessee's workforce system exists to develop a skilled workforce that meets employer demand while creating economic opportunity for every Tennessean.

Governance shall support an integrated workforce ecosystem that:

- Aligns education, workforce development, economic development, and human services;
- Responds rapidly to changing labor market conditions;
- Emphasizes measurable outcomes rather than administrative processes;
- Encourages regional innovation;
- Promotes shared accountability across partner agencies;
- Strengthens employer leadership; and
- Prepares Tennessee's workforce for future economic opportunities.

Governance decisions should advance the long-term success of Tennessee's talent development system rather than the administration of individual workforce programs.

## *Guiding Principles*

All workforce governance shall be guided by the following principles:

- **Strategic Leadership -** Governance focuses on long-term direction, system performance, and regional competitiveness rather than operational administration.
- **Employer Leadership -** Employers remain the primary customers of Tennessee's workforce system and help shape workforce investments and talent strategies.
- **Regional Collaboration -** Regional challenges require regional solutions. Governance should encourage collaboration that transcends Local Workforce Development Area (LWDA) boundaries while recognizing local economic conditions.
- **System Integration -** Education, workforce development, economic development, human services, corrections, veterans' services, community organizations, and industry share responsibility for developing Tennessee's workforce.
- **Innovation -** Regional Workforce Development Boards are encouraged to develop innovative approaches that improve workforce outcomes and customer experience.
- **Accountability -** Public investments shall produce measurable impact for employers, workers, taxpayers, and communities.
- **Customer Focus -** The workforce system shall provide coordinated, accessible, and responsive services centered on the needs of employers and individuals rather than organizational structures.

## *State Workforce Governance Structure & Leadership*

### *State Workforce Development Board*

The State Workforce Development Board serves as Tennessee's strategic workforce governance body. Consistent with Executive Order 109, the State Workforce Development Board may establish statewide governance standards that promote coordination across Tennessee's workforce ecosystem and support implementation of the Governor's workforce vision.

The Board shall:

- establish statewide workforce strategy;
- establish statewide governance standards;
- align workforce policy across the workforce ecosystem;
- advise the Governor on workforce policy;
- identify statewide workforce priorities;
- promote innovation;
- evaluate statewide workforce performance;
- encourage cross-system collaboration; and
- support continuous improvement of Tennessee's workforce ecosystem.

The Board's responsibilities extend beyond individual workforce programs to promote statewide talent development and economic competitiveness.[1]

### *Tennessee Department of Labor and Workforce Development (TDLWD)*

TDLWD serves as the administrative and implementation agency for Tennessee's workforce governance framework.[2]

The Department shall:

- Implement statewide governance policy;
- Administer approved waiver authority;
- Establish implementation guidance;
- Provide technical assistance;
- Administer workforce development funds;
- Monitor governance performance;
- Certify compliance with statewide governance standards;
- Coordinate statewide workforce initiatives; and

[1] 20 CFR § 679.130 and EO 109
[2] TCA § 4-3-1402

- Support regional workforce development boards in achieving regional workforce objectives.

### *Regional Workforce Development Boards*

Regional Workforce Development Boards (RWDBs) serve as Tennessee's regional workforce leadership bodies. RWDBs are responsible for translating statewide workforce strategy into regional action while responding to the unique workforce needs of their respective regions.

RWDBs shall:

- Develop regional workforce initiatives implementing SWDB strategy;
- Coordinate workforce ecosystem partners;
- Strengthen employer engagement;
- Oversee workforce performance;
- Align regional investments;
- Encourage innovation;
- Support economic competitiveness; and
- Steward public resources.

RWDBs function as strategic governing organizations and perform all other statutory responsibilities previously assigned to Local Workforce Development Boards under WIOA.[3]

Each RWDB shall operate in accordance with statewide governance standards established by the Tennessee State Workforce Development Board and TDLWD.

At a minimum, each RWDB shall:

- Satisfy applicable WIOA Section 107(i) alternate entity requirements, as modified by approved waivers;
- Maintain governance documents approved by TDLWD;
- Operate through an established Local Elected Official governance structure;
- Maintain bylaws that define governance responsibilities and operating procedures;
- Execute required interlocal and partnership agreements;
- Preserve meaningful local engagement;
- Comply with conflict-of-interest and transparency requirements; and
- Maintain governance practices that promote accountability, collaboration, and continuous improvement.

