



State of Tennessee

State Workforce Development Board Meeting

MEETING MINUTES

Friday November 8, 2024 – 10:00 AM – 12:31 PM

Board Members Present

Board Members Present by Proxy

Members Absent

Natalie Alvarez	Mayor Tim Kelly	Designee: Deputy Commissioner Cherrell Campbell-Street for Commissioner Clarence Carter – Assistant Commissioner Charles Bryson, Proxy	State Senator Paul Bailey
Martha Axford	Sandra Long	Bill Godwin – Mayor Mike Pogreba, Proxy	Jason Bates
Assistant Commissioner Jay Baker	Designee: Director Jennie McCabe for Commissioner Stuart McWhorter	J. Paul Jackson – Lynda Botsch, Proxy	State Representative Clark Boyd
Joe Baker	Mayor Mike Pogreba	Stuart Price – Kim Hitchcock, Proxy	Ben Ferguson (Southwest)
Tim Berry	Jason Schmitt	Designee: Assistant Commissioner Deborah Knoll for Commissioner Lizzette Reynolds – Matthew Spinella, Proxy	Kevin Vaughn
Lynda Botsch	Commissioner Deniece Thomas	Lee Sloan – Derrick Hammond, Proxy	
Billy Dycus	Ron Wade (Greater Memphis)	Jeff Vance – Billy Dycus, Proxy	
Michelle Falcon	Assistant Commissioner Kevin Wright		
Marshall Graves (Southeast)			
Policy Director Michael Hendrix* for Governor Bill Lee			

Location in parenthesis represents the state board member's membership on a local workforce board.

* Arrived shortly after roll call

Welcome and Opening Thoughts

Chairman Berry called the meeting to order at 10:00 AM CT and welcomed everyone present. He mentioned that we will discuss a consent agenda during today's meeting to make the best use of the board's time. This allows the board to combine some typical business votes (such as the approval of the minutes or votes on any documents they get a chance to review ahead of the meeting) together in one consent agenda motion. Today's votes will be handled traditionally but moving forward, they will go to the consent agenda which will be further explained so everyone understands and knows how it will work.

He noted that one of the purposes of this board is to match the Governor's strategy. Going forward, the agenda will reflect the connection between the presentations and the Governor's strategies so board members will know why they are hearing a particular presentation.

Roll Call

Iler Bradley conducted the roll call and established the presence of a quorum. (Note: Michael Hendrix was present shortly after roll call and was added to the attendance roster.)

Consent Agenda (vote required)

Approval of Minutes

Chairman Berry requested a motion to approve the minutes for September 6, 2024. It was moved by Marshall Graves and seconded by Ron Wade to approve the minutes as presented. The motion passed.

NGA Update

Marshall Graves, Vice-Chair - State Workforce Development Board

Chairman Berry noted the board was represented incredibly well last week by Vice Chair Marshall Graves at the National Governor's Association meeting in Connecticut. Vice Chair Graves gave a brief update on that visit, noting that it was quite an honor to participate in the meeting and represent this board and the State of Tennessee. This was the Workforce Policy Institute meeting and states around the country were well represented.

Vice Chair Graves said good work was going on around the country, but he was struck by the number of people who approached him to share what they knew about our work in Tennessee and how they were modeling what we're doing. One issue that came up regularly that the board can be proud of is how we use data. The KPIs that Assistant Commissioner Allen's team oversees with the WIRED division is cutting-edge work that a lot of states don't have. The data helps us measure effectiveness and know where we're headed in our different regions and local areas. Additionally, Assistant Commissioner Jay Baker's Adult Education's division, and particularly our pathways to alternative high school equivalency is a solution that other states don't have for a problem that is nationwide. Mr. Graves said it was nice to see that we're doing advanced work on these topics.

Vice Chair Graves pointed out two topics that came up that he does not hear this board talking about for the board's consideration. While there's probably work going on around these topics, this board hasn't necessarily talked about 1) Entrepreneurship as workforce development, and 2) Housing and workforce development, i.e. developing programs to address housing gaps.

Mr. Graves said he was very proud to walk into the room for the very first meeting and find that Commissioner Thomas was the chair for this year. She did a wonderful job and is highly respected across the nation. He appreciated the opportunity to go. Commissioner Thomas also noted that Vice Chair Graves represented the board extremely well.

