



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

Quarterly Board Meeting

February 8, 2023

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

Williamson Inc.

4031 Aspen Grove Drive, Suite 630, Franklin

[Click here for Zoom link](#)

Tel: +1 312 626 6799

Meeting ID: 879 9614 4849 Passcode: 787726

AGENDA

Call Meeting to Order-Declaration of Quorum

John Zobl

Approval of Minutes

John Zobl

Welcome to Williamson County

Mayor Rogers Anderson

Recognition of Board Members

Marla Rye

CSP Performance Review

Andrea Dillard

EDSI

MAC

Strategic Priorities:

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

Ginger Fussell

➡ ***Connect People with Career Opportunities:***
Tennessee Alliance for Economic Mobility (TAEM)
United Way of Middle TN SNAP
One-Stop-Operator Report

Natalie McLimore
Dianna Webb
Include in Packet

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

Andrea Dillard

➡ ***Improve Efficiency & Effectiveness of Training Programs***
Outreach and recruitment Strategy
Labor Force Participation Rate Pilot
MTIDA Wage Survey

Marla Rye

Wrap Up

John Zobl

Adjourn

John Zobl

Zoom Link: <https://us02web.zoom.us/j/87996144849?pwd=VUd0Qm9KL0F0WmMxSkZnU2tGaDJJoQT09>

Upcoming Meetings-Mark Your Calendars

May 10, 2023 | August 9, 2023 | November 8, 2023 | February 14, 2024



Northern Middle Tennessee Workforce Board Inc.

**DRAFT UNTIL
APPROVED**

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

Members Attending	Members Absent	Staff & Guest Attending
John Alexander	Ginger Jarrett	Andrea Dillard
John Zobl	Keith Carnahan	Marla Rye
Tylesha McCray	Tony Adams	Josh Huhnke
Greg Jones	Shoshana Samuels	Stacey Brooks
Seth Thurman	Chris West	Kayce Gann
G.C. Hixson		George Phillips
David Rutledge		Patricia Buford
Mark Peed		Ginger Fussell
Kristi Spurgeon		John Watz
Lynn Seifert		Freda Herndon
James Harper		Mayor Jack McCall
Paul Webb		Danielle Ellis
Jessica Largin		Liz McLaughlin
Richie Brandon		Denise Thomas
Anne Fugate		Adina Chumley
George "Bo" Callis		Tanya Evrenson
Arrita Summers		Katrina Bass
		Mayor Bob Rial
		Mayor Wes Golden
		Mayor Randall Hutto
		Trish Farmer
		Ashley Crisp-Randle
		Cathy Royals
		Christel Brown
		Ginger Hausser
		James Starnes
		LaTanya Channel
		Renea Rosson
		Rob Dancer
		Sherry Maynard

The Northern Middle, Tennessee Workforce Development Board, met in person at the Wilson County Administrative & Training building and with a virtual option on Wednesday, November 9, 2022, at 11:30 a.m.

The meeting was called to order by Chairman Zobl. Attendance was taken, and a quorum declared. Chairman John Zobl asked for a motion to approve the minutes. John Alexander made the motion to approve the minutes. Seth Thurman seconded, and the minutes were unanimously approved. Marla began by commending the excellent work done by various board members in their community and

recognized the mayors in attendance. Marla updated the Board regarding the local workforce area performance and stats.

Marla recognized GC Hixon since this was his last meeting before his retirement, and GC spoke about the work he has brought to the Wilson County community. Mayor Hutto expressed his appreciation for GC Hixon and all he has done for Wilson County.

Marla then introduced Commissioner Deniece Thomas. Deniece expressed her appreciation for the work the Board performs and praised the Board for their innovations and leadership. She went on to talk of other agencies and the work they perform that moves the state in the right direction, along with businesses moving to Tennessee.

CSP Performance Review/Extension of Contracts

Andrea Dillard updated the Board regarding the Federal WIOA Scorecard. Andrea reported that we missed the 4th Quarter after Exit Employment Rate for the 21-22 fiscal year, but we are trending upward and are on track to achieving this goal for the next fiscal year.

Andrea pointed out that the Measurable Skills Gains in Quarter 2 of FY 22-23 are in the red, but this is normal. This goal is continually added to during the program year, which will raise it to a passing score by the fourth quarter.

Next, Andrea spoke about the Career Service Provider's progress. Staffing issues and exit rates are two areas of concern with EDSI. Exit rate is a concern because their caseloads will become unmanageable large. Of those that have been exited, the placement rate is high. Placement wages are well in excess of the goal. Low enrollments is MAC's area of concern.

Jobs for Tennessee Graduates, Monroe Harding, and Liberty Station are three new additional youth contractors. JTG has already exceeded its enrollment goals. Monroe Harding is on track to meet its enrollment goal. Liberty Station is behind on its enrollment goal and is being monitored. They have great community support but lack experience working with grants. They are receiving technical and fiscal assistance.

EDSI

Danielle Ellis reported that EDSI has 85% of their staffing positions filled. She stated that stress and burnout had been reported as a reason for resignations. They are reworking their training, so team members are more knowledgeable and prepared to do their job. They continue to promote from within for their leadership roles. She also states that there is no one defining factor for the continual turnover, but they continue to work on the aspects they can control. Some have resigned for jobs that pay more, but that is an aspect they feel they cannot change.

Danielle then stated that they continue to work on strengthening their management team. She introduced Patrick Buford, who has been promoted to Performance Director. Patrick updated the Board on their strategies for increasing the exit rate while maintaining their enrollment rate. He states they have mandated a 30-day service strategy with each customer, including identifying their needs and goals and moving them toward achieving them. Reports are monitored and reviewed weekly to ensure career

advisors are contacting customers frequently and employing additional resources if necessary. One resource being used is a call center to contact customers after work hours. Another strategy implemented is customers are contacted 90 days before the end of their training to plan next steps. Patrick went on to say that the current staffing model is being examined. One adjustment being made is the hiring of Workbase Learning Coordinators who will work directly with the participant.

Chairman John Zobl asked Danielle to work with Marla's team to compile a staffing analysis regarding the turnover EDSI continues to experience. He requested this report be done on an ongoing basis for a while.

MAC

Tanya Evrenson reported on MAC's performance over the last quarter. She started by informing the Board that one of her staff members was promoted within the agency, and they are now working on filling her vacant position. Tanya stated that they were a bit behind on their in-school and out-of-school youth goals but are continuing to recruit participants in this program through the community programs they have partnered with.

Tanya went on to explain why their enrollments are currently low. She reported that they had school partnerships last year that were not renewed and are currently working on establishing new relationships.

Strategic Priorities

Manage Board funds to Support Career Pathways

Ginger Fussell reminded the Board that her measures of the CSP's performance are based on their expenditures. Ginger then gave an overview of funding and contracts for the new board members and mayors joining the meeting.

Ginger reported that our \$13.295M budget grew last quarter by new funding of \$205K in apprenticeship money and an additional \$116K in RESEA funding. Spending this quarter was lower than the previous quarter, but still had solid results. Spending is ahead of schedule in Adult and Youth but significantly underutilized in Dislocated Worker.

The first action item request is to leverage the underutilized Dislocated Worker funds that will expire in June; the flexibility to repurpose up to \$1.5M of Dislocated Worker funds for Adult as needed is being requested effective November 1, 2022, to June 30, 2023, pending TDLWD approval.

The second action item request is to shift half of the Youth reserve of \$1.374M into this fiscal year. The \$13.295M budget included an ultra-conservative amount of \$2.7M carry over into the next fiscal year. Considering the momentum we have with Youth spending, the fact that we will get additional Youth funding in April, and the upcoming Youth procurement is why this request is important. The net increase to the budget is \$1.695M to \$14.990M.

The third action item is to request the flexibility to increase the Youth portion of EDSI's contract up to an additional \$750K through June 30, 2023.

Next, Ginger provided detailed revenue and expense budgets at \$14.9M. The contractor MPCR is strong at 51.9%. 40% is required. This is increased compared to last quarter. Ginger reviewed a three-year

visual chart of the contractor billing trends. All contractors are reasonably tracking in progress. If they sustain this quarter's billing for all four quarters, they will exceed last year's billing. CSPs are approximately 60-61% out of 70% progress. The OSO is 18% out of 25% time progression.

Then Ginger reported that EDSI and MAC met MPCR during the quarter. EDSI has met 50% of MPCR contract to date; MAC is 3% shy of the contract goal. EDSI met Youth Work Experience and In-School Youth during the quarter but not contract to date. MAC met Youth Work Experience during the quarter but not In-School Youth. They have met both contract to date. Since MAC was strong last year in In-School Youth, we lowered EDSI's In-School Youth target and raised MAC's. We will continue to monitor this as each contractor develops their respective programs. The main monitoring issue is a recurring concern with EDSI's continuing staff churn.

Ginger then reviewed the previously mentioned action items of 22-23 budget revision of \$14.9M (+1.6M), 22-23 flexibility to repurpose additional Dislocated Worker admin and/or program funding to Adult up to \$1.5M effective November 1, 2022, through June 30, 2023 (Pending TN DOL approval), and EDSI Career Service Provider contract-flexibility to increase Youth portion of EDSI contract up to an additional \$750K through June 30, 2023.

Mark Peed confirmed that the finance committee had approved these action items. John Zobl then asked for a motion to approve the items. Mark Peed made the motion. David Rutledge seconded the motion, and the Board approved unanimously.

Connect People with Career Opportunities

Stacey Brooks informed the Board about Persevere Tech Alliance-Good Jobs Challenge. This alliance program is based on six mutually supportive components. They are technology training provided through the Alliance Technology Training Institutes, career readiness, life skills, financial fitness instruction and support, on-the-job training (OJT) or apprenticeships wrap-around supportive services, job placement and support, and employer support. These components are designed to help and develop the whole person so they can be successful.

George Phillips presented his OSO report to the Board. He reported that many of the AJCs in the Northern Middle area held on-site and off-site job fairs this quarter. George updated the Board regarding Title I enrollments and Adult Education participants. Wagner Peyser is slightly down in two categories but had a big increase in participants. George then reported that the AJC traffic count was over 21K for the quarter, which is the busiest quarter in over a year. Unemployment rates for all 13 counties went down. The largest decrease was in Houston County, with a 1.4% decrease. KPI goals are being met in all areas. Staff turnover is still a challenge.

Train Workforce to Fill Employer Needs

Andrea Dillard updated the Board regarding the Incumbent Working Training and Apprenticeship Training Grants. Available funds designated by the Board for the IWT is \$300K, and close to \$140K has been obligated. It is projected that there will be no problem spending the rest of the funds in the allotted time. The Apprenticeship Training program has \$194,415 allocated from a state apprenticeship grant, with \$146K being obligated.

Andrea then reported to the Board that the Innovation Committee wanted to develop guidelines for adding providers to the ETP list. She then stated that the committee had approved the additional provider and programs and would move forward on developing guidelines later. Seth Thurman made a motion to approve the additions to the ETP list. Greg Jones seconded. The Board voted in favor unanimously.

Improve Efficiency & Effectiveness of Programs

Marla reminded the Board that one of their objectives decided upon during the strategic planning session is to invest in more marketing. \$100k was set aside to hire a marketing firm for outreach. Commissioner Deniece Thomas and the state approved the funds, and Small Town Start Up from Robertson County was chosen. An innovative marketing campaign will begin this quarter.

Marla reviewed several grant opportunities to include serving justice-involved individuals. She then apologized for not introducing our new board member at the beginning of the meeting. She went on to introduce Dr. Arrita Summers, President of TCAT Dickson who is replacing Dr. Carol Puryear.

Adjourn

John Zobl reminded the Board that the next meeting would be on February 8, 2023. With no other discussion, the meeting was adjourned.

EDSI 2022 - 2023

Matrix:							
		Sep 30 (QTR 1)			Dec. 30 (QTR 2)		
		Goal	Actual	%	Goal	Actual	%
Enrollments	A/DW	220	256	116.36%	220	251	114.09%
	Youth	80	87	108.75%	80	70	87.50%
*Exits	A/DW	176	89	50.57%	176	67	38.07%
	Youth	64	56	87.50%	64	27	42.19%
Positive Exits #		Goal	Actual	Percent	Goal	Actual	Percent
	A/DW	150	86	57.49%	150	65	43.3%
	Youth	54	49	90.07%	54	27	50.0%
		Exits	Positive	Percent	Exits	Positive	Percent
**Actual Positive Exit Rate	A/DW	89	86	96.63%	67	65	97.0%
	Youth	56	49	87.50%	27	27	100.0%
Placement Wage		Goal	Actual	Percent	Goal	Actual	Percent
	A/DW	\$ 16.00	\$ 29.97	187.31%	\$ 16.00	\$ 19.90	124.4%
	Youth	\$ 12.00	\$ 16.75	139.58%	\$ 12.00	\$ 19.06	158.8%
MPCR:		Goal	Actual	Percent	Goal	Actual	Percent
	A/DW	50%	56%	112%	50%	54%	108%
	Youth	50%	57%	114%	50%	48%	96%
Work Experience	Youth	25%	27%	108%	25%	37%	148%
In-School Youth Ratio	Youth	35%	38%	109%	35%	38%	109%

MAC 2022 - 2023

Matrix:							
		Sep 30 (QTR 7)			Dec. 30 (QTR 8)		
		Goal	Actual	%	Goal	Actual	%
Enrollments	ISY	21	7	33%	22	37	168.18%
	OSY	15	12	80%	15	18	120.00%
Exits							
	Youth	29	35	122%	30	59	196.67%
Positive Exits		Goal	Actual	Percent	Goal	Actual	Percent
	Youth	24	24	100.0%	25	38	152.0%
		Exits	Positive	Percent	Exits	Positive	Percent
**Actual Positive Exit Rate		35	24	68.6%	59	38	64.4%
Placement Wage							
	Youth	\$ 12.00	\$ 13.86	115.5%	\$12.00	\$15.70	130.8%
MPCR:							
	Youth	50%	69%	138%	50%	42%	84%
Work Experience	Youth	25%	28%	112%	25%	38%	152%
In-School Youth Ratio	Youth	50%	26%	52%	50%	33%	66%

Contractor	Enrollment Goal	Sept. 30 (QTR 1)	Dec. 30 (QTR 2)	March 31 (QTR 3)	Total	%
Jobs for Tennessee Graduates	24	18	10	--	28	117%
Monroe Harding	26	5	10	2	17	65%
Liberty's Station	23	3	5	--	8	35%

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

PY22 WIOA Core Performance Measures	Targets 100%	Targets 90%	Northern Middle			
			Q1	Q2	Q3	Q4
Adult Measures			PASS	EST	EST	
Exiters			433			
Participants Served			1715			
Employment Rate 2nd Quarter after exit	81.5%	73.35%	84.8%	89.6%	89.7%	
Employment Rate 4th Quarter after exit	80.2%	72.18%	73.3%	80.6%	82.5%	
Median Earnings 2 nd Quarter after exit	6,900	\$ 6,210	\$ 7,822	\$ 7,962	\$ 7,832	
Credential Attainment w/in 4 Quarters after exit	69.0%	62.10%	69.4%	68.6%	67.5%	
Measurable Skills Gains	62.0%	55.80%	66.8%	62.0%	58.8%	
Dislocated Worker			PASS			
Exiters			222			
Participants Served			598			
Employment Rate 2nd Quarter after exit	83.0%	74.70%	90.4%	91.0%	91.8%	
Employment Rate 4th Quarter after exit	81.0%	72.90%	84.9%	87.1%	88.5%	
Median Earnings 2 nd Quarter after exit	7,900	\$ 7,110	\$ 10,400	\$10,959	\$9,364	
Credential Attainment w/in 4 Quarters after exit	65.0%	58.50%	60.5%	63.1%	65.2%	
Measurable Skills Gains	61.2%	55.08%	60.7%	59.6%	52.0%	
Youth			PASS			
Exiters			397			
Participants Served			1018			
Employment Rate 2nd Quarter after exit	77.5%	69.75%	87.8%	90.8%	92.7%	
Employment Rate 4th Quarter after exit	76.5%	68.85%	75.7%	79.40%	83.0%	
Median Earnings 2 nd Quarter after exit	3,720	\$ 3,348	\$ 6,287	\$ 6,161	\$ 5,905	
Credential Attainment w/in 4 Quarters after exit	65.0%	58.50%	62.8%	65.1%	65.8%	
Measurable Skills Gains	54.2%	48.78%	57.8%	52.6%	50.1%	
GREEN-Passing at 100% of Goal						
YELLOW-Passing at 90% of goal						
Red-Failing at less than 90% of goal						

NORTHERN MIDDLE TN WORKFORCE BOARD
DECEMBER 2022 FISCAL UPDATE
2022-23 BUDGET/SPEND PROGRESSION

	(\$ in 000's)				
	2022 QTR 1	2022 QTR 2	Expenses YTD	Revised FY 2022-23 12 Mo. Budget	% Spent
Northern Middle LWDA					
Infrastructure Funding Agreement	121	129	249	1,000	24.9%
Adult	777	140	917	3,141	29.2%
Dislocated Worker Re-purposed for Adult	412	753	1,165	2,000	58.3%
Dislocated Worker for DW	266	227	492	3,839	12.8%
Youth	807	772	1,578	1,745	90.4%
RESEA	52		52	200	26.0%
National Dislocated Worker (COVID)	14	97	111	1,026	10.8%
National Dislocated Worker (Flood)	77	86	162	345	47.0%
Total FY 22-23 Expense vs Aug Budget	2,526	2,201	4,727	13,295	35.6%
Apprenticeship	0	60	60	205	29.3%
Expired RESEA Funding (9/30)	0		0	-148	0.0%
New RESEA Funding (10/1)	0	57	57	264	21.7%
Reduce Youth Carryover to 23-24 (An additional Youth contract will be received 4/1/2023)	0		0	1,374	0.0%
September Total FY 22-23 Expense vs Budget	2,526	2,319	4,844	14,990	32.3%
Re-entry	0	0	0	80	0.0%
December Total FY 22-23 Expense vs Budget	2,526	2,319	4,844	15,070	32.1%
Funding Increase - Budget Action Item				80	

The Northern Middle Board approved at last meeting to request up to additional \$1.5M for re-purposing of Dislocated Worker (admin and/or program) for Adult as needed effective Nov 1, 2022 through June 30, 2023. \$1M has been requested and approved by the state to date, with \$500k remaining to be requested as needed.