[3] 20 CFR § 679.370

Regional Workforce Development Boards, in consultation with Local Advisory Workforce Councils and Local Elected Officials, shall lead regional initiatives that strengthen Tennessee's workforce ecosystem.

Strategic responsibilities include:

- Workforce initiatives;
- Talent pipeline development;
- Employer engagement;
- Sector partnerships;
- Workforce and education alignment;
- Regional economic competitiveness;
- Innovation;
- Technology adoption;
- Customer experience;
- Workforce access;
- Fiscal stewardship;
- Performance accountability;
- Partner collaboration; and
- Continuous improvement.

RWDBs shall perform these responsibilities in a manner consistent with statewide workforce priorities and governance excellence, certification, and continuous improvement standards established by the State Workforce Development Board.

### *Local Elected Officials*

The Local Elected Officials (LEOs) of each Local Workforce Development Area retain the governmental authorities and responsibilities assigned under the Workforce Innovation and Opportunity Act (WIOA) and applicable federal and state law.

Consistent with this policy and approved federal waiver authority, LEOs shall exercise these responsibilities in partnership with the Regional Workforce Development Board while supporting implementation of the statewide workforce strategy established by the Tennessee State Workforce Development Board.

Collectively, the LEOs within each region shall select a Chief Local Elected Official to serve as authorized representative of the Consortium of LEOs for purposes established in WIOA, this policy, and TDLWD guidance for the exercise of their statutory responsibilities. This shall include the execution of an interlocal agreement outlining how the LEOs will carry out their responsibilities, as well as other governance agreements necessary to support regional governance.

LEOs shall:

- appoint members to the Regional Workforce Development Board in accordance with applicable federal law, approved waiver authority, and statewide membership requirements established by TDLWD;
- designate the fiscal agent and grant recipient, as applicable;
- enter into required interlocal agreements, partnership agreements, and other governance documents;
- provide governmental oversight for the stewardship of public resources;
- ensure compliance with applicable federal, state, and local requirements;
- support implementation of statewide workforce governance standards; and
- collaborate with the Regional Workforce Development Board to advance regional workforce priorities and statewide workforce objectives.

Regional Workforce Development Boards serve as the strategic governing bodies for regional workforce planning and oversight. Local Elected Officials retain those governmental and legal responsibilities assigned under WIOA, including fiscal accountability and appointment authority. Governance decisions should be carried out through a collaborative partnership that combines the statutory authority of Local Elected Officials with the strategic leadership of the Regional Workforce Development Board.

### *Regional CLEO Council*

The Chief Local Elected Officials (CLEOs) representing the Local Workforce Development Areas (LWDAs) within each Region shall act collectively as the Regional CLEO Council for purposes of coordinating and exercising the statutory responsibilities assigned to Local Elected Officials under the Workforce Innovation and Opportunity Act (WIOA). Each CLEO shall continue to represent the Local Elected Officials within their respective LWDA and ensure that local priorities, recommendations, and statutory responsibilities are reflected in regional governance decisions.

The Regional CLEO Council shall jointly exercise those responsibilities assigned to Local Elected Officials under WIOA, including, as applicable:

- approving regional budgets;
- approving regional and local workforce plans, as required;
- appointing members of the Regional Workforce Development Board;
- approving the designation of the fiscal agent or grant recipient;

- approving procurement actions requiring Local Elected Official approval;
- monitoring fiscal and programmatic performance; and
- carrying out any other responsibilities assigned to Local Elected Officials under applicable federal or state law.

The Regional CLEO Council shall establish procedures for joint decision-making through governance documents approved by the TDLWD and shall elect a Chair from among its members. The Chair shall preside over Council meetings, execute documents on behalf of the Council following duly authorized Council action, and perform administrative duties assigned by the Council. The Chair shall not possess independent statutory authority beyond that delegated as the CLEO of their respective LWDA.

### *Local Advisory Councils*

Local Advisory Councils (LACs) preserve local engagement within Tennessee's regional governance framework. LACs serve as the primary forum for bringing local perspectives, community expertise, and stakeholder input into the regional governance process. They strengthen the connection between Regional Workforce Development Boards and the communities they serve by providing ongoing insight into local workforce conditions, emerging opportunities, service delivery, and regional priorities. Through this advisory role, LACs help ensure that regional strategies remain responsive to local needs while advancing statewide workforce objectives.

They provide recommendations regarding:

- Community workforce needs;
- Employer priorities;
- Customer experience;
- Access to services;
- Economic conditions;
- Workforce challenges; and
- Partnership opportunities.