Workforce Update

Deniece Thomas, Commissioner - TN Department of Labor and Workforce Development (TDLWD)

Commissioner Thomas gave the following updates:

Policy Considerations - There are an immense amount of policy considerations that are happening at the state and federal level regarding Workforce Development to the point that it becomes difficult to really encapsulate everything that's happening. For TN, it's about identifying key priorities for our state that we think can help raise the level of awareness around Workforce Development and then how do we ensure that every Tennessean has the opportunity to take part in an incredible vibrant economic atmosphere here in Tennessee.

Reauthorization - There will likely be some additional energy around reauthorization. The Senate's version has differing opinions around how things look. The biggest things right now that remain on the agenda include 1) mandating 50% of all Workforce Development funds for training, 2) what does it look like for states and locals to have the authority to come together and innovate and create outside of what is identified in the law, and 3) how these programs could be measured that gives states more autonomy in creating programs that we think best fit our state design. Commissioner Thomas expects to get more information in March 2025 at the Winter Policy Forum.

Notice of Proposed Rulemaking for Apprenticeship - There are still some concerns around some of the language that came out in this notice. We will continue to pay close attention to what that means for competency-based apprenticeship models in our state. We've had a record number of apprentices in Tennessee, close to 12,000 which is incredible, and we want to make sure we can continue that upward trend.

Workforce Forward Vision - Commissioner Thomas talked about the role of this board as it pertains to supporting our Governor's vision to make Workforce Development a premier priority. This is an opportunity to drill down into where we're seeing pockets of labor market inactivity and to use labor market data to help us continue to advance

programming that raises labor force participation. TDLWD knows where individuals are who not participating, whether that's public housing, partnering with nonprofits, etc. For this to happen, presence in the community is required. They will be looking at some models for practice and coming back to the board to discuss them.

American Job Center Redesign – This is the Department of Labor's proposition for how we will include our partners such as VR (and others) to ensure we are marching together and considering things like housing and other priorities that we know we need to elevate.

Expansion of SWDB Oversight - This board typically has been the oversight body for the public workforce ecosystem by approving policies and setting the narrative for direction and performance. This will increase even more: for the first time, this body will be able to grant awards and fund initiatives that fit the direction this board wants to go. Typically, that has only come through the Department of Labor. TDLWD has and will continue to play a central role in this work, but the board needs the autonomy to be able to make those decisions without going through a state agency. The administrative support for the board will continue to reside in the Department of Labor, but they also created a position for an Executive Director for the SWDB. Amy Maberry will be the Executive Director, and her role will be solely focused on how to leverage the needs and requirements this board has of the public workforce system and the workforce system at large to ensure all agencies are abiding by those priorities. This means influencing what is funded, influencing policy, and influencing practice. This will also result (as you can imagine) in an expansion of duties for the SWDB. TDLWD's legal team is working with the Governor's Office to get this done.

TN Works - Part of this plan is assessing how we are all aligning and doing Workforce Development in a very real way in our state. Commissioner Thomas and Commissioner Stuart McWhorter (Commissioner of TN Department of Economic and Community Development) have been working together on what that posture should look like for Tennessee. They have partnered with Michael Hendrix from the Governor's Office to talk about what will be called TN Works, a comprehensive program that will provide a structured, pronounced alignment and focus on all the resources in the workforce system that are available to a company from the time they announce that they will be in Tennessee or from the time an existing company decides to expand. Although we're all doing great work in our respective agencies, we've never really had a combined plan or structure that everyone follows. That will happen, and this board will be the oversight on how that work is created and completed. A series of kickoff meetings will begin next week, and Briana Moore, Chief Strategy Officer for TDLWD, will help lead that work along with some members of her team. Amy Maberry will be there and will be keeping the board connected on how that work is done. This board will be at the helm because members were selected by the Governor to leverage their expertise. Commissioner Thomas is remarkably energized by this project and what it will mean for our state.

GovCon 2024 – Commissioner Thomas thanked those who were able to attend GovCon. This was the first time TDLWD was a part of this conference. She noted that it was remarkable to see how their partnership came together, and GovCon was a very public display of what's been going on behind closed doors. Commissioner Thomas publicly thanked Commissioner McWhorter for being a key part of ensuring TDLWD's participation.