**NORTHERN MIDDLE TN WORKFORCE BOARD
DECEMBER 2022 FISCAL UPDATE**

Minimum Participant Cost Rate (MPCR)

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

MPCR = 49.56%

	MAC Youth	EDSI Youth	Other Youth Contractors	EDSI Adult, Dislocated Worker, Pass thru Nat DWG	NM's National DW Grants Covid and Flood	Other (NM, & IFA)	Total
Qualifying Expenses	\$ 113,948	\$ 533,067	\$ 14,684	\$ 1,132,058	\$ 140,615	\$ 13,177	\$ 1,947,549
Total Program	\$ 202,009	\$ 1,005,035	\$ 69,821	\$ 2,064,535	\$ 157,084	\$ 431,098	\$ 3,929,582
MPCR	56.41%	53.04%	21.03%	54.83%	89.52%	3.06%	49.56%

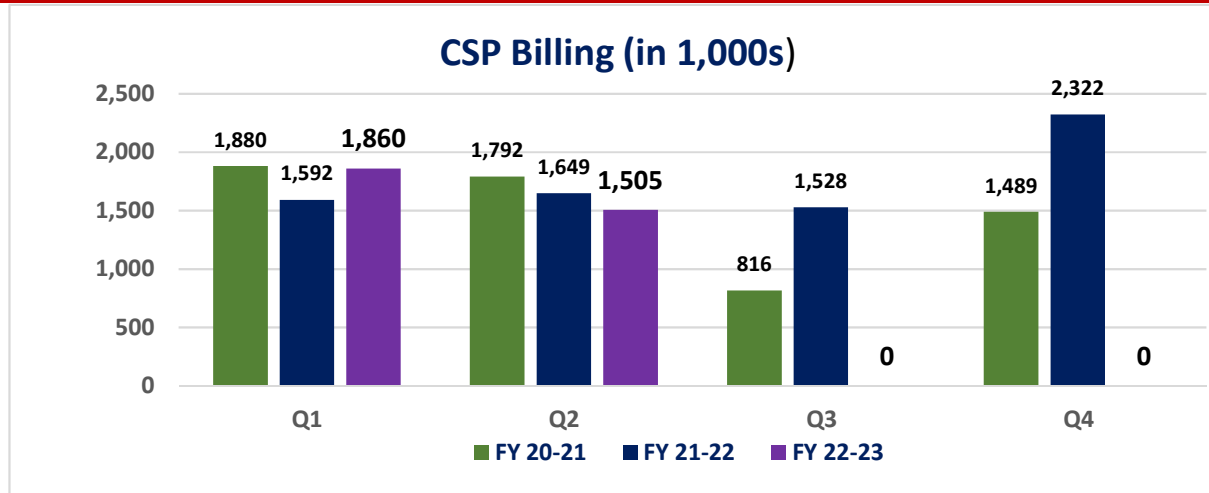
Northern Middle met 40% Requirement in preliminary calculations.

Note: National Dislocated Worker grants are now included.

***** PRIOR QUARTER MPCR = 51.90%*****

NORTHERN MIDDLE TN WORKFORCE BOARD DECEMBER 2022 FISCAL UPDATE

CAREER SERVICE PROVIDER - BILLING TREND



Q2 CSP billing dropped \$144 compared to Q2 of the prior year, and was \$355k lower than last quarter. EDSI transitioned accounting systems which has resulted in some delayed billing which they've indicated should be caught up in Q3.

Career Service Provider Billing	Q1	Q2	Q3	Q4	Total
CSP Billing FYE 6/30/21 MCHRA/EDSI & MAC	1,880	1,792	816	1,489	5,977
CSP Billing FYE 6/30/22 EDSI & MAC	1,592	1,649	1,528	2,322	7,091
CSP Billing FYE 6/30/23 EDSI & MAC	1,860	1,505	0	0	3,365

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

	In \$000's				
Career Service Provider Billing	Cumulative through Sept.	Total Spent Qtr Ended Dec. 2022	Budget Spent Contract To Date	Total 30 Month Contract Budget *	% Spent - 80% time elapsed (contract extended)
EDSI (24 Month Comparison)	\$ 10,257	\$ 1,411	\$ 11,668	\$ 17,454	67%
MAC (24 Month Comparison)	\$ 805	\$ 94	\$ 899	\$ 1,333	67%
Contract-to-Date through Q2 2022-23	\$ 11,062	\$ 1,505	\$ 12,567		

* EDSI Youth budget increased by \$750,000

	In \$000's				
One-Stop Operator Billing	Cumulative through Sept.	Total Spent Qtr Ended Dec. 2022	Budget Spent Contract To Date	Total 12 Month Budget	% Spent - 50% time elapsed (contract extended 12 Mos)
MCHRA - (6 Month Comparison)	\$ 55	\$ 69	\$ 124	\$ 298	42%

NORTHERN MIDDLE TN WORKFORCE BOARD
DECEMBER 2022 FISCAL UPDATE
EDSI - MPCR TREND
CONTRACT-TO-DATE & QUARTERLY 24 Months

	MPCR - Goal 50%			MPCR - Goal 50%			MPCR Adult/DW - Goal 50%		
EDSI	Adult			DW			A/DW Combined		
CTD CUMULATIVE	Direct \$ '000	Total \$ '000	56%	Direct \$ '000	Total \$ '000	41%	Direct \$ '000	Total \$ '000	52%
Total Initial 18 Months	2,506	4,537	55%	740	1,768	42%	3,246	6,305	51%

Oct 2022	176	276	64%	77	116	66%	252	392	64%
Nov 2022	132	235	56%	14	57	25%	146	292	50%
Dec 2022	63	155	40%	17	52	32%	79	207	38%

	MPCR - Goal 50%			MPCR - Goal 50%			MPCR Adult/DW - Goal 50%		
EDSI	Adult			DW			A/DW Combined		
QTR Ended 3/31/21	34	293	12%	50	215	23%	84	508	17%
QTR Ended 6/30/21	270	609	44%	182	388	47%	452	997	45%
FYE 6/30/21 (6 Mos)	305	903	34%	232	603	38%	536	1,506	36%

	MPCR - Goal 50%			MPCR - Goal 50%			MPCR Adult/DW - Goal 50%		
EDSI	Adult			DW			A/DW Combined		
QTR Ended 9/30/21	439	718	61%	213	370	58%	652	1,089	60%
QTR Ended 12/31/21	437	822	53%	111	297	37%	547	1,119	49%
QTR Ended 3/31/22	475	797	60%	46	177	26%	521	974	54%
QTR Ended 6/30/22	850	1,296	66%	139	321	43%	989	1,617	61%
FYE 6/30/22 (12 Mos)	2,202	3,634	61%	509	1,165	44%	2,710	4,799	56%

	MPCR - Goal 50%			MPCR - Goal 50%			MPCR Adult/DW - Goal 50%		
EDSI	Adult			DW			A/DW Combined		
QTR Ended 9/30/22	612	991	62%	43	182	24%	655	1,173	56%
QTR Ended 12/31/22	370	666	56%	107	225	48%	477	891	54%
FYE 6/30/23 (12 Mos)	982	1,657	59%	150	407	37%	1,132	2,065	55%

NORTHERN MIDDLE TN WORKFORCE BOARD
DECEMBER 2022 FISCAL UPDATE
EDSI YOUTH - MPCR, WORK EXPERIENCE & IN-SCHOOL
CONTRACT-TO-DATE & QUARTERLY 24 Months

	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - Goal 40%; 35% effective 7.1.22		
EDSI	Youth			Youth			Youth		
CTD CUMULATIVE	Direct \$ '000	Total \$ '000	50%	Wk Exp \$ '000	Total \$ '000	23%	ISY \$ '000	Total \$ '000	26%

Oct 2022	71	144	49%	47	144	33%	51	144	35%
Nov 2022	82	157	52%	50	157	32%	60	157	38%
Dec 2022	73	169	43%	75	169	44%	68	169	40%

	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - Goal 40%; 35% effective 7.1.22		
EDSI	Youth			Youth			Youth		
QTR Ended 3/31/21	15	103	14%	0	103	0%	1	103	1%
QTR Ended 6/30/21	148	326	45%	10	270	4%	7	270	3%
FYE 6/30/21 (6 Mos)	163	429	38%	10	374	3%	8	374	2%

	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - Goal 40%		
EDSI	Youth			Youth			Youth		
QTR Ended 9/30/21	246	381	64%	48	293	17%	20	293	7%
QTR Ended 12/31/21	148	338	44%	69	338	20%	27	338	8%
QTR Ended 3/31/22	186	362	51%	98	362	27%	114	362	31%
QTR Ended 6/30/22	232	470	49%	109	470	23%	200	470	43%
FYE 6/30/22 (12 Mos)	811	1,550	52%	323	1,462	22%	361	1,462	25%

	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - Goal 35%		
EDSI	Youth			Youth			Youth		
QTR Ended 9/30/22	307	535	57%	145	535	27%	202	535	38%
QTR Ended 12/31/22	226	470	48%	172	470	37%	179	470	38%
FYE 6/30/23 (12 Mos)	533	1,005	53%	318	1,005	32%	381	1,005	38%

NORTHERN MIDDLE TN WORKFORCE BOARD
DECEMBER 2022 FISCAL UPDATE
MAC YOUTH - MPCR, WORK EXPERIENCE & IN SCHOOL

	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - Goal 40%; 50% beginning 7/1/22		
MAC	Youth			Youth			Youth		
CTD CUMULATIVE	Direct \$ '000	Total \$ '000	46%	Wk Exp \$ '000	Total \$ '000	35%	ISY \$ '000	Total \$ '000	36%
Oct 2022	17	40	41%	17	40	43%	11	40	27%
Nov 2022	3	19	14%	8	19	42%	8	19	40%
Dec 2022	20	35	58%	11	35	31%	13	35	37%
Total Extended 12 Months	114	202	56%	66	202	33%	59	202	29%
Cumulative CTD 24 Months	415	900	46%	315	900	35%	328	900	36%
	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - Goal 40%		
MAC	Youth			Youth			Youth		
QTR Ended 3/31/21	7	43	17%	4	43	9%	2	43	4%
QTR Ended 6/30/21	23	66	35%	4	66	6%	7	66	11%
FYE 6/30/21 (6 Mos)	31	109	28%	8	109	7%	9	109	8%
	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - Goal 40%		
MAC	Youth			Youth			Youth		
QTR Ended 9/30/21	42	85	50%	19	85	22%	18	85	21%
QTR Ended 12/31/21	66	150	44%	29	150	20%	62	150	41%
QTR Ended 3/31/22	69	164	42%	120	164	73%	93	164	57%
QTR Ended 6/30/22	93	190	49%	73	190	38%	88	190	46%
FYE 6/30/22	270	588	46%	241	588	41%	260	588	44%
	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - Goal 40%; 50% beginning 7/1/22		
MAC	Youth			Youth			Youth		
QTR Ended 9/30/22	74	107	69%	30	107	28%	28	107	26%
QTR Ended 12/31/22	40	95	42%	36	95	38%	32	95	33%
FYE 6/30/23	114	202	56%	66	202	33%	59	202	29%

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

In addition, three new Youth providers contributed an additional \$43k combined billings in Quarter 2 and \$70k cumulatively. Those providers collectively utilized 23% of \$300k in awards at 50% time progression.

Youth Providers FYE 6/30/2023	Budget	Q1	Q2	Total	% Spent
Jobs 4 TN Graduates (In School)	100	11	21	32	32%
Libertys Station (Out of School)	100	5	6	11	11%
Monroe Harding (In School & Out of School)	100	11	16	27	27%
	300	27	43	70	23%

NORTHERN MIDDLE TN WORKFORCE BOARD

DECEMBER 2022 FISCAL UPDATE

Liberty's Station - MPCR, Work Experience and ISY Trend

	MPCR - Goal 50%		
Liberty's Station	Youth		
CTD CUMULATIVE	Direct \$ '000	Total \$ '000	51%
July 2022	0	0	0%
August 2022	0	3	0%
September 2022	0	2	19%
October 2022	1	2	67%
November 2022	2	2	81%
December 2022	3	3	93%
Total	6	11	51%

Work Experience - Goal 25%		
Youth		
Wk Exp \$ '000	Total \$ '000	51%
0	0	0%
0	3	0%
0	2	19%
1	2	67%
2	2	81%
3	3	93%
6	11	51%

ISY/Youth - Goal 40%		
Youth		
ISY \$ '000	Total \$ '000	0%
0	0	0%
0	3	0%
0	2	0%
0	2	0%
0	2	0%
0	3	0%
0	11	0%

	MPCR - Goal 50%		
Liberty's Station	Youth		
QTR Ended 9/30/22	0	5	8%
QTR Ended 12/31/22	5	6	83%
FYE 6/30/23	6	11	51%

Work Experience - Goal 25%		
Youth		
0	5	8%
5	6	83%
6	11	51%

ISY/Youth - Goal 40%		
Youth		
0	5	0%
0	6	0%
0	11	0%

NORTHERN MIDDLE TN WORKFORCE BOARD

DECEMBER 2022 FISCAL UPDATE

JTG - MPCR, Work Experience and ISY Trend

	MPCR - Goal 50%		
JTG	Youth		
CTD CUMULATIVE	Direct \$ '000	Total \$ '000	24%
July 2022	0	3	0%
August 2022	0	4	1%
September 2022	0	4	5%
October 2022	0	4	6%
November 2022	1	5	13%
December 2022	7	12	56%
Total	8	32	24%

Work Experience - Goal 25%		
Youth		
Wk Exp \$ '000	Total \$ '000	35%
0	3	0%
3	4	61%
3	4	65%
1	4	33%
1	5	25%
3	12	27%
11	32	35%

ISY/Youth - Goal 40%		
Youth		
ISY \$ '000	Total \$ '000	100%
3	3	100%
4	4	100%
4	4	100%
4	4	100%
5	5	100%
12	12	100%
32	32	100%

	MPCR - Goal 50%		
JTG	Youth		
QTR Ended 9/30/22	0	11	2%
QTR Ended 12/31/22	8	21	36%
FYE 6/30/23	8	32	24%

Work Experience - Goal 25%		
Youth		
5	11	47%
6	21	28%
11	32	35%

ISY/Youth - Goal 40%		
Youth		
11	11	100%
21	21	100%
32	32	100%

NORTHERN MIDDLE TN WORKFORCE BOARD
DECEMBER 2022 FISCAL UPDATE
Monroe Harding - MPCR, Work Experience and ISY Trend

	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - Goal 40%		
Monroe Harding	Youth			Youth			Youth		
CTD CUMULATIVE	Direct \$ '000	Total \$ '000	4%	Wk Exp \$ '000	Total \$ '000	10%	ISY \$ '000	Total \$ '000	27%
July 2022	0	1	0%	0	1	0%	1	1	50%
August 2022	0	5	0%	0	5	0%	2	5	34%
September 2022	0	4	5%	0	4	9%	1	4	19%
October 2022	0	7	3%	0	7	0%	2	7	27%
November 2022	0	5	0%	1	5	27%	1	5	30%
December 2022	1	5	16%	1	5	19%	1	5	18%
Total	1	27	4%	3	27	10%	7	27	27%

	MPCR - Goal 50%			Work Experience - Goal 25%			ISY/Youth - Goal 40%		
Monroe Harding	Youth			Youth			Youth		
QTR Ended 9/30/22	0	11	2%	0	11	4%	3	11	30%
QTR Ended 12/31/22	1	16	6%	2	16	14%	4	16	25%
FYE 6/30/23	1	27	4%	3	27	10%	7	27	27%

NORTHERN MIDDLE TN WORKFORCE BOARD

DECEMBER 2022 FISCAL UPDATE

MONITORING UPDATE

EDSI and MAC - Career Service Providers

- * **UPDATE** on prior quarter AREA OF CONCERN - EDSI's staffing situation has improved with several open positions filled. Focus shifts to training new staff and retaining existing staff.
- * **Monthly** desk review of invoices is performed analyzing contract progress and performance.
- * **Biweekly** contractor meetings continue.
- * Northern Middle program staff conducted a desktop review of MAC enrollments.
- * Northern Middle program and fiscal staff provided technical assistance to EDSI and MAC as needed. Northern Middle program staff provided in-person technical assistance to MAC staff (11/8/22) and to EDSI Youth staff (12/01/22).
- * Northern Middle program staff are currently reviewing an EDSI approved tuition cost of \$2,511.95 for ETPL compliance.
- * Northern Middle fiscal staff questioned a high work experience expenditure which was determined to include a duplicate participant payment. EDSI has investigated the cause of the error, is implementing new procedures to prevent/detect recurrence, and will refund the amount billed in error.