Local Advisory Councils serve in an advisory capacity to the Regional Workforce Development Board. While they do not exercise independent governance authority, Regional Workforce Development Boards shall establish processes for meaningful consultation with Local Advisory Councils and consider their recommendations when making regional workforce policy, planning, and investment decisions.

### *Lead Administrative Organization (LAO)*

Each Regional Board shall designate a qualified Lead Administrative Organization (LAO) to provide administrative, operational, and technical support necessary for the Regional Board to carry out its responsibilities under WIOA, applicable federal and state law, and State Workforce Development Board policy. The LAO serves at the direction of the Regional Board, acting as "staff to the Board," and shall not exercise policymaking authority reserved to the Regional Board.

At a minimum, the LAO shall:

- Provide administrative and governance support to the Regional Board, including coordination of meetings, records management, communications, and implementation of Board policies and procedures.
- Support the Regional Board's strategic planning, policy development, regional planning, and continuous improvement activities.
- Coordinate implementation of Board-approved initiatives and facilitate collaboration among Local Advisory Councils, Chief Local Elected Officials, TDLWD, and regional workforce partners.
- Provide administrative oversight and coordination of grants, contracts, procurement, budgets, performance reporting, and other operational functions as assigned by the Regional Board.
- Support compliance with WIOA, state policy, monitoring requirements, audit activities, and other applicable federal and state requirements.
- Serve as the primary administrative liaison between the Regional Board and TDLWD.
- Provide technical assistance and capacity-building support to the Regional Board and Local Advisory Councils.
- Perform additional administrative responsibilities assigned by the Regional Board that are consistent with applicable federal and state law.

To promote administrative efficiency, unified accountability, and streamlined oversight, TDLWD encourages Chief Local Elected Officials to designate the Regional Board's selected Lead Administrative Organization as the Fiscal Agent whenever the organization demonstrates the fiscal capacity required under federal and state law. Utilizing a single qualified entity to perform both functions reduces duplication, strengthens accountability, and simplifies administration while preserving the statutory authority of the Chief Local Elected Officials to designate the Fiscal Agent.

### *Performance and Accountability*

Governance performance shall be measured by organizational impact in addition to state and federal performance metrics.

State performance expectations may include, but are not limited to the following:

- Employer satisfaction;
- Workforce participation;
- Employment outcomes;
- Credential attainment;
- Talent pipeline effectiveness;
- Regional collaboration;
- Innovation;
- Fiscal stewardship;
- Customer experience;
- Accessibility;
- Return on investment; and
- Advancement of statewide workforce priorities.

The State Workforce Development Board may establish governance performance measures that extend beyond federally required WIOA indicators to evaluate the overall effectiveness of Tennessee's workforce ecosystem.

### *Statewide Workforce Innovation*

The State Workforce Development Board encourages Regional Workforce Development Boards to serve as regional hubs for workforce innovation.

RWDBs should identify opportunities to:

- Strengthen cross-sector partnerships;
- Improve service delivery;
- Leverage technology;
- Modernize governance;
- Simplify customer experiences;
- Respond to emerging industries;
- Expand talent pipelines; and
- Develop innovative workforce solutions that may be replicated statewide.

Innovation should be encouraged, evaluated, and shared throughout Tennessee's workforce system.

## *Continuous Improvement*

The workforce governance framework shall evolve as Tennessee's workforce needs change.

The State Workforce Development Board and TDLWD shall periodically review governance standards to ensure they continue to support:

- The Governor's workforce vision;
- Statewide economic priorities;
- Employer needs;
- Regional competitiveness;
- Integrated workforce system leadership; and
- Long-term workforce success.

## *Implementation*

TDLWD shall issue implementation guidance, operating procedures, templates, and technical assistance necessary to support consistent implementation of this policy.

Operational requirements established through implementation guidance shall not diminish the strategic governance responsibilities established by this policy.

## *Annual Review*

TDLWD shall review this policy at least annually to assess its effectiveness and continued compliance with applicable requirements. The policy may be revised as needed to reflect changes in statutes, regulations, guidance, waiver authority, or workforce system operations.

## *Contact*

Questions related to this policy may be directed to the SWDB at Workforce.Board@tn.gov.

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Tim Berry, State Workforce Development Board Chair

Northern Middle Tennessee Workforce Board Inc.

# Public Comment Period

Northern Middle Tennessee Workforce Board Inc.

# Next Meeting:

# Tuesday

# Nov. 10, 2026