Strategic Discussion: Expanding Influence

SWDB & Workforce Reimagined

Amy Maberry, Executive Director - State Workforce Development Board

State Workforce Development Board Executive Director Amy Maberry gave preliminary remarks about her new role and background with TDLWD. She briefly highlighted the work this board has done in 2024 and how that work will inform 2025 goals. Progress this board has made in 2024 includes:

- The beginning of a new WIOA strategic planning phase based on strategic priorities developed during the board's planning session
 - Communicating those priorities to our regional planning councils and local workforce boards so that we really have strategic alignment between state, regional, and local initiatives
 - Review and approval of regional and local plans back in May
 - Role of the accountability phase with regional and local plans and encouraging success and accomplishment of those goals
 - Embarking on a year-long journey in partnership with UTC to create and execute a board certification project (framework will be deployed to our local workforce boards)
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- Embarking on some state funded programs: Tennessee Youth Employment Program was a tremendous success, serving over 4,700 youth across the state; Rural Healthcare has issued a funding announcement
 - Progress in the policy review process

As we move into 2025, Ms. Maberry will help facilitate streamlined communication to the board. She talked about the work this board will continue to do to support a reimagined workforce.

- TDLWD has some fantastic marketing to ensure that their operations match their strategic priorities.
- A new State Workforce Board website will be developed to match the strategic elevation of the board.
- Next year will begin with a strategic planning session on February 27 followed by our board meeting on February 28. The strategic planning session will include developing a road map for the year and to perhaps discuss some of the issues Vice Chair Graves mentioned. TN Works will also be discussed, and conversation will continue around strategic policies, the American Job Center (AJC) Redesign, and the Business Engagement Plan. The AJC Redesign and the Business Engagement Plan really seek to change how and where we serve our customers, both TN employers and job seekers. Those decisions are informed by One-Stop system design policy and AJC certification policy, both of which were discussed in the Oversight Committee.
- A board certification program will be deployed to our local Workforce boards so we can continue to model a strategic agenda, leading board practices, and board orientations.

This board will continue partnerships to support local boards with their pilot projects. The board's role is also to oversee the strategic influence of how they move forward.

- State program metrics will be measured to determine their success.
- Policies will continue to be reviewed and redesigned.
- Support for LWDB Pilot Projects will continue.

Ms. Maberry provided a quick update on regional and local plans that were approved in May 2024. They are seeing some early progress, and she encouraged board members to look at the strategic trackers that were uploaded to SharePoint. Regional planning councils and local boards update the trackers quarterly prior to board meetings. Each tracker lists strategic initiatives and ties them to state plan objectives. Concrete milestones are attached to 95% of the Strategic initiatives listed on the trackers.

Ms. Maberry highlighted one success they've seen so far in each region:

West Region - Under their state plan goal of strategic partnerships, they have created an AJC Outreach Center on the TCAT Stanton campus. This is a fantastic colocation partnership between TDLWD, the local board, education, and employer partners that really listened to employers' needs and provides onsite training and supportive services.

Middle Region - One of their highlighted goals was to work on AJC operations improvement. Exciting pilots are going on there. The Northern Middle LWDB is running three different pilot programs to rethink the concept of service strategies through the use of generalist staff to maximize staff time. Finding participants might entail sending a staff member with a laptop to provide the services of an AJC and meet the needs of our participants versus having staff staying in a brick-and-mortar facility. They have recently colocated in the Madison Library. Their presence in this different priority population area has yielded tremendous success in their service numbers.

Upper Cumberland has piloted a WORK 1st program that is really designed to immediately increase the labor force participation rate by working intentionally with businesses to be a direct service for them and measuring more in real time how those job placements were made. This is the result of a partnership between TDLWD's WIRED Division and this local board.

East Region - This region has planned to support the State Plan goal of *Investments that Prepare Workers for Quality Jobs* and to focus on the labor force participation rate. The devastating and historic flooding that occurred recently in East Tennessee was an obviously unanticipated event that altered their course toward increasing the LFPR. TDLWD, the local boards and other state agencies provided a coordinated response. A mobile AJC was deployed to the Multi-Agency Disaster Recovery Center. Support for those in need will continue through some national dislocated worker grant funding.

The East is also leading the way in aligning their board membership with sector strategies. They've reviewed and updated each of their three local boards' bylaws to require that new board members represent in-demand industries within priority sectors.

Commissioner Thomas commented on their response to the flooding in East Tennessee. She recognized the presence of Assistant Commissioner Felts and noted that despite the horrific circumstances, this board can be proud that our state was able to get applications for disaster unemployment completed the same day, and we were receiving and paying applicants in two days. When Commissioner Thomas talked to her colleagues across the country, this was not happening. When tragedy hits our state, it's nice to know that we can respond in a way that is immediate and helps Tennesseans that need us. She also thanked Assistant Commissioner Cecil and others who played a part in this response.

Commissioner Thomas also noted that as this board's work shifts more toward strategic initiatives, this board will also have the authority to stand up committees/task forces/councils to work on specific workforce development items. These committees will then make an informed brief out to the board on potential solutions.