New Youth Providers - Monroe Harding, Jobs for TN Graduates, Amelia's Closet/Liberty Station

- * Northern Middle fiscal and program staff provided technical assistance to the 3 new Youth providers, and conducted monthly desk review of their invoices.
- * **UPDATE** - Jobs for Tennessee Graduates (JTG) has submitted their first audit for the year ended 6/30/22 with a clean opinion and no findings. (\$25k quarterly restriction removed)
- * **OBSERVATION** - Monroe Harding had low direct participant expenditures, and did not meet any expenditure-driven performance measures to date. Monroe Harding staff plan to utilize their funding.

NORTHERN MIDDLE TN WORKFORCE BOARD

DECEMBER 2022 FISCAL UPDATE

MONITORING UPDATE (cont.)

Mid-Cumberland HRA - One-Stop Operator

- * The One-Stop Operator continues to promote enhanced oversight of partner accountability in supporting KPI goals; collaborated for AJC staff training (immigration and refugee work status).

Monitoring of Northern Middle:

- * TDLWD's Program Integrity Unit conducted quarterly monitoring on 10/28 and issued a report with no findings and three promising practices. The unit also monitored participant files for Adult, DW, and Youth and shared a list of observations.

NORTHERN MIDDLE TN WORKFORCE BOARD

DECEMBER 2022 FISCAL UPDATE

FYE 6/30/22 AUDIT

Northern Middle TN LWDB's external audit for FY 21-22 conducted by Thurman Campbell Group, PLC:

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

NORTHERN MIDDLE TN WORKFORCE BOARD DECEMBER 2022 FISCAL UPDATE

ACTION

- * 2022-23 Budget Revision \$15.0M (+80k)**
- * EDSI Career Service Provider contract - Pass-through of \$37.8k for Re-Entry (Justice Involved) Grant.**
- * Next Year Audit**

NORTHERN MIDDLE TENNESSEE
LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
AUDITED FINANCIAL STATEMENTS
AND
REPORT OF CERTIFIED PUBLIC ACCOUNTANTS
FOR THE YEAR ENDED JUNE 30, 2022

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
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NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
GENERAL INFORMATION (UNAUDITED)
JUNE 30, 2022

A. DESCRIPTION

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

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

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

B. FUNDING

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

C. LOCATION

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

D. ROSTER OF BOARD OF DIRECTORS AT JUNE 30, 2022

John Zobl, Chairman of the Board	Lynn Siefert, Board Member
Charles Story, Vice-Chairman of the Board	Greg Jones, Board Member
Kristi Spurgeon, Secretary of the Board	Mark Peed, Board Member
John Alexander, Board Member	Richie Brandon, Board Member
Jennifer Hobbs, Board Member	Dan Ryan, Board Member
James Harper, Board Member	G.C. Hixson, Board Member
Keith Carnahan, Board Member	Dan Caldwell, Board Member
George Callis, Board Member	Carol Puryear, Board Member
Paul Webb, Board Member	David Rutledge, Board Member
Anne Fugate, Board Member	Tylesha McCray, Board Member
Tony Adams, Board Member	Seth Thurman, Board Member
Christopher West, Board Member	

E. LOCAL ELECTED OFFICIALS OF LOCAL WIOA AREAS (LWIA NM) AT JUNE 30, 2022 – EX-OFFICIO MEMBERS OF NMTWB

Kerry McCarver	Cheatham County Mayor
John Cooper	Davidson County Mayor
Bob Rial	Dickson County Mayor
James Bridges	Houston County Mayor
Jessie Wallace	Humphreys County Executive
Jim Durrett	Montgomery County Mayor
William A. Vogle	Robertson County Mayor
Bill Ketron	Rutherford County Mayor
Robin Brandon	Stewart County Mayor
Anthony Holt *	Sumner County Mayor
Stephen Chambers	Trousdale County Mayor
Rogers Anderson	Williamson County Mayor
Randall Hutto	Wilson County Mayor

* Chief Local Elected Official (CLEO) at June 30, 2022. Bob Rial was CLEO-elect and transitioned to CLEO on July 1, 2022.



THURMAN CAMPBELL GROUP, PLC
CERTIFIED PUBLIC ACCOUNTANTS

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INDEPENDENT AUDITOR'S REPORT

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

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Northern Middle Tennessee Local Workforce Development Board, Inc. (a nonprofit organization), which comprise the statement of financial position as of June 30, 2022, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Northern Middle Tennessee Local Workforce Development Board, Inc. as of June 30, 2022, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

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

Responsibilities of Management for the Financial Statements

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The introductory section is presented for purposes of additional analysis and is not a required part of the financial statements. The accompanying schedule of expenditures of federal and state awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the financial statements.

The schedule of expenditures of federal and state awards is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal and state awards is fairly stated, in all material respects, in relation to the financial statements as a whole.

The introductory section listed in the table of contents has not been subjected to the auditing procedures applied in the audit of the basic financial statements and accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 2, 2022, on our consideration of Northern Middle Tennessee Local Workforce Development Board, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Northern Middle Tennessee Local Workforce Development Board, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Northern Middle Tennessee Local Workforce Development Board, Inc.'s internal control over financial reporting and compliance.

Thurman Campbell Group, PLC

Clarksville, TN
December 2, 2022

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
STATEMENT OF FINANCIAL POSITION
JUNE 30, 2022

ASSETS

Current Assets:

Cash and Cash Equivalents	\$ 14,634
Federal Grant Receivables	2,331,151
State Grant Receivables	362,173
Other Receivables	15,943
Prepaid Expenses	<u>13,769</u>
Total Current Assets	2,737,670

Property and Equipment, Net	<u>167,761</u>
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Total Assets	<u><u>\$ 2,905,431</u></u>
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LIABILITIES AND NET ASSETS

Current Liabilities:

Accounts Payable	\$ 2,732,204
Accrued Payroll and Related Withholdings	<u>3,119</u>
Total Current Liabilities	<u>2,735,323</u>

Net Assets:

Without Donor Restrictions	<u>170,108</u>
Total Net Assets	<u>170,108</u>

Total Liabilities and Net Assets	<u><u>\$ 2,905,431</u></u>
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SEE ACCOMPANYING NOTES AND AUDITOR'S REPORT.

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2022

	Without Donor Restrictions	With Donor Restrictions	Total
Revenues, Gains, and Other Support:			
Grant Revenues	\$ -	\$ 10,233,074	\$ 10,233,074
Infrastructure Funding Agreement - State Partners	-	277,928	277,928
Infrastructure Funding Agreement - Other Partners	-	253,319	253,319
Other Income	-	16	16
Interest Income	-	558	558
Net Assets Released From Restrictions	<u>10,764,895</u>	<u>(10,764,895)</u>	<u>-</u>
 Total Revenues, Gains and Other Support	 <u>10,764,895</u>	 <u>-</u>	 <u>10,764,895</u>
Expenses:			
Program Services	9,805,487	-	9,805,487
Management and General	<u>1,002,796</u>	<u>-</u>	<u>1,002,796</u>
 Total Expenses	 <u>10,808,283</u>	 <u>-</u>	 <u>10,808,283</u>
 Change in Net Assets	 (43,388)	 -	 (43,388)
 Net Assets-Beginning	 <u>213,496</u>	 <u>-</u>	 <u>213,496</u>
 Net Assets-Ending	 <u><u>\$ 170,108</u></u>	 <u><u>\$ -</u></u>	 <u><u>\$ 170,108</u></u>

SEE ACCOMPANYING NOTES AND AUDITOR'S REPORT.

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED JUNE 30, 2022

Cash Flows from Operating Activities:

Change in Net Assets	\$ (43,388)
Adjustments to Reconcile Change in Net Assets To Net Cash Provided By (Used In) Operating Activities:	
Depreciation	43,388
(Increase) Decrease in Grants and Other Receivables	(495,751)
(Increase) Decrease in Prepaid Expenses	14,025
Increase (Decrease) in Accounts Payable	507,335
Increase (Decrease) in Accrued Payroll and Related Withholdings	(35,749)
Total Adjustments	<u>33,248</u>
Net Cash Provided By (Used In) Operating Activities	<u>(10,140)</u>

Cash Flows from Investing Activities:

Purchase of Property and Equipment	<u>-</u>
Net Cash Provided By (Used In) Investing Activities	<u>-</u>
Net Increase (Decrease) in Cash and Cash Equivalents	(10,140)
Cash and Cash Equivalents-Beginning	<u>24,774</u>
Cash and Cash Equivalents-Ending	<u>\$ 14,634</u>

SEE ACCOMPANYING NOTES AND AUDITOR'S REPORT.

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2022

	Program Services	Management & General	Total
<u>Pass-through, Contracted and Infrastructure Grant Expenses:</u>			
One-Stop Operator, Career Service Provider & Workforce Board Services	\$ 7,602,506	\$ 52,691	\$ 7,655,197
Business Services - Disaster Relief	374,246	47,288	421,534
Business Services - Incumbent Worker Training	229,803	-	229,803
Business Services - Apprenticeships	219,785	-	219,785
Infrastructure Funding Agreement - WIOA Partners	477,988	7,389	485,377
Infrastructure Funding Agreement - State Partners	270,785	7,143	277,928
Total Pass-through, Contracted and Infrastructure Grant Expenses	9,175,113	114,511	9,289,624
<u>Other Infrastructure Funding Expenses:</u>			
Infrastructure Funding Agreement - Other Partners	250,076	3,243	253,319
Total Other Infrastructure Funding Expenses	250,076	3,243	253,319
<u>Board and Staff Expenses:</u>			
<u>Contracted Services:</u>			
Salaries and Benefits:			
Salaries	231,761	207,463	439,224
Health and Life Insurance	61,521	40,061	101,582
Payroll Taxes	16,155	14,868	31,023
Retirement	7,090	6,219	13,309
Other Fringe Benefits	11,977	1,648	13,625
Total Workforce Board Salaries and Benefits	328,504	270,259	598,763
Communication	1,394	925	2,319
Contract Services - Accounting & Audit	-	12,282	12,282
Contract Services - Fiscal Agent/Shared Staffing	-	582,873	582,873
Depreciation	43,388	-	43,388
Insurance	-	9,391	9,391
Office Expense	-	58	58
Small Equipment & Software	2,432	1,608	4,040
Supplies	1,040	1,698	2,738
Travel	3,540	5,948	9,488
Total Workforce Board Expenses	380,298	885,042	1,265,340
Total Expenses	\$ 9,805,487	\$ 1,002,796	\$ 10,808,283

SEE ACCOMPANYING NOTES AND AUDITOR'S REPORT.

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2022

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

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

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

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

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

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

As fiscal agent through June 30, 2022, Workforce Essentials, Inc. was responsible for the following functions:

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

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

A One-Stop Operator and Career Service Providers were competitively procured for the 13-county region. The contract period began January 1, 2021. The following amounts were expended to contractors during the year ending June 30, 2022:

Mid Cumberland Human Resource Agency One Stop Operator July 2021 – June 2022	\$248,295
Mid Cumberland Human Resource Agency Career Service Provider (Previous Contract Refunds) July 2021 – December 2022	\$(22,594)
Mid Cumberland Human Resource Agency Follow Up July 2021 – December 2021	\$26,402
Educational Data Systems Inc. Career Service Provider July 2021 – June 2022	\$6,499,531
Metropolitan Action Commission Career Service Provider July 2021 – June 2022	585,621

Northern Middle Tennessee Local Workforce Development Board, in partnership with the Western Kentucky Workforce Development Board, was awarded a federal Trade and Economic Transition National Dislocated Worker grant totaling \$7.7 million. This 2-year grant, effective October 1, 2018 to September 30, 2020 was split 40/60 with \$3.1 million awarded in Year 1 and \$4.6 million awarded in Year 2. Both contracts were scheduled to expire September 30, 2020, but were extended at no cost through September 30, 2021. The focus of this project aligned both Tennessee and Kentucky's WIOA plans through the Fort Campbell Strong Workforce Partnership (FCSWP) to transfer and enhance the skill of military personnel and spouses transitioning across Tennessee and Kentucky. On September 30, 2021, the Fort Campbell Strong Workforce Partnership (FCSWP) grant expired. \$7,669,589 was spent on the \$7.7 million award over the course of the project period October 1, 2018 through September 30, 2021. Funding for this project was not subsequently renewed.

Effective July 1, 2020, NMTWB was awarded a two-year WIOA National Dislocated Worker Grant to provide programs and services for Disaster Recovery due to COVID-19 in the amount of \$983,302, with an additional \$164,964 awarded effective November 1, 2020. A second contract was awarded effective November 1, 2020 for \$1,692,956, for a total of \$2,841,222. At June 30, 2022, \$290,147 was expended on the \$2.8 million awards. A new one-year grant in the remaining amount of \$1,025,740 was issued effective July 1, 2022. See Note 5.

Effective August 21, 2021, NMTWB was awarded a two-year WIOA National Dislocated Worker grant to provide programs and services for Disaster Recovery due to the Humphreys County flood in the amount of \$550,085. At June 30, 2022, \$204,819 had been spent on the award.

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

A. Reporting Entity

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

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

B. Basis of Accounting

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

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

C. Support and Expenses

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

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

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

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

D. Property and Equipment

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

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

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

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

E. Allocation of Administrative Expenses

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

F. Advertising Costs/Shipping and Handling Costs

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

G. Restrictions on Revenues

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

H. Accrued Compensated Absences

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

I. Cash and Cash Equivalents

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

J. Receivables

Receivables are stated at unpaid balances; all receivables are considered to be fully collectible. Bad debts are charged to expense using the direct-write-off method, which doesn't differ materially from the allowance method. The bad debt expense for the year ended June 30, 2022 was \$0. NMTWB doesn't require collateral or other security when extending credit to its customers.

K. Net Assets with Donor Restrictions

Net assets with donor restrictions represent funds received from donors/grantor agencies in excess of actual expenditures at the end of the fiscal year. These amounts, if not expended, must be returned to the donor/grantor upon completion of the grant. As of June 30, 2022, NMTWB had \$0 in net assets with donor restrictions and restricted cash.

L. Use of Estimates

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

M. In-Kind Contributions and Contributed Services

NMTWB recognizes the fair value of contributed services received if such services (a) create or enhance long lived assets or (b) require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. Contributions of tangible assets are recognized at fair value when received. In-kind contributions are reported as unrestricted support unless explicit donor stipulations specify how donated assets must be used. NMTWB received no contributed services during the year ended June 30, 2022.

N. Other Significant Accounting Policies

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

2. OPERATING LEASES

Northern Middle Tennessee Local Workforce Development Board, Inc. leases various buildings from Workforce Essentials and other entities throughout the service area that are used as American Job Centers (AJC). Many of these buildings are shared with other organizations and/or programs (One-Stop Partners) that provide interrelated services within the service area as part of the one-stop initiative. NMTWB has entered into infrastructure funding agreements (IFA) with these One Stop Partners. Under these agreements, NMTWB is responsible for the provision of office space, the administration of the office space, the provision of equipment and supplies to support the operation of these facilities, and the coordination of resources to prevent duplication and ensure the effective/efficient delivery of workforce services.

The costs of operating the American Job Centers include rent, supplies, utilities, phone, internet, repairs, maintenance, salaries/benefits of administrative personnel and other similar items. These costs are allocated or charged to each of the entities/programs that utilize the Centers. Under the IFAs, each entity/program must reimburse NMTWB for its portion of the aforementioned facility costs. During the 2022 fiscal year, total expenses under these agreements were \$1,016,624. Leases with Workforce Essentials, Inc. and other entities, and IFAs are cancelable on notice and renew annually, otherwise.

3. CONCENTRATIONS

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

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

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

4. RISK MANAGEMENT AND INSURANCE

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

5. SUBSEQUENT EVENTS

In May 2022, the Northern Middle Tennessee Local Workforce Development Board voted to extend the One-Stop Operator contract with Mid-Cumberland Human Resource Agency through June 30, 2023, and to extend the Career Service Provider contracts with Educational Data Systems, Inc. (EDSI) and Metropolitan Action Commission (MAC) through December 2022. In August 2022, the NMTWB further extended both Career Service Provider contracts through June 30, 2023. Each extended contract was awarded with pro-rated budgets compared to the initial 18-month contract period. In November 2022, the NMTWB voted to increase the Youth portion of EDSI's contract by an additional \$750,000 through June 30, 2023.

In August 2022, the NMTWB additionally approved to pass-through to EDSI \$950,915 of program funds from the WIOA National Dislocated Worker Disaster Recovery COVID-19 grant through June 30, 2023.

NMTWB has evaluated subsequent events through December 2, 2022, the date which the financial statements were available to be issued.

6. TAX-EXEMPT STATUS

NMTWB is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code; has not been classified as a private foundation; and is subject to federal income taxes only on unrelated business income in accordance with Section 511(a) of the Internal Revenue Code. NMTWB had no unrelated business income during the year. Accordingly, no provision for income tax has been made. NMTWB is no longer subject to U.S. federal income tax examination by the tax authorities for years prior to 2018.

7. CASH AND CASH EQUIVALENTS

As of June 30, 2022, the carrying amount of NMTWB's deposits was \$14,634 and the bank balances were \$16,203. NMTWB maintains cash balances at one financial institution. The balances at the financial institution are insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000. Since January 2019, NMTWB's deposits were classified as public funds and amounts in excess of FDIC limits were insured through Tennessee Bank Collateral Pool.

8. LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

NMTWB has \$2,723,901 of financial assets available within one year of the statement of financial position date to meet cash needs for general operating expenditures, consisting of cash and cash equivalents of \$14,634 and receivables of \$2,709,267. As part of NMTWB's liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due.

9. CHANGE IN PRESENTATION

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

10. RECENT AUTHORITATIVE ACCOUNTING GUIDANCE

In February 2016, the FASB issued ASU No. 2016-02, Leases (Topic 842), to supersede nearly all lease guidance under U.S. GAAP. ASU 2016-02 requires the recognition of lease assets and lease liabilities on the balance sheet by lessees for those leases currently classified as operating leases. ASU 2016-02 also requires qualitative disclosures along with specific quantitative disclosures. FASB issued ASU 2020-05 that deferred the effective date for Organizations who have not adopted the standard until annual periods beginning after December 15, 2021. The guidance is not expected to have a material effect on the Organization's financial statements.

11. PROPERTY AND EQUIPMENT

The following changes in property and equipment occurred during the year ended June 30, 2022:

Description	Balance Beginning	Additions	Deletions	Balance Ending
Furniture & Equipment	\$ 1,051,077	\$ -	\$ 185,674	\$ 865,403
Leasehold Improvements	<u>267,602</u>	<u>-</u>	<u>-</u>	<u>267,602</u>
Total Property and Equipment	1,318,679	-	185,674	1,133,005
Less: Accumulated Depreciation	<u>(1,107,530)</u>	<u>(43,388)</u>	<u>(185,674)</u>	<u>(965,244)</u>
Net Property and Equipment	<u>\$ 211,149</u>	<u>\$ (43,388)</u>	<u>\$ -</u>	<u>\$ 167,761</u>

Depreciation expense for the year ending June 30, 2022 was \$43,388. Certain equipment with a carrying value of \$167,761 was acquired with grant funds and is subject to return to the grantor when NMTWB ceases operations or disposes of the equipment.

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
SCHEDULE OF EXPENDITURES OF FEDERAL AND STATE AWARDS
FOR THE YEAR ENDED JUNE 30, 2022

FEDERAL GRANT AWARDS

CFDA Number	Grant ID Number	Program Name	Grantor/ Pass-through Agency	Amount Expended/ (Returned to Grantor)	Passed Through To Subrecipients
17.225	LWNNMF201RESEA20	RESEA	USDL/TDLWD	\$ 245,314	\$ 191,408
17.225	LWNNMF202RESEA20	RESEA	USDL/TDLWD	1,239	1,239
Total 17.225				<u>246,553</u>	<u>192,647</u>
17.277	LWNNMF192TEDWG19	Trade & Economic Transition National Dislocated Worker Grant	USDL/TDLWD	197,733	197,733
17.277	LWNNMF201DRDWG20	COVID 19-Disaster Recovery WIOA National Dislocated Worker	USDL/TDLWD	6,683	6,683
17.277	LWNNMF205DRDWG20	COVID 19-Disaster Recovery WIOA National Dislocated Worker	USDL/TDLWD	283,464	283,464
17.277	LWNNMF211DRDWG21	COVID 19-Disaster Recovery WIOA National Dislocated Worker	USDL/TDLWD	204,819	204,819
Total 17.277				<u>692,699</u>	<u>692,699</u>
WIOA Cluster					
17.258	LWNNMP201ADULT21	Adult	USDL/TDLWD	35,304	35,304
17.258	LWNNMF211ADULT21	Adult	USDL/TDLWD	829,330	772,836
17.258	LWNNMP211ADULT22	Adult	USDL/TDLWD	481,076	325,377
17.258	LWNNMF221ADULT22	Adult	USDL/TDLWD	1,524,738	1,447,835
Total 17.258				<u>2,870,448</u>	<u>2,581,352</u>
17.259	LWNNMP201YOUTH21	Youth	USDL/TDLWD	1,056,452	1,056,452
17.259	LWNNMP211YOUTH22	Youth	USDL/TDLWD	1,493,667	1,358,490
17.259	LWNNMP221YOUTH23	Youth	USDL/TDLWD	568	568
17.259	LWNNMP201WBSWA21	Statewide - Work-Based Learning	USDL/TDLWD	95,147	95,147
17.259	LWNNMP194MNSWA20	Statewide - Administrative	USDL/TDLWD	3,458	3,458
17.259	LWNNMP191CESWA20	Statewide - Career Exploration	USDL/TDLWD	46,000	-
17.259	LWNNMP191MNSWA20	Statewide - Administrative	USDL/TDLWD	2,733	2,733
17.259	LWNNMP191RDSWA20	Statewide - Rural Development	USDL/TDLWD	36,151	-
17.259	LWNNMP193MNSWA20	Statewide - Administrative	USDL/TDLWD	2,873	2,873
Total 17.259				<u>\$ 2,737,049</u>	<u>\$ 2,519,721</u>

SEE ACCOMPANYING NOTES AND AUDITOR'S REPORT.

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
SCHEDULE OF EXPENDITURES OF FEDERAL AND STATE AWARDS (CONT'D)
FOR THE YEAR ENDED JUNE 30, 2022

CFDA Number	Grant ID Number	Program Name	Grantor/ Pass-through Agency	Amount Expended/ (Returned to Grantor)	Passed Through To Subrecipients
17.278	LWNMP201DSLWK21	Dislocated Worker	USDL/TDLWD	\$ 303,945	\$ 275,416
17.278	LWNMF211DSLWK21	Dislocated Worker	USDL/TDLWD	2,558,955	2,501,314
17.278	LWNMP211DSLWK22	Dislocated Worker	USDL/TDLWD	195,762	110,357
17.278	LWNMF221DSLWK22	Dislocated Worker	USDL/TDLWD	311,751	311,751
17.278	LWNMF221LARSP22	Dislocated Worker - Layoff Aversion	USDL/TDLWD	57,455	-
Total 17.278				<u>3,427,868</u>	<u>3,198,838</u>
Total WIOA Cluster				<u>9,035,365</u>	<u>8,299,911</u>
Total Federal Awards				<u>\$ 9,974,617</u>	<u>\$ 9,185,257</u>
<u>STATE GRANT AWARDS</u>					
N/A	LWNMF221RYSWA22	Re-Entry	TDLWD	30,717	1,717
N/A	LWNMF221APSWA22	Apprenticeship USA	TDLWD	227,741	7,956
Total State Awards				<u>258,458</u>	<u>9,673</u>
Total Federal and State Grant Awards				<u>\$ 10,233,075</u>	<u>\$ 9,194,930</u>

SEE ACCOMPANYING NOTES AND AUDITOR'S REPORT.

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
FOOTNOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AND STATE AWARDS
JUNE 30, 2022

1. Grantor Agency Abbreviations

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

2. Significant Accounting Policies used in Preparing the Schedule

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

3. Additional Information

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

SEE AUDITOR'S REPORT.



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

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

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Northern Middle Tennessee Local Workforce Development Board, Inc. (a nonprofit organization), which comprise the statement of financial position as of June 30, 2022, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated December 2, 2022.

Report on Internal Control over Financial Reporting

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

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

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

Report on Compliance and Other Matters

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

Purpose of this Report

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

Thurman Campbell Group, PLC

Clarksville, TN
December 2, 2022



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

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

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited Northern Middle Tennessee Local Workforce Development Board, Inc.'s compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of Northern Middle Tennessee Local Workforce Development Board, Inc.'s major federal programs for the year ended June 30, 2022. Northern Middle Tennessee Local Workforce Development Board, Inc.'s major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, Northern Middle Tennessee Local Workforce Development Board, Inc. complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2022.

Basis for Opinion on Each Major Federal Program

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

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

Responsibilities of Management for Compliance

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

Auditor's Responsibilities for the Audit of Compliance

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

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

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

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

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

Report on Internal Control over Compliance

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

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

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

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

Thurman Campbell Group, PLC

Clarksville, TN
December 2, 2022

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
SCHEDULE OF PRIOR YEAR FINDINGS AND QUESTIONED COSTS
JUNE 30, 2022

A. FINDINGS – FINANCIAL STATEMENT AUDIT

There were no prior year findings reported.

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

There were no prior year findings reported.

NORTHERN MIDDLE TENNESSEE LOCAL WORKFORCE DEVELOPMENT BOARD, INC.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
JUNE 30, 2022

A. SUMMARY OF AUDITOR'S RESULTS

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

B. FINDINGS – FINANCIAL STATEMENT AUDIT

There are no findings.

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

There are no findings.



THURMAN CAMPBELL GROUP, PLC
CERTIFIED PUBLIC ACCOUNTANTS

Members

American Institute of
Certified Public Accountants

Tennessee Society of
Certified Public Accountants

Kentucky Society of
Certified Public Accountants

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

We have audited the financial statements of Northern Middle Tennessee Local Workforce Development Board, Inc. for the year ended June 30, 2022, and we will issue our report thereon dated December 2, 2022. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, *Government Auditing Standards* and the Uniform Guidance, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated November 10, 2022. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Matters

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by Northern Middle Tennessee Local Workforce Development Board, Inc. are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2021-2022. We noted no transactions entered into by the Organization during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

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

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

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

Difficulties Encountered in Performing the Audit

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

Corrected and Uncorrected Misstatements

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

Disagreements with Management

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

Management Representations

We have requested certain representations from management that are included in the management representation letter dated December 2, 2022.

Management Consultations with Other Independent Accountants

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

Other Audit Findings or Issues

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

Other Matters

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

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

Very truly yours,

Thurman Campbell Group, PLC

Clarksville, TN
December 2, 2022

Northern Middle Tennessee Workforce Development Board AJC Report

For October 1 to December 31, 2022

Report Date: February 8, 2023

Local Area Updates

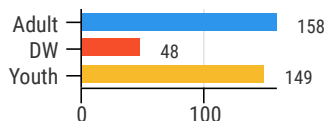
When Governor Lee took office in 2019, one of his main initiatives was Re-Entry. His goal was to utilize the American Job Centers (AJCs) as a focal point to work with the local jails and prisons, to coordinate with justice-involved individuals that were scheduled to be released from incarceration within the next few months. Just as these efforts began to hit their stride, the pandemic hit and most of the efforts for Re-Entry came to a halt.

Now that the pandemic is behind us, much of 2022 was spent gearing back up for Re-Entry. Many of our Northern Middle Tennessee AJCs held events geared toward Re-Entry, in the quarter ending Dec 31. Job-fairs with the intention of hiring justice-involved individuals took place in many of our AJCs, as well as expungement events – where individuals could get all or part of their records expunged through the legal system..

49.56%
Contractual
MPCR
(Including OSO Costs,
10.1.22 to 12.31.22)

Partner Program Updates

Title I Total Enrollments



Adult Education

For the quarter ending December 31;
2,654 received student services. A total of
277 students received their HiSETs, while
313 students received a level gain.

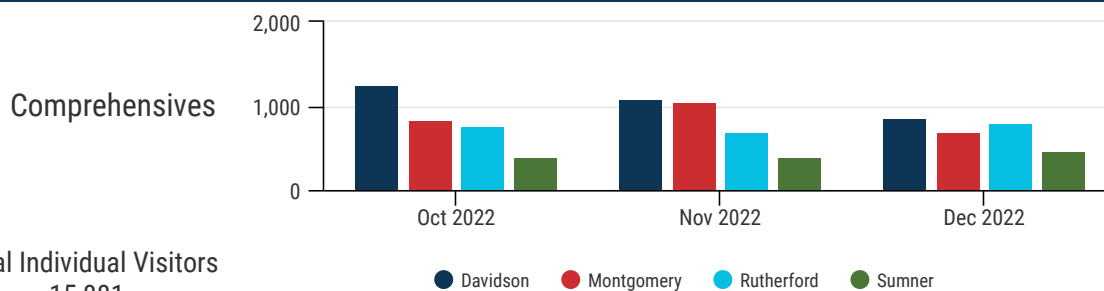
Wagner Peyser

3,587 (+24.8%) New employers registered
15,365 (+24.3%) New Job Orders in Jobs4TN
1,299 (+114.7%) Wagner Peyser Participants

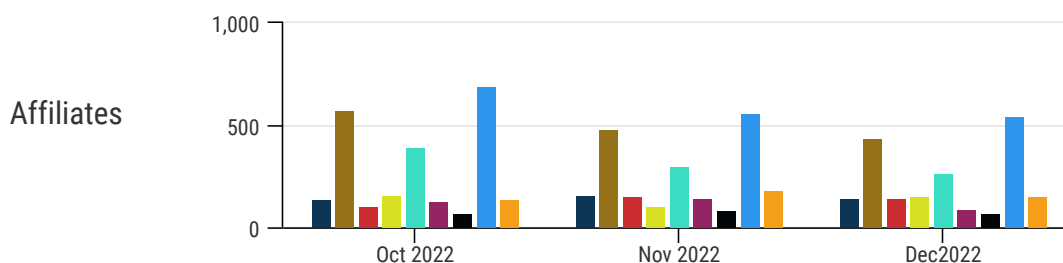
Vocational Rehabilitation

1,781 Active Cases
237 Applications
116 Currently Working
57 Successful Closures

AJC Total Traffic Counts



Total Individual Visitors
15,881



Northern Middle AJC Report December 31, 2022

By County as of Dec 31, 2022; NM = 2.4% TN = 3.5%

Challenges Going Forward

County	Unemployment Rate (Dec 31)	Unemployment Rate (Sep 30)	Quarterly Change
Cheatham	2.2%	2.3%	-0.1
Davidson	2.4%	2.5%	-0.1
Dickson	2.5%	2.6%	-0.1
Houston	3.9%	3.8%	+0.1
Humphreys	3.0%	3.1%	-0.1
Montgomery	3.2%	3.3%	-0.1
Robertson	2.5%	2.5%	--
Rutherford	2.3%	2.4%	-0.1
Stewart	3.5%	3.4%	+0.1
Sumner	2.4%	2.4%	--
Trousdale	2.7%	2.5%	+0.2
Williamson	2.1%	2.1%	---
Wilson	2.2%	2.3%	-0.1

Foot traffic has been a concern in all of the American Job Centers (AJCs) ever since they re-opened following the pandemic. Even the summer quarter of 2020 saw traffic significantly higher than the quarter just ended. All AJC partners need to strategize to devise more creative means of driving job-seekers into our Northern Middle AJCs.

Like last year, staffing turnover also continues to be a problem among all AJC partners. Wages have been raised among all AJC agencies, yet turnover has continued. This ultimately affects the quality of service our AJCs provide.

KPIs

Below are most of the Northern Middle Key Performance Indicators (KPIs) for the first quarter, the beginning of our program year.

	Oct-22	Nov-22	Dec-22	Q2
Adult, Dislocated Worker and National Dislocated Worker - New Enrollment	TARGET	82	82	82
Adult	68	38	52	158
Dislocated Worker	14	14	20	48
Incumbent Worker	2	0	1	3
Total	84	52	73	209
Percent of Goal	102.44%	63.41%	89.02%	84.96%
Jobs for Veterans New Enrollment	TARGET	10	10	10
Total	6	4	7	17
Percent of Goal	60%	40%	70%	57%
Justice Involved Individuals New Enrollment	TARGET	44	43	43
Adult	14	14	7	35
Dislocated Worker	1	4	0	5
National Dislocated Worker	0	10	6	16
Youth	6	7	8	21
Wagner-Peyser	50	36	17	103
Total	71	114	38	180
Percent of Goal				138.46%

	Oct-22	Nov-22	Dec-22	Q2
Re-Employment Services Co-Enrollment	Target			11
Co-Enrollment with Title I	4	9	10	23
Pct.				209.10%
Trade Adjustment Assistance Co-Enrollment with Dislocated Worker				Q2
Trade Co-Enrollment with DW	1	0	0	1
Trade Participants	1	0	0	1
Target	1	0	0	90%
Actual				100%
Trade Adjustment Assistance Co-Enrollment with Dislocated Worker				Q2
Trade Co-Enrollment with DW	1	0	0	1
Trade Participants	1	0	0	1
Target	1	0	0	90%
Actual				100%
Wagner-Peyser New Enrollment				Q2
Enrollments	452	442	399	1293
Target	285	285	285	855
Pct.	158.59%	155.00%	140.00%	151.22%

Last program year, we missed out RESEA Co-Enrollment KPI by a fairly significant margin. For this year, we closed the quarter exceeding or RESEA target, and are currently way ahead of our third quarter target.

New Programs Requiring Board Approval for addition to the ETPL											
Provider Name	Provider Main Address	Program ID	Program Name	CIP Code	Total Cost	Job Outlook	Credential Earned	Projected Wage	Program Length	Sector Strategy	
TN Professional Training Institute	Murfreesboro	1010315	Medical Assisting	510801	\$3,600.00	Bright Outlook Locally & Nationally	Certificate	\$16.97	4 Weeks	Healthcare	
Nashville State Community College	Nashville	1010368	Professional in Human Resources ® (PHR ®) Exam Prep with Exam Voucher (Online Self-Paced) PTBUS3002E	521001	\$1,842.50	Bright Outlook Locally & Nationally	PHR Professional Human Resources	\$21.88	52 Weeks	Human Resources	
Tennessee College of Applied Technology at Murfreesboro	Murfreesboro	1010371	Information Technology	119999	\$5,697.00	Bright Outlook Locally & Nationally	Infrastructure Management Specialist Diploma	\$40.37	1296 Hours	Information Technology	
Tennessee College of Applied Technology at Murfreesboro	Murfreesboro	1010369	Automotive Service Technology	470604	\$6,283.00	Bright Outlook Locally	Automotive Service Technician Diploma	\$19.82	1296 Hours	Transportation & Logistics	
Nashville State Community College	Nashville	1010380	Certified AWS Cloud Solutions Architect (Voucher Included) GES3070	110902	\$1,995.00	Bright Outlook Locally & Nationally	AWS Certified Solutions Architect	\$24.20	3 Months	Information Technology	
Nashville State Community College	Nashville	1010383	Medical Assistant	510801	\$2,570.00	Bright Outlook Locally & Nationally	NHA Medical Assistant Certification (CCMA)	\$16.97	128 Hours	Healthcare	
Nashville State Community College	Nashville	1010382	Patient Care Technician	512201	\$795.00	Bright Outlook Locally & Nationally	NHA Certified Patient Care Technician Assistant	\$14.77	32 Hours	Healthcare	
Hussian College - DBA Daymar Clarksville	Clarksville	1010344	Web Design & Development	110103	\$55,328.00	Bright Outlook Locally & Nationally	BA/BS Degree	\$24.20	32 Months	Information Technology	
Hussian College - DBA Daymar Clarksville	Clarksville	1010343	Pharmacy Technician Diploma	510805	\$25,141.00	Bright Outlook Locally & Nationally	Certified Pharmacy Technician	\$17.46	15 Months	Healthcare	
Hussian College - DBA Daymar Clarksville	Clarksville	1010342	Medical Assisting Clinical Diploma	510899	\$16,569.00	Bright Outlook Locally & Nationally	Certified Medical Assistant	\$16.97	9 Months	Healthcare	
Hussian College - DBA Daymar Clarksville	Nashville	1010341	Dental Assisting Diploma	510601	\$16,761.00	Bright Outlook Locally & Nationally	Registered Dental Assistant	\$18.92	9 Months	Healthcare	
Hussian College - DBA Daymar Clarksville	Nashville	1010327	Medical Assisting Clinical Diploma	510899	\$16,569.00	Bright Outlook Locally & Nationally	Certified Medical Assistant	\$16.97	9 Months	Healthcare	
Existing Programs Requiring Board Approval for Cost Increase and Program Extension											
Provider Name	Provider Main Address	Program ID	Program Name	CIP Code	Total Cost	Job Outlook	Credential Earned		Program Length	Sector Strategy	Cost Increase
Austin Peay State University	Clarksville	99818	Project Management Professional Exam Prep Boot Camp	529999	\$3,552.00	Bright Outlook Locally & Nationally	Project Management Professional (PMP) Certification	\$37.06	1 Week	Information Technology	Increase of \$1,200 or 51%
Former Programs Requiring Board Approval for ETPL Addition											
Provider Name	Provider Main Address	Program ID	Program Name	CIP Code	Total Cost	Job Outlook	Credential Earned		Program Length	Sector Strategy	Notes
Nashville State Community College	Nashville	1009186	Medical Billing and Coding (Vouchers Included) (GES1014)	510713	\$2,995.00	Bright Outlook Locally & Nationally	CPC, CCA, or CBCS	\$22.58	128 Hours	Healthcare	Originally removed due to no WIOA enrollment in two years



Northern Middle Tennessee Workforce Board Inc.

February 8, 2023

Executive Summary

Youth Incentives Policy

1. What is the general purpose of this policy?

This is a new policy to address Concern 6 of the Youth federal monitoring report. This policy establishes the standards of achievement tied to training activities and work experiences for the issuance of incentive payments to eligible WIOA Title I youth participants.

2. What are the notable guidelines conveyed within this policy?

Defines the twelve (12) incentive awards available and the documentation required for each.

3. What are the modifications to this policy?

Adding Secondary GPA incentive, Placement to Post-Secondary incentive, and Continuing Post-Secondary Education incentive. Increasing amounts paid under Post-Secondary GPA incentive.



Youth Incentives Policy

Purpose

The purpose of this policy is to provide guidance and establish the Northern Middle Tennessee Workforce Board (NMTWB) standards of performance for the issuance of incentive payments to Workforce Innovation and Opportunity Act (WIOA) Title I Youth program eligible and enrolled participants.

Background

20 CFR 681.640 states that “incentive payments to youth participants are permitted for recognition and achievement directly tied to training activities and work experiences.” Such incentive payments must be tied to the goals of the specific program, outlined in writing before the commencement of the program that may provide incentive payments; align with local program organizational policies; and are in accordance with the requirements contained in 2 CFR part 200.

Policy & Instructions

Youth incentives must be connected to the achievement of milestones or outcomes in the program linked to work experience, education, or training activities as defined in the participants Individual Service Strategy (ISS). Incentives are not an entitlement and should be awarded as appropriate. All incentive awards will be subject to the availability of WIOA youth funds.

- A. **High School Diploma (\$250.00)** – participants enrolled in education at the date of participation or at any point during the program and earn a high school diploma *after* the date of participation are eligible to receive an incentive award. In order to receive the incentive, documentation in the form of a copy of the diploma or transcripts will be submitted.
- B. **Educational Functional Level Gains (\$50-\$100)** - participants, whose initial TABE results demonstrate basic skills deficiency, as defined as an Educational Functional Level (EFL) of 4.0 or lower (< 9.0 grade level equivalency) in one or more of the three functional areas (math, reading or language), at the date of participation or at any point during the program are eligible to receive an incentive for increasing one or more EFL in any deficient area. In order to receive the incentive, documentation in the form of the WIOA co-enrollment form signed by Adult Education verifying the EFL gain will be submitted.
 - Participants are eligible to receive a \$50 incentive for each attainment of a full one point increase in an EFL previously determined basic skill deficient.
 - Those participants who achieve an EFL of 5.0 or higher (9.0 or higher grade level equivalency) in one of the three functional areas, previously determined basic skill deficient, will be eligible for a one time incentive of \$100 in that area in lieu of the \$50 incentive.

- C. **HiSET Voucher (\$100.00)** – participants enrolled in Adult Education classes at the date of participation or at any point during the program and earn a full voucher for the HiSET *after* the date of participation are eligible to receive an incentive award. In order to receive the incentive, documentation in the form of the WIOA co-enrollment form signed by Adult Education verifying voucher attainment will be submitted.
- D. **HiSET Diploma (\$250.00)** – participants enrolled in education at the date of participation or at any point during the program and earn the HiSET *after* the date of participation, are eligible to receive an incentive award. In order to receive the incentive, documentation in the form of a copy of the HiSET transcript or Comprehensive Score Report indicating scores will be submitted.
- E. **Secondary GPA (\$25-\$100)** – participants enrolled in education at the date of participation or at any point during the program are eligible to receive an incentive award for GPA earnings at the end of each formal grading period. This award shall be given no more than once per school quarter, trimester, or semester if on a quarter, trimester, or semester system. Participants will be eligible to receive: \$100 for 4.0, \$75 for 3.5-3.9, \$50 for 3.0-3.49, \$25 for 2.5-2.9. In order to receive the incentive, documentation in the form of a copy of the transcript will be submitted.
- F. **Post-Secondary GPA (\$25-\$100)** - participants enrolled in education at the date of participation or at any point during the program are eligible to receive an incentive award for GPA earnings at the end of each formal grading period. This award shall be given no more than once per school quarter, trimester, or semester if on a quarter, trimester, or semester system. Participants will be eligible to receive: \$100 for 4.0, \$75 for 3.5-3.9, \$50 for 3.0-3.49, \$25 for 2.5-2.9. In order to receive the incentive, documentation in the form of a copy of the transcript will be submitted.
- G. **Post-Secondary Training Completion (\$100)** - participants, enrolled in education at the date of participation or at any point during the program, are eligible to receive to receive a \$100 incentive for completing a post-secondary training program. In order to receive the incentive, documentation in the form of a copy of the certificate of completion, transcript, diploma, or certificate will be submitted.
- H. **Post-Secondary Credential Attainment (\$200)** – participants, enrolled in education at the date of participation or at any point during the program, who complete training and obtain one of the recognized credentials listed below are eligible to receive an incentive award. In order to receive the incentive, documentation in the form of a copy of the transcript, degree, diploma, certification, or license will be submitted.
- Associate's Degree
 - Bachelor's Degree
 - Occupational Certificate, including Registered Apprenticeship and Career and Technical Education educational certificates
 - Occupational License (e.g., EMT, LPN, Registered Dental Assistant, etc.)
 - Industry Certification (e.g. ASE certification, NIMS certification, Microsoft Certified IT Professional, etc.)
- I. **Obtaining Unsubsidized Employment (\$100)** – participants who obtain unsubsidized employment *during* program participation are eligible to receive a onetime placement incentive award. In order to receive the incentive, documentation in the form of a pay stub, thirdparty employment verification printout, or employer telephone verification form will be submitted.

J. Retaining Unsubsidized Employment (\$100) - participants who retain unsubsidized employment *after* program participation are eligible to receive an incentive award. In order to receive the incentive, documentation in the form of a pay stub, third party employment verification printout, or employer telephone verification form will be submitted.

Participants are eligible to receive a \$100 incentive for each attainment listed below. Employment does not have to be with the same employer.

- Employed 1st quarter after exit
- Employed 2nd quarter after exit
- Employed 3rd quarter after exit
- Employed 4th quarter after exit

Note: Youth may be eligible to receive quarterly incentives even if not awarded in consecutive order. (Example: Youth is not working at 2nd quarter follow up so no incentive is awarded. However, youth is working at 3rd quarter follow up and eligible to receive incentive.)

K. Placement to Post-Secondary Education (\$100) – participants originally enrolled as In-School Youth as secondary students who enroll in a post-secondary training program *during* program participation are eligible to receive a onetime placement incentive award. Participants originally enrolled as Out-of-School Youth, who did not complete Occupational Skills Training during program participation, but enroll in post-secondary training during program participation are eligible to receive a onetime placement incentive award. In order to receive the incentive, school enrollment records will be submitted.

L. Continuing Post-Secondary Education (\$100) – participants who are enrolled and in good academic standing in post-secondary training *after* program participation are eligible to receive an incentive award. In order to receive the incentive, school enrollment records will be submitted.

Participants are eligible to receive a \$100 incentive for each attainment listed below.

- Enrolled and in good academic standing 1st quarter after exit
- Enrolled and in good academic standing 2nd quarter after exit
- Enrolled and in good academic standing 3rd quarter after exit
- Enrolled and in good academic standing 4th quarter after exit

Note: Youth may be eligible to receive quarterly incentives even if not awarded in consecutive order. (Example: Youth was not enrolled in post-secondary during 2nd quarter follow up so no incentive is awarded. However, youth is enrolled in post-secondary during 3rd quarter follow up and eligible to receive incentive).

References

20 CFR 681.640; 2 CFR part 200; TEGL 21-16

Authorized by:

Approved by:

Marla Rye, Executive Director Date

John Zobl, Chairman Date

Northern Middle Program Year July 1, 2022 to October 30, 2022

Incumbent Worker Training (IWT) Grants

	County Location	Employer	Employees Trained	Contract Start Date	Contract End Date	Contract Amount	Amount Expended
1	Davidson	August Bioservices	19	8/1/2022	5/31/2022	\$ 24,214.00	
2	Sumner	GCMT	10	8/1/2022	5/31/2022	\$ 25,000.00	
3	Davidson	VUMC	120	7/15/2022	6/30/2023	\$ 25,000.00	
4	Wilson	Jones Brothers	30	9/01/1022	5/31/2022	\$ 25,000.00	
5	Davidson	Military Systems	40	7/1/1022	5/31/2022	\$ 25,000.00	
6	Montgomery	Compassion Care Clinic	1	10/1/2022	5/31/2022	\$ 2,294.00	
7	Montgomery	Dan Post	16	11/1/2022		\$ 12,000.00	
8	Davidson	Rogers Group Inc.	2	12/12/2022	5/31/2023	\$ 4,374.00	
9	Montgomery	LG Electronics	96	2/1/2023	5/31/2023	\$ 25,000.00	
10	Rutherford	Wearwell	24	1/23/2023	6/30/2023	\$ 25,000.00	
	Total		358			\$ 192,882.00	\$ -

Board designated funds available: \$300,000.00

Apprenticeship Training Grants

	County Location	Employer	Employees Trained	Contract Start Date	Contract End Date	Contract Amount	Expended through
1	Davidson	Dixon Mgmt Servpro BelleMeade	14	7/1/2022	5/21/2023	\$ 28,000.00	
2	Sumner	R&L Servpro Hendersonville	8	7/1/2022	5/21/2023	\$ 16,000.00	
3	Williamson	Arrington Vineyards	1	8/1/2022	5/31/2023	\$ 2,000.00	
4	Davidson	Rescue Electric	7	7/1/2022	5/21/2023	\$ 14,000.00	
5	Montgomery	Travis Electric	22	7/1/2022	5/21/2023	\$ 44,000.00	
6	Montgomery	CMCSS	33	7/1/2022	5/31/2023	\$ 24,000.00	
7	Davidson	Empower Electric	12	9/1/2022	5/31/2022	\$ 24,000.00	
8	Williamson	CAT Financial	2	1/1/2023	5/31/2023	\$ 4,000.00	
9	Davidson	Hamilton Ryker	14	12/1/2022	5/31/2023	\$ 28,000.00	
10							
	Total		113			\$ 184,000.00	

State Apprenticeship Grant Amount Available: \$194,415.00

Q4, 2022

Small Town
STARTUP

Q4 2022



QUARTERLY REPORT

AMPLIFYING OPPORTUNITY, CREATING HOPE.

Q4 started off with a bang with the approval of our marketing plan from the state at the beginning of November, which laid out a multistep approach to reaching and converting job-seekers. The ultimate goal: get in front of more individuals to create greater brand awareness, resulting in increased usage of the American Job Centers, programming, employer interest and more.

In the last 60 days, we worked to develop and execute social media content plans - both organic and paid - including TikTok. We also brought in new-to-Workforce Essentials-platforms, such as text message marketing, podcasting and more.

Additionally, we worked to secure Workforce Essentials' digital presences, working to claim Yelp listings, Google My Business listings and others, and have created ways to interact with individuals on these platforms, too, allowing us to further our reach through new avenues.

Wherever a job-seeker or employer is looking for services we provide, we want to be there.



Last but certainly not least, we had the pleasure of visiting several American Job Centers, meeting with teams and capturing their passion on camera to create more personalized, impactful content for your platforms.

In the little time we've had, the results have been tremendous. We are excited to share them with you. We are also thrilled to see what the end of this current quarter will look like.

We intend to fully implement all of our foundational work this quarter, where we'll unify all of the platforms into an amplified message.

QUARTERLY FACEBOOK ENGAGEMENT



9,117

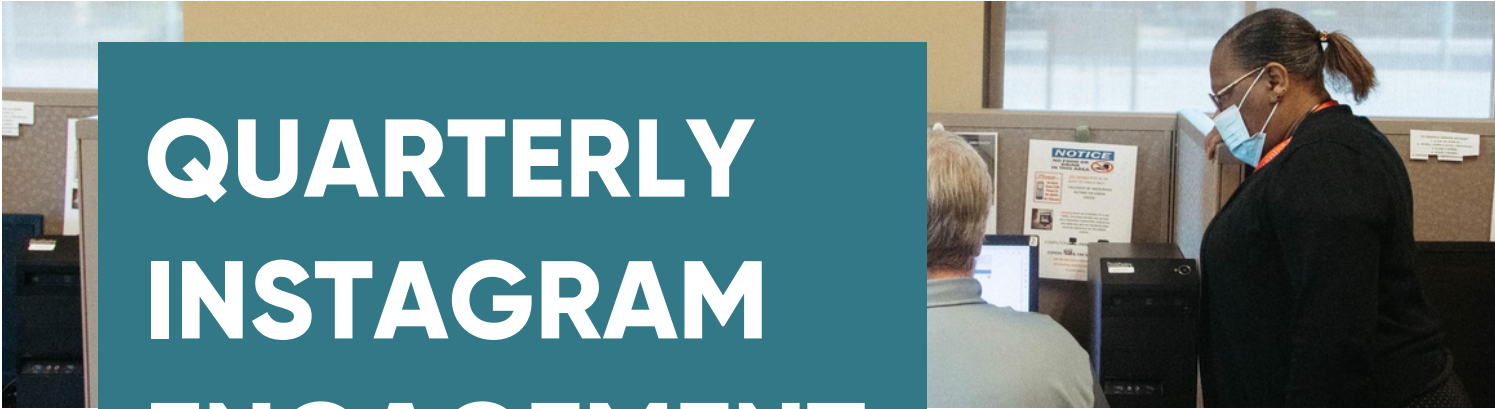
PEOPLE REACHED ORGANICALLY, NON-PAID
(UP 118% OVER THE PREVIOUS 60 DAYS)

42

POSTS PUBLISHED
(VERSUS 74 THE PREVIOUS 60 DAYS - SHOWING
MORE QUALITY CONTENT WITHOUT INUNDATING THE
AUDIENCE IS DRIVING OUR MESSAGING FURTHER)

12K

SNEAK PEEK: BY ADDING PAID CAMPAIGNS ON
SOCIAL MEDIA, IN THE FIRST WEEK OF JANUARY
ALONE, WE'VE REACHED NEARLY 12,000 PEOPLE IN
OUR TARGET JOB-SEEKER AUDIENCE!



QUARTERLY INSTAGRAM ENGAGEMENT

246

PEOPLE REACHED ORGANICALLY
(UP 73.2% FROM PREVIOUS 60 DAYS)

23

NEW TOP ENGAGED ACCOUNTS
(UP 155% FROM PREVIOUS 60 DAYS)

Initial analysis: Facebook is where your target audience seems to be most engaged and active.

While Instagram is a great platform for brand awareness, we should continue to monitor this and leverage Facebook moreso if we discover this trend continues past February 2023.



TEXT MESSAGE MARKETING UPDATE

We've selected and set up SlickText as our text message marketing platform. This will allow us to capture job-seekers and keep our brand top-of-mind by sending periodic text messages filled with job-hunting tips and tricks. We are sending text messages an average of 2 times per week so as not to overwhelm participants. Why text? This is the most engaged with platform, with on average, 96% of users opening the message within 3 minutes of it being sent.

To capture their information, we created flyers that are placed in 5x7" acrylic stands, and are currently being distributed to all of Northern Middle's American Job Centers by the Small Town Startup team.

These framed flyers have a QR code that visitors can easily scan, which leads them to a quick sign-up landing page. Their information is directly sent to SlickText's list.

In addition to this, we have incorporated the sign-ups into our social media pushes, and email campaigns.

Our Q1 goal is to have an average of 150 individuals signed up for text message marketing on the job-seeker side. Individuals have the ability to unsubscribe anytime by texting back "STOP."



EMAIL UPDATE

Email is one of our major priorities in Q1.

We have gained access to the current email platform and built out an updated strategy to capture emails for both job-seekers and employers, so we can send out direct messaging to each.

A social media campaign will target job-seekers to sign up directly from January–March. A Google Ads campaign will focus on employers signing up to learn more about recruitment, retention and our programming.

We are also exploring doing a small campaign on LinkedIn to test the viability of employer data capture there.

In addition to this, we are working with the website team to embed a sign-up for both our email newsletter as well as text messages.

PODCAST UPDATE



Testing, testing, 1...2...3...

Our first podcast is in the books! Dr. Lynn Seifert was an excellent first guest, where she provided an overview of the employer programming that Workforce Essentials offers, with great success stories woven throughout.

We have three more podcasts scheduled to be recorded in January, and will be releasing the first one (Lynn's spotlight) on Spotify and iTunes at the end of January.

The intention is to release one podcast per month. With four recorded by January's end, the goal is then to record at least 1-2 more by the end of the first quarter to allow us to have the first half of the year recorded and in editing well before their publishing dates.



DIGITAL PRESENCE UPDATE



In Q4 2022 and moving into Q1 2023, we have worked to claim all digital presences of Workforce Essentials and American Job Centers online, including Yelp's listing, Google My Business listings and others.

The goal is to have all presences under one active management system, where we can respond to reviews, interact and engage with those who engage with our profiles and more.

More importantly, we want Workforce Essentials to have ownership of all of their properties online so that they can amplify one unified message, helping our brand awareness campaign be even stronger.



NEXT UP IN Q1 2023

Continue

- Continue organic social media campaigns (Facebook, Instagram, TikTok)
- Continue paid campaigns (Facebook and Instagram)
- Continue podcast recording and publishing
- Continue text message marketing
- Continue digital presence management
- Continue building email and text message marketing lists

Begin

- Launch Google Ads
- Explore LinkedIn advertisements for employers
- Launch email marketing segmentations
- Create unified project management system for all contacts at American Job Centers to be able to log into to review marketing plans, download shareable assets and more, so that we have a unified tone and brand across the locations.



THANK YOU!

Your Communication Team



LISA ARNOLD, ACCOUNT LEAD

Lisa is responsible for the overall health of the relationship between Workforce Essentials and Small Town Startup. She leads the way and provides the vision to help Workforce Essentials meet their goals through digital marketing. You can email her anytime at Lisa@smalltownstartup.com.



MADDISON FAUTH, ACCOUNT MANAGER

For checking in, scheduling photoshoots, scheduling podcast recordings, reviewing results and more, Maddison is ready to help.

Email her anytime at
Maddison@smalltownstartup.com



ABIGAIL BROWN, CONTENT STRATEGIST

For last minute content changes, questions or concerns, Abigail is your lead contact. You can reach her at Abigail@smalltownstartup.com.

**In case of an emergency or urgent request, please always email
support@smalltownstartup.com**

Labor Force Participation Rate Pilot Project

BACKGROUND

The Northern Middle Workforce Board operates under the Workforce Innovation and Opportunity Act (WIOA) funding through the American Job Center (AJC) System in 13 middle Tennessee counties. Since COVID, the numbers of individuals taking advantage of AJC services has significantly declined. In addition, WIOA services for individuals and businesses have struggled to meet minimum performance measurements. The Board has been proactive and monitored career service providers and even terminated contracts of non-performing service providers. While this is a prudent concept, it isn't a long term solution. Not only are there a very limited number of companies providing CSP services, the ramp up time and requirements for new CSP's is substantial. Additionally, changing providers along with COVID and an outstanding market for employees has wreaked havoc on AJC staffing. This has created a void of institutional and programmatic knowledge in the American Job Centers in Northern Middle.

On April 6, 2022, the Northern Middle Workforce Board conducted a strategic planning session to discuss the deficiencies in the current operating structure. The outcome of the meeting resulted in six strategic objectives. The Board believes this pilot will address three of the goals surrounding program services and delivery:


- 1. Innovate Service Delivery**
- 2. Revolutionize Recruiting and Outreach Strategies/Meet people where they are**
- 3. Increase Employer Engagement and Participation**

While participating in the regional WIOA convening at Montgomery Bell State Park, Commissioner Thomas encouraged local Boards to think outside the box to solve workforce issues. With unemployment rates at all-time lows, employers are struggling to meet workforce needs. Because of this, the Tennessee Department Labor has prioritized the Labor Force Participation Rate (LFPR) as a key objective. Specifically, the goal is to increase the LFPR by 2% in Tennessee.

While Northern Middle is considered the workforce engine of Tennessee, the LFPR is significantly lower than the state and national averages in four counties. The LFPR in Humphreys, Montgomery, Houston and Stewart counties range from 46.6% to 54.4% against a state average of 58.8%. See chart to right and Attachment A for a full analysis.

Northern Middle Workforce Board Labor Force Participation Summary December 2022	
Area	Labor Force Participation Rate
Rutherford	71.4%
Trousdale	71.3%
Davidson	70.8%
Williamson	70.0%
Wilson	69.0%
Sumner	68.6%
Cheatham	66.0%
Robertson	65.8%
Dickson	62.0%
US	61.9%
TN	58.8%
Humphreys	54.4%
Montgomery	53.6%
Houston	46.7%
Stewart	46.6%

In addition to the LFPR, the unemployment rates among the western counties in the Northern Middle Workforce area are the highest in the region. As expected, the nine counties with the highest LFPR have the lowest unemployment rates, all in the 2% range.



Labor Force Estimates

Release: 1:30PM CT on 12/22/2022

Labor Force Estimates - LWDA

	Labor Force	Employed	Unemployed	Rate	Rate	Change
Northern Middle TN	1,123,266	1,092,823	30,443	2.7	2.8	-0.1
Cheatham	22,299	21,739	560	2.5	2.6	-0.1
Davidson	407,570	396,742	10,828	2.7	2.8	-0.1
Dickson	27,618	26,808	810	2.9	2.9	0.0
Houston	3,141	3,002	139	4.4	4.3	0.1
Humphreys	8,374	8,096	278	3.3	3.6	-0.3
Montgomery	86,233	83,112	3,121	3.6	3.8	-0.2
Robertson	38,814	37,757	1,057	2.7	2.8	-0.1
Rutherford	193,284	188,265	5,019	2.6	2.7	-0.1
Stewart	5,238	5,038	200	3.8	3.8	0.0
Sumner	107,421	104,583	2,838	2.6	2.8	-0.2
Trousdale	5,665	5,498	167	2.9	2.8	0.1
Williamson	136,580	133,230	3,350	2.5	2.4	0.1
Wilson	81,029	78,953	2,076	2.6	2.6	0.0

PLAN

In order to achieve the Tennessee Department of Labor and Workforce Development's goal of increasing the LFPR by 2%, the Northern Middle Board is proposing to establish a pilot project in conjunction with the local mayors in the four below-average LFPR counties of Houston, Humphreys, Montgomery and Stewart. A need for drastic service delivery change is required to meet the needs of business and industry across all sectors and to align to our strategic plan.

OPERATIONAL STRUCTURE

In the Work-First pilot, the Northern Middle Workforce Board would segregate operations in the four county area to focus on putting people to work. The Board would work through our current career service provider, EDSI to provide the staffing for the project. However, the Board staff would be thoroughly engrained in the operation of the innovative model. Strategic partners for the success of the pilot will be the local county mayors. The Board staff requests permission to strategically cross the operational firewall in order to coordinate and facilitate this uniquely innovative project, in a cooperative spirit with the local governments of the four counties. To mitigate risk and maintain the integrity intended by having an operational firewall, a partnership with the Upper Cumberland Workforce Board will be utilized for procurement and oversight of the One Stop Operator (OSO). The Upper Cumberland Workforce Agency would be the lead contracting agency for the multi-region OSO and invoice the Northern Middle Board for their portion of the overall costs. Having an OSO managed regionally would solidify the firewall between the Northern Middle Board, the OSO and the LWDA's Career Service Providers.

Employers in the six identified industry sectors in Northern Middle are needing employees immediately. The sectors are: Advanced manufacturing, healthcare, education, logistics, construction and information technology. An integral component of the pilot, employers in these sectors will be targeted



first to partner in the project by providing job opportunities to area residents. Other industry sectors may fill gaps should the need arise.

PROPOSAL

Northern Middle Board staff have utilized tools from the Tennessee Department of Labor's LFPR Analysis to identify that approximately 3,192 individuals will need to be placed into employment to raise the LFPR by 2% in the targeted counties. A staff intensive approach will be coordinated between the Title I Career Advisors and the Title III Wagner Peyser Staff. For this to work, the Board staff will provide directions to the front line staff and a cultural shift must be made to focus on employment and Work-First. This model cannot be done without the cooperation and full partnership of Title III.

The One Stop Operator (OSO), who will not be directly employed or contracted by the Northern Middle Board, will provide the firewall for oversight and compliance. The Northern Middle Workforce Area will extend its contract with current career service providers to interact directly with participants and job seekers.

In Montgomery, Houston, Humphreys and Stewart counties Educational Data Systems Inc. (EDSI) will hire additional direct case management staff to specifically deliver Adult and Dislocated Workers for Work-First opportunities, including on-the-job training and support services. Individual training account activities will take a back seat in this concept. State Wagner Peyser staff will coordinate efforts for job seekers, especially those not eligible for Title I.

Within the four-targeted counties, the goal will be to raise the Labor Force Participation Rate (LFPR) through direct interaction with local and regional employers. The plan calls for each county mayor to announce the Work-First project and direct all job seekers to visit their local AJC to participate. In addition, employers will be asked to partner with the AJC to hire qualified job seekers. The key is to build momentum to increase the job seeker pool of applicants by touting good jobs available within the local communities. In effect, the AJC will become a placement agency.

Focus will be on-the-job-training with specific businesses, adding support services as required for successful placement. A pool of "job seekers or temporary personnel" will be developed to serve industry sectors. Staff through marketing efforts (already approved by the NM Board) will use social media to attract talent as well as deliver staffing services to business and industry within the commuting area of these four counties. The staff in the American Job Centers will increase the LFPR and be able to move the 'needle' of performance across the NM workforce area by focusing on Work-First.

Support services, including transportation and childcare will be a critical component to the plan. Vans would be rented to provide transportation to and from work to alleviate commuting issues for those experiencing barriers to employment. The Northern Middle Board staff will coordinate transportation services with various providers. The Montgomery County Economic Development Board has procured a new childcare facility that will provide care for 600 children in the local industrial park. Employees in the industrial park will be given priority enrollment.

Northern Middle Board staff will provide technical assistance to guide this Pilot Project. The staff will be the point of contact and guide the project throughout its entirety to ensure success from lessons learned throughout the project.

TIMELINE AND EXEMPTIONS

In order to provide adequate time to implement and measure success, the pilot is planned for 24 months. As this is projected to be a very labor intensive project, the Minimum Participant Cost Rate (MPCR) for the Northern Middle Workforce Area would need to be temporarily suspended for the duration of the project. Please note that direct participant expenditures will still occur in the form of on-the-job training and support services. However, recruitment, case management and business liaisons will be the most critical component of the plan. The pilot would take effect July 1, 2023 and extend to June 30, 2025.

FUNDING

No additional WIOA funding will be required to conduct this pilot. A philosophy change from a training organization to a staffing or labor exchange model will require additional staffing to manage the caseload of job seekers. It is anticipated that staffing for the counties will double from 6.5 to 12 individuals including board program staffing. Current spending in the four counties equates to approximately \$800,000. The pilot will require an additional \$200,000, which can be allocated from fund balance or carry over set-aside.

RECOMMENDATION

Approval of the pilot project which consists of:

1. Regional OSO procurement by Upper Cumberland Workforce Board to support regionalism and firewall for the Northern Middle Board.
2. Extension of EDSI and MACs Career Service Provider contracts for 1 year through 6/30/24, with the option to extend one more year through 6/30/25 with satisfactory performance.
3. Change in service delivery design in the four target counties.
4. Request exemption on Minimum Participant Cost Rate.

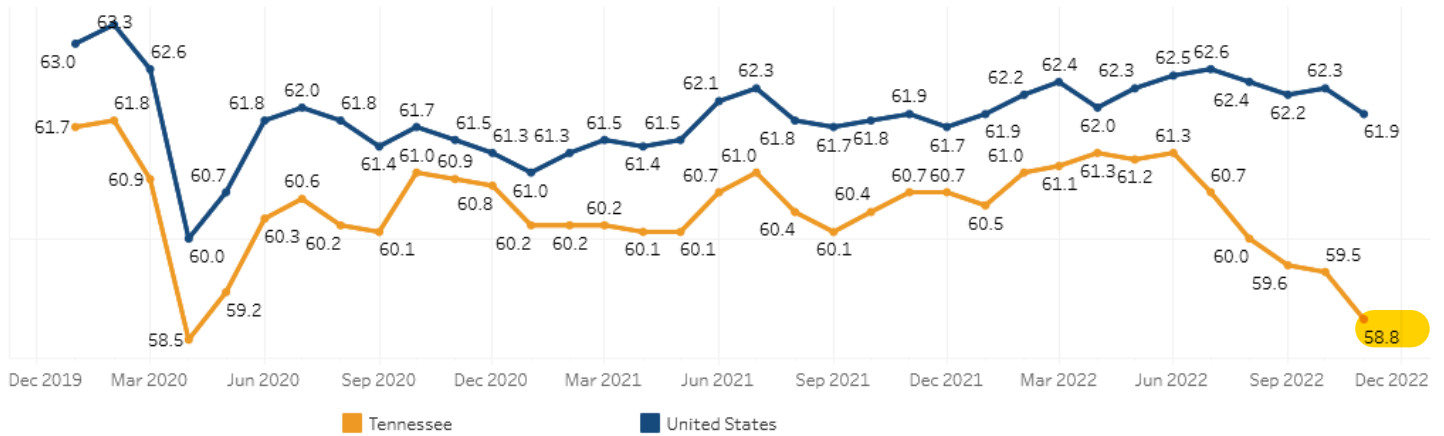
Should the Northern Middle Board's Executive Committee approve this recommendation, the final step would be submission to the Tennessee Department of Labor and Workforce Development for approval to implement.

Area

Tennessee

LFPR Comparison

Labor Force Participation Rate (LFPR) Comparison of State and National Rate

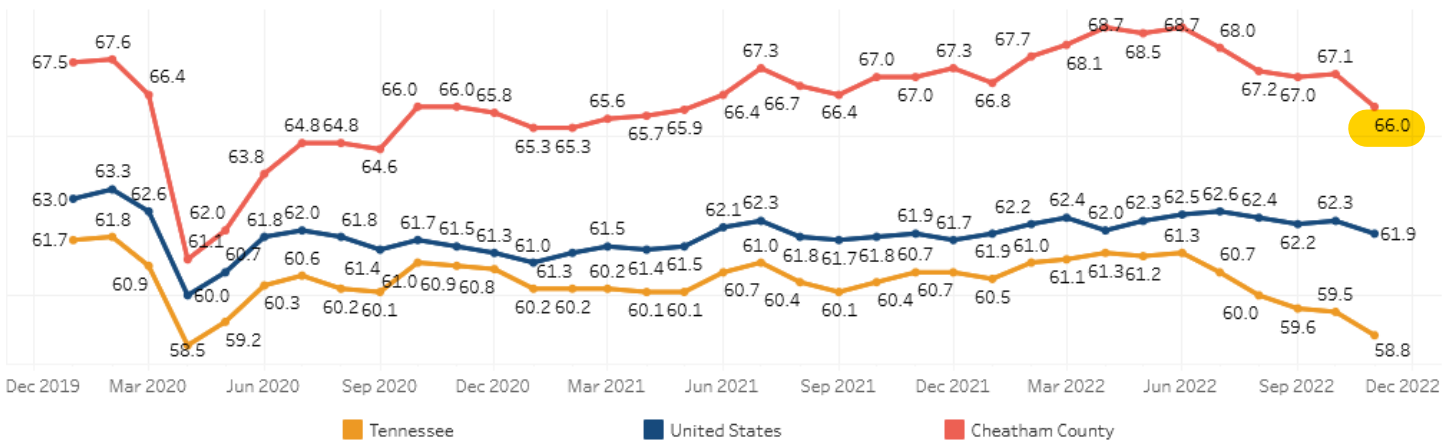


Area

Cheatham County

LFPR Comparison

Labor Force Participation Rate (LFPR) of Cheatham County in Comparison with State and National Rate

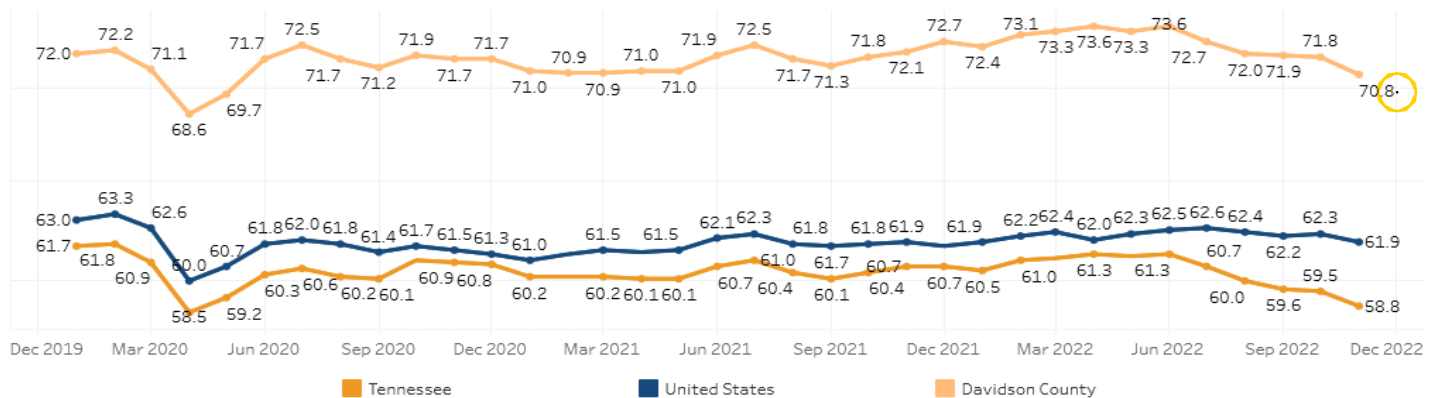


Area

Davidson County

LFPR Comparison

Labor Force Participation Rate (LFPR) of Davidson County in Comparison with State and National Rate

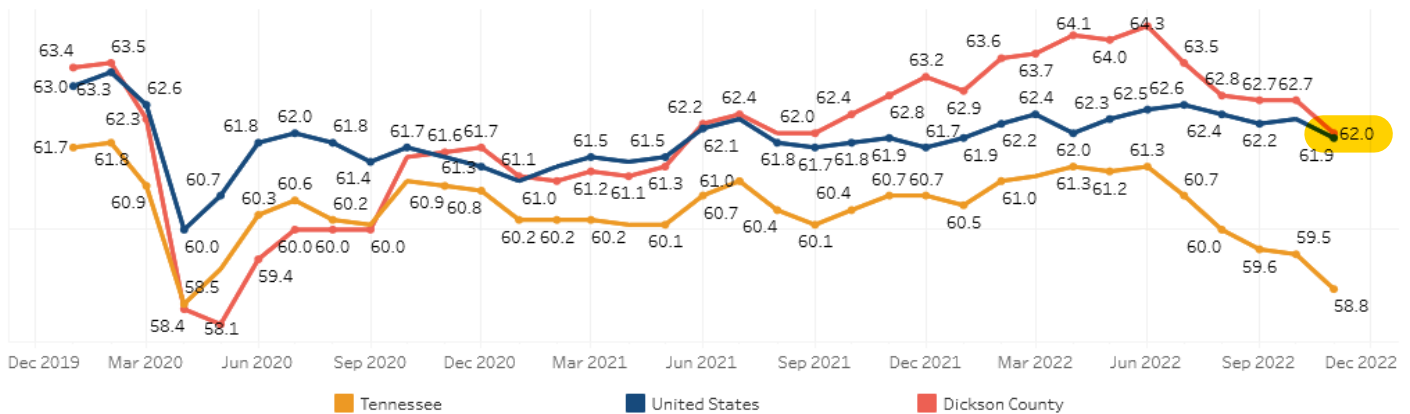


Area

Dickson County

LFPR Comparison

Labor Force Participation Rate (LFPR) of Dickson County in Comparison with State and National Rate



Area

Humphreys County

LFPR Comparison

Labor Force Participation Rate (LFPR) of Humphreys County in Comparison with State and National Rate

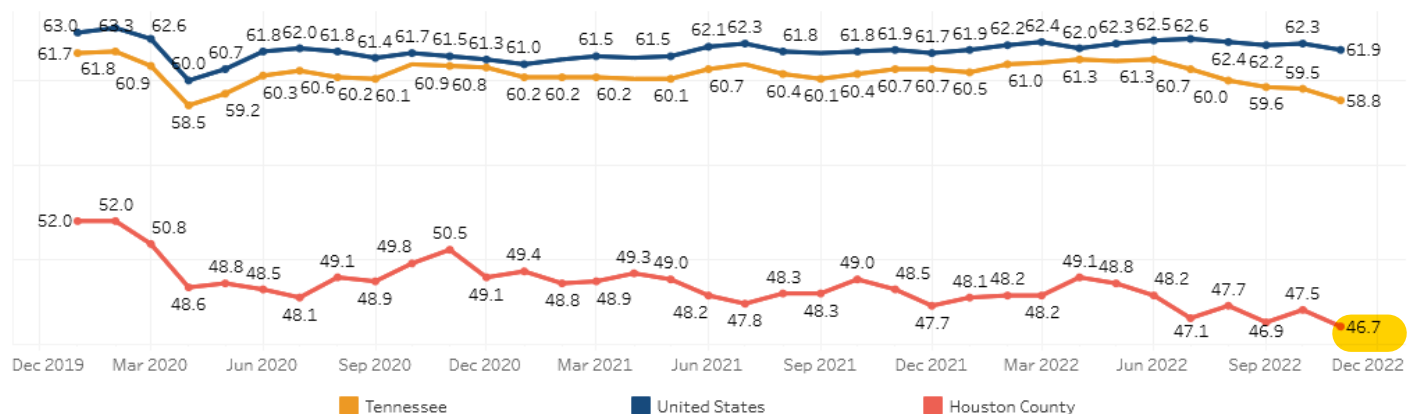


Area

Houston County

LFPR Comparison

Labor Force Participation Rate (LFPR) of Houston County in Comparison with State and National Rate

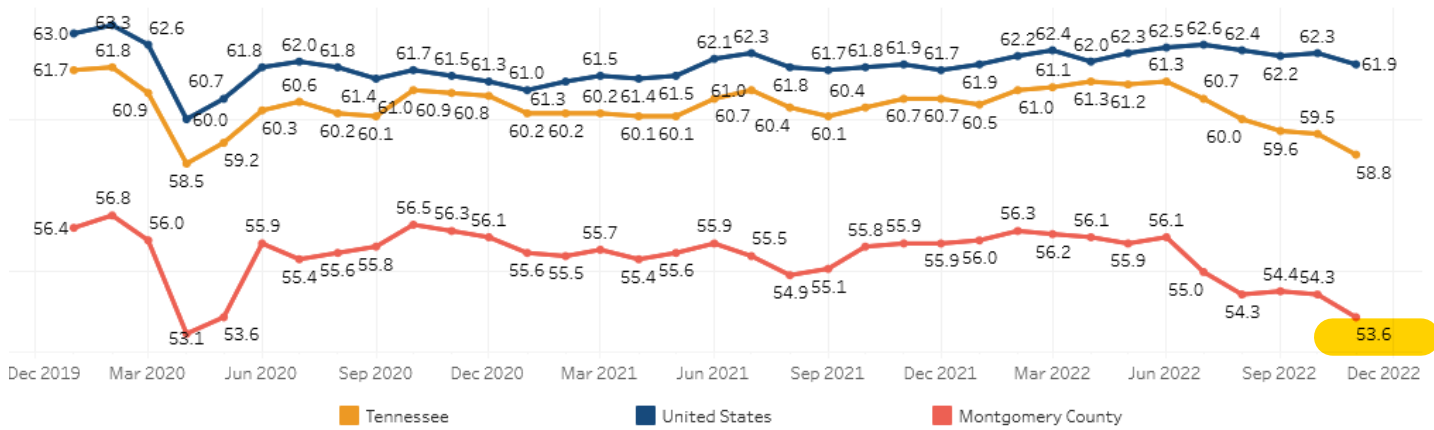


Area

Montgomery County

LFPB Comparison

Labor Force Participation Rate (LFPB) of Montgomery County in Comparison with State and National Rate

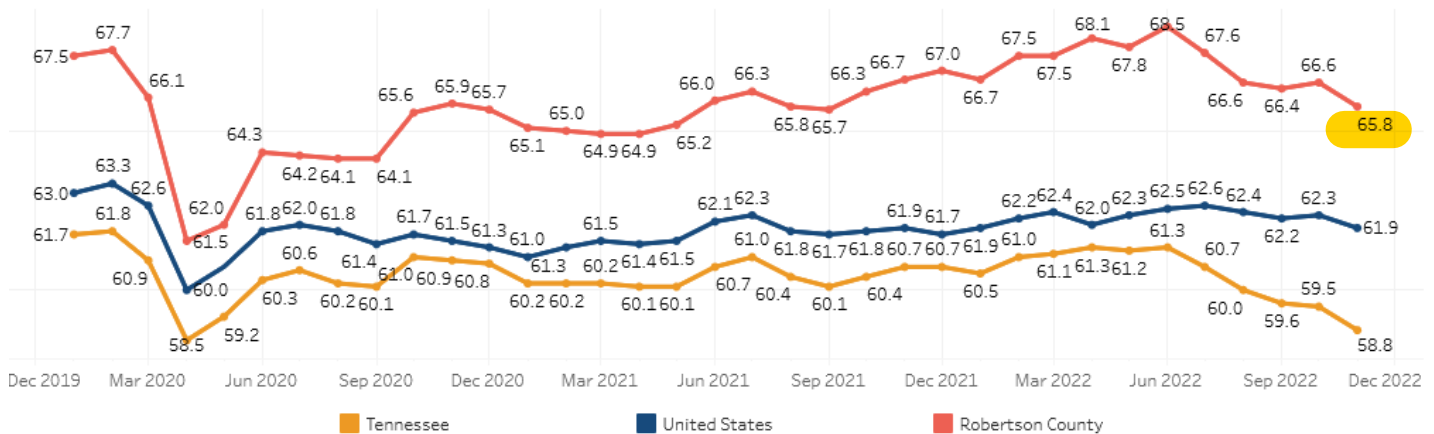


Area

Robertson County

LFPB Comparison

Labor Force Participation Rate (LFPB) of Robertson County in Comparison with State and National Rate

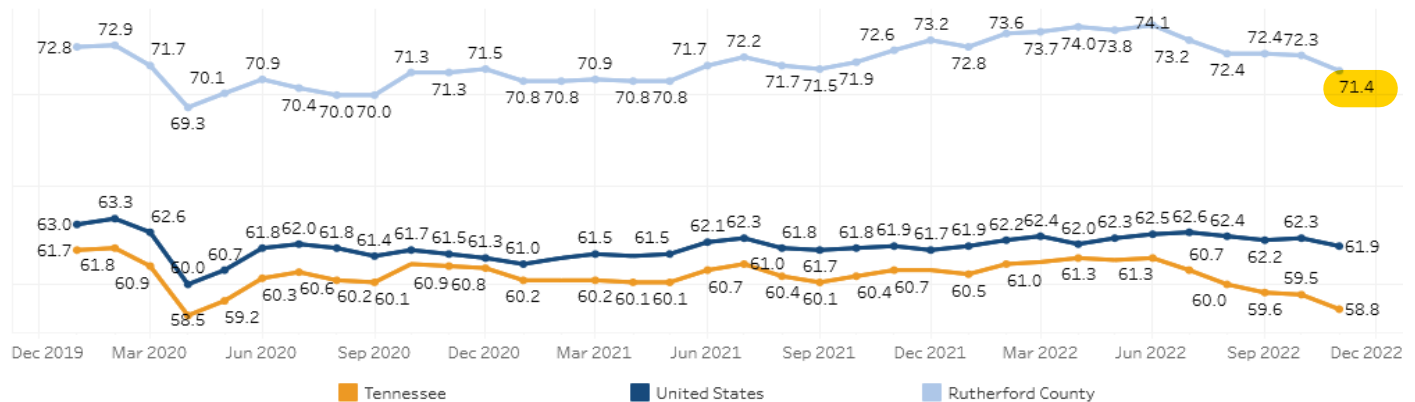


Area

Rutherford County

LFPB Comparison

Labor Force Participation Rate (LFPB) of Rutherford County in Comparison with State and National Rate

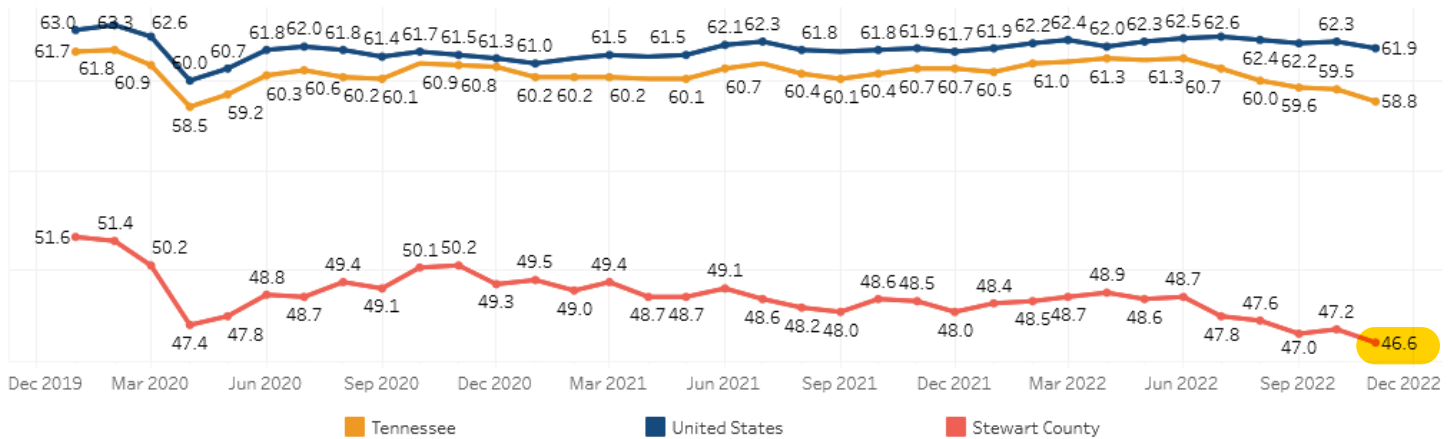


Area

Stewart County

LFPR Comparison

Labor Force Participation Rate (LFPR) of Stewart County in Comparison with State and National Rate

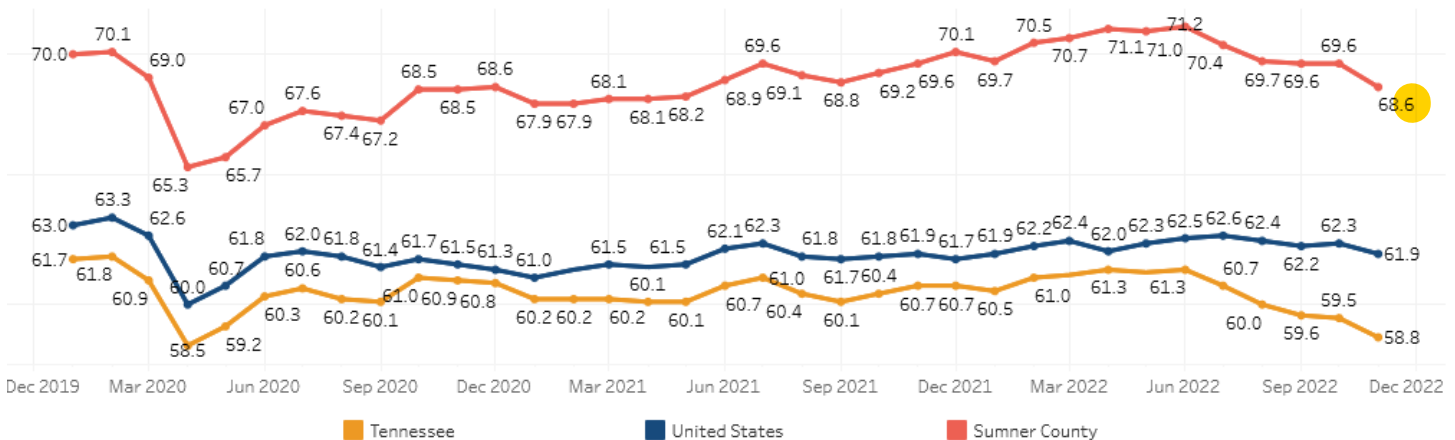


Area

Sumner County

LFPR Comparison

Labor Force Participation Rate (LFPR) of Sumner County in Comparison with State and National Rate

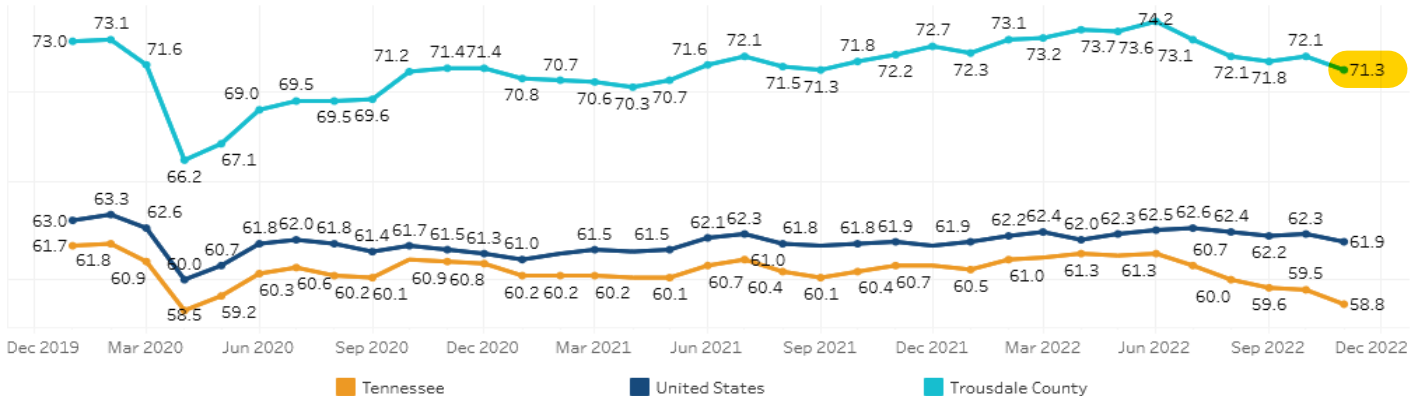


Area

Trousdale County

LFPR Comparison

Labor Force Participation Rate (LFPR) of Trousdale County in Comparison with State and National Rate

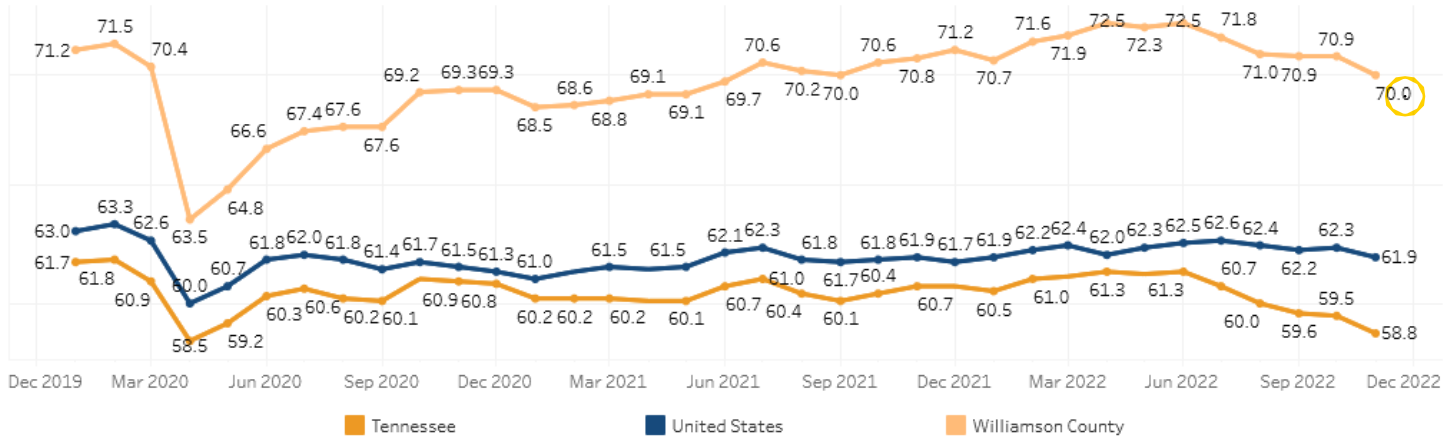


Area

Williamson County

LFPR Comparison

Labor Force Participation Rate (LFPR) of Williamson County in Comparison with State and National Rate

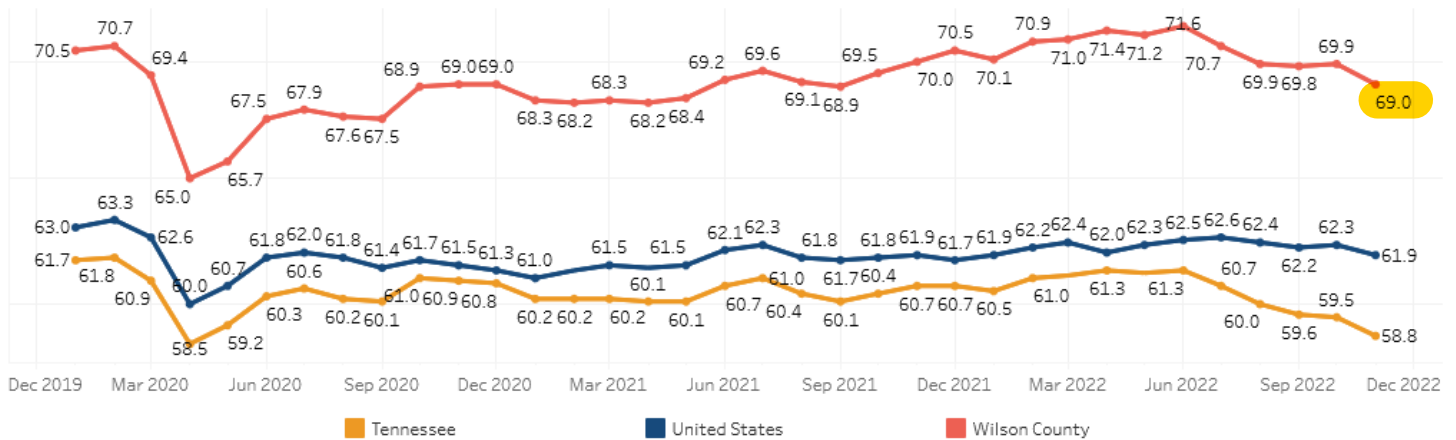


Area

Wilson County

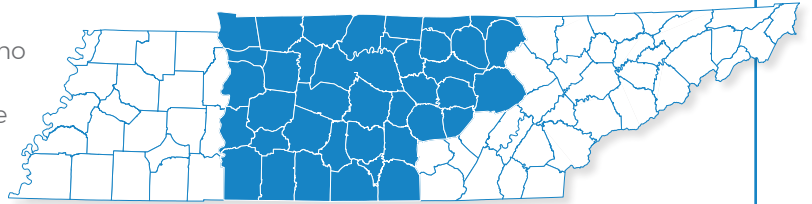
LFPR Comparison

Labor Force Participation Rate (LFPR) of Wilson County in Comparison with State and National Rate



2021 MIDDLE TENNESSEE INDUSTRIAL WAGE & BENEFIT SURVEY

Information based on a survey of over **309 industries** who employ **54,000 Tennesseans** in the mid-state. With a **response rate of 24.4%**, the results of this survey provide a picture of the compensation structure in the region in the spring of 2021.*



AVERAGE TIME OFF Based on 40 hour work week (typical)



Many companies have graduated vacation days that change with employee's tenure at a given company.

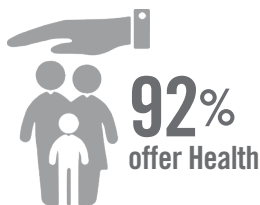


Companies commonly offer 6 to 7 days of sick leave. Many companies do not offer sick leave and instead give employees a set amount of time off for illness, vacation, and so forth.

Offer PTO that combines vacation, sick leave and personal days **32%**

Offer vacation, sick leave, personal day separately **68%**

INSURANCE



Who pays?



EMPLOYEE ONLY (Cost to insure)

Employees are expected to pay an average of:

\$1,662

for annual health insurance



Employer's share for each employee is significantly higher:

\$4,530

for annual health insurance



DEPENDENTS (Cost to insure)

When dependents become part of the benefit plan, **individual cost for health insurance increases** to \$5,582, dental increases to \$650, and vision increases to \$218. Similarly, the cost to employers of insuring dependents increases significantly for health (\$11,267), dental (\$465), and vision (\$144).

RETIREMENT & OTHER BENEFITS



90%
offer
401(k)
Plans

80%
offer
career
development

50%
offer
tuition
payment

Overall, total employee benefits equal **24% of wages and salaries.**

Did COVID Impact:

Training Needs? YES, 65%

Human Resource Practices? YES, 85%

Overall Business? YES, 90%

Most Common On-Site Training:

- ✓ Health & Safety
- ✓ Forklift Operations
- ✓ Leadership
- ✓ OJT

\$ 100% expect to give a pay increase in 2021 or 2022 Average expected increase **3.4%** **\$**

Select Occupation Details

TITLE

	Difficulty of Filling (1=Easy; 10=Difficult)	Typical Licensing Requirement	Typical Education Requirement	Entry Level Wage	Annual Salary (Average)
General and Operations Managers	7	Yes	Bachelor's	\$50.24	\$112,954
Sales Managers	6	Yes	Bachelor's	\$44.06	\$103,192
Computer and Information Systems Managers	6	No	Bachelor's	\$40.54	\$92,175
Industrial Production Managers	6	No	HS/Bachelor's	\$31.76	\$79,275
Purchasing Managers	6	No	Bachelor's	\$31.84	\$76,768
Human Resources Specialists	5	No	Bachelor's	\$25.08	\$60,758
Accountants and Auditors	6	No	Bachelor's	\$27.85	\$66,974
Computer Systems Analysts	6	No	Bachelor's	\$27.60	\$67,561
Network and Computer Systems Administrators	6	No	Bachelor's	\$29.06	\$66,898
Industrial Engineers	6	No	Bachelor's	\$31.37	\$77,860
Materials Engineers	6	No	Bachelor's	\$31.28	\$79,521
Mechanical Engineers	6	No	Bachelor's	\$33.02	\$81,654
Industrial Engineering Technologists and Technicians	7	No	HS or less	\$23.76	\$60,907
Occupational Health and Safety Specialists	5	No	Bachelor's	\$30.35	\$71,187
Security Guards	4	No	HS or less	\$10.51	\$26,725
Customer Service Representatives	4	No	HS or less	\$17.30	\$42,801
Shipping, Receiving, and Inventory Clerks	4	No	HS or less	\$16.32	\$39,487
Industrial Machinery Mechanics	7	No	HS/Voc/Assoc	\$21.24	\$52,778
Millwrights	6	No	HS or less	\$21.20	\$53,783
Supervisors of Production and Operating Workers	6	No	HS or less	\$23.60	\$57,297
Miscellaneous Assemblers and Fabricators	5	No	HS or less	\$13.96	\$34,899
Extruding and Drawing Machine Setters, Operator	5	No	HS or less	\$14.89	\$37,817
Machinists	7	No	HS/Voc/Assoc	\$17.90	\$46,978
Metal-Refining Furnace Operators and Tenders	5	No	HS or less	\$15.57	\$37,403
Pourers and Casters, Metal	5	No	HS or less	\$16.05	\$39,666
Tool and Die Makers	7	No	HS or less	\$20.76	\$55,058
Welders, Cutters, Solderers, and Brazers	6	No	HS or less	\$16.77	\$40,790
Crushing, Grinding, and Polishing Machine Operators	5	No	HS or less	\$13.38	\$32,954
Extruding, Forming, Pressing/Compacting Machine Operators	7	No	HS or less	\$12.43	\$37,907

A Regional Economic Development Partnership Project

USDA, Rural Development
 Middle TN Industrial Development Association
 Tennessee Valley Authority
 TN Dept. of Labor & Workforce Development
 Middle Tennessee Regional Workforce Boards
 Nashville Area Chamber of Commerce
 Greater Nashville Regional Council
 South Central Tennessee Development District
 Upper Cumberland Development District

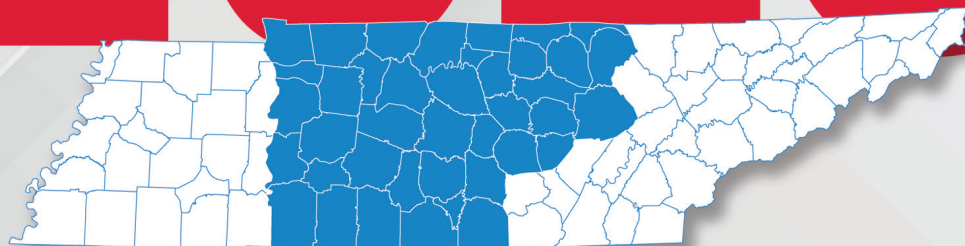
Tennessee Central Economic Authority
 The Highlands Economic Partnership
 Tennessee Chamber of Commerce & Industry

**For more information, please contact:*

MIDDLE
TENNESSEE
 STATE UNIVERSITY.

Dr. Murat Arik, Director
 Business & Economic Research Center
 Murat.Arik@mtsu.edu
 615-898-2610

2023



MIDDLE TENNESSEE

WAGE & BENEFIT SURVEY

**MIDDLE
TENNESSEE**

STATE UNIVERSITY.

Survey conducted by:

Business & Economic Research Center
Jones College of Business

During Q1 2023 we will conduct the wage and benefit survey of the middle Tennessee region. Administered by MTSU's Business and Economic Research Center, this survey targets industrial and manufacturing jobs and participants are provided the information gathered from it, free of charge, and in complete confidentiality.

SCHEDULE

January 2023: Please review survey guide included in this packet to prepare for survey questions.

February 2023: Survey invitation emailed from MTSU to designated company contact.

Below is the contact to receive the survey and reports for your company. If incorrect or unknown, please contact us.

Name: Jane Smith

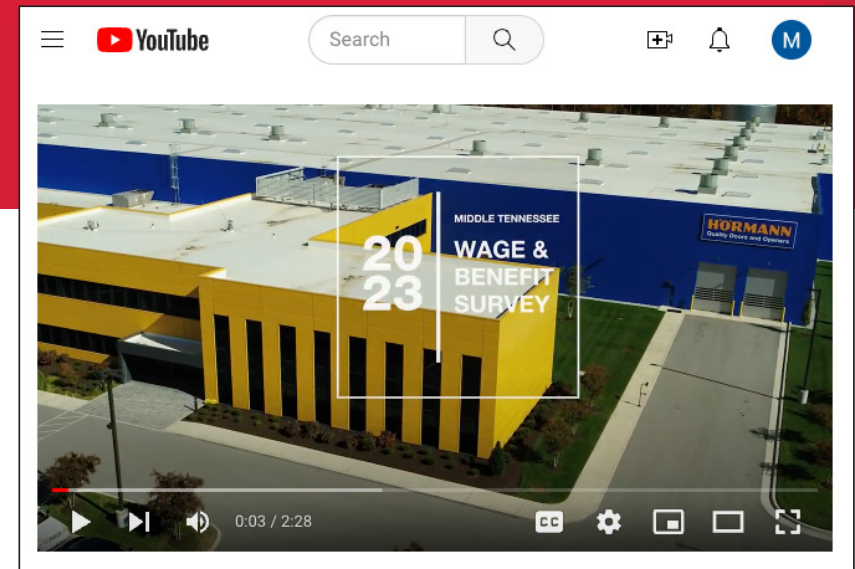
Title: Title

Email changes to mtida@mtida.org



For more information, contact:

Kendrick J. Curtis
Assistant Director, MTIDA
615-269-5233



Scan here to view testimonial video from past participants or visit middletnwages.com to learn more.

2023 MIDDLE TENNESSEE
WAGE & BENEFIT SURVEY
To be removed from this contact list please email mtida@mtida.org

Participants receive survey results at NO COST!