With the expansion of workforce, more people want to be a part of the SWDB. While there are WIOA requirements that govern board expansion, this does not prohibit the board from inviting thought partners/practitioners, etc. and creating these work groups who may meet two or three times to make recommendations for the board's consideration. This new design and new posture of the board will allow opportunities to do this.

Strategic Goal: Board Certification

UTCIS Final Recommendations

[Tamera Parsons, Performance Consultant - University of Tennessee Center for Industrial Studies](#)

Tamera Parsons presented final recommendations for the certification process. She briefly discussed the path to role model governance before addressing how the board can capitalize on the certification.

As a recap regarding the path to role model governance, Ms. Parsons presented a slide on the scale assigned to the board's levels of achievement and demonstration of competence tied to the assessment. This information was presented at the September board meeting. The board is currently between compliant and competent on the path to role model. A few descriptors of a role model board include a Systems Perspective (i.e. looking at all the interrelationships between the boards, agencies, partners, and collaborators across the state), Visionary Leadership, Focus on Success and Innovation, Delivering Value and Results (i.e. being able to quantify the results of all the work being done as well as starting to quantify the value it adds to the people and the businesses of Tennessee), and Customer Focused Excellence.

To capitalize on assessment feedback this board has received, primary recommendations to move to high performance role model governance include an Innovation Mindset and a **Framework for Innovation** (adopting a way of thinking that makes meaningful impactful change to **operationalize** improved processes, products, the organization, or societal well-being to increase value for stakeholders).

The Role of Board Members in Innovation include:

- Adopt a Mindset of Innovation
 - Define Innovation (What does this mean to the SWDB? Keep this definition as simple as possible so it can be replicated.)
 - Establish tolerance for intelligent risk taking (Where are the fences/boundaries)
 - Ask curious questions, discuss possibilities
 - Design & Deploy a Framework for Innovation
 - Participate in design activities
 - Include in planning retreat
 - Encourage and support the use of the framework
 - Alignment and Integration via a Framework for Local Workforce Development Board (LWDB) Deployment (deploy a framework for LWDB assessment; best practices identification and sharing; improvement and innovation)
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Role of Board Members in LWDB Deployment

- Support Board Certification Deployment at LWDB Level
 - Partner to deliver Certification Orientation to a LWDB
 - Serve as a Subject Matter Expert during the assessment
 - Conduct board member interviews during the assessment
 - Support LWDB members and share “WIIFMs”
- Support Best Practice & Improvement across all boards
 - Serve in a role to validate potential best practices
 - Prioritize rapid improvements and strategic innovations
 - Lead by example

Ms. Parsons was asked if there was one innovation area that stood out to her that the board could work on immediately. She mentioned orientation and equipping the board to participate in meaningful discussions to make decisions and move forward. Members who are equipped and informed are going to have strategic discussions and make strategic decisions. Orientation knowledge and background creates an environment that is conducive to curious questions and innovative thinking. UTCIS has a template they shared with the East board where this board could phase in orientation so that board members come to the meeting ready. From the interview feedback Ms. Parsons received, SWDB members felt like it took anywhere from six months to two years to feel like they could really contribute, and they wanted to be able to contribute immediately. This can be done through appropriate orientation and regular synopses/one pagers so the reference material is there.

Executive Director Maberry was asked what she anticipated would be the next step. She anticipates creating the innovation framework would be the next step. WIOA guidelines, the State Plan, and the Governor’s priorities can be collectively used to determine the board’s “fences” for Innovation. Ms. Maberry also wants to begin talking about listing the priorities in something like a strategic tracker that is being utilized by regional and local boards to hold this board accountable.

Commissioner Thomas noted that although these are final recommendations, the board will likely need additional support to ensure that the recommendations are framed the right way to keep raising the bar for the board. Ms. Parson and UTCIS will likely continue to help unpack these recommendations and create a path to get all of this done. Chairman Berry concurred, noting that if they’re going to expect everybody else to constantly improve, they must constantly measure themselves too to make sure they’re making progress.

Strategic Goal: Data-Driven Decisions

Measuring Credential and Degree Outcomes

Mary Cypress Metz, Senior Vice President of Strategy - TN Score

Mary Cyprus Mets talked about the Tennessee State Collaborative on Reforming Education (SCORE). TN SCORE is a nonpartisan, nonprofit research and advocacy organization. Over the years, their focus has expanded from K-12 education to post-secondary education and now also career success for students here in Tennessee. More specifically they have looked at the degrees and credentials that students and adult Tennesseans earn throughout their education to better understand the outcomes students can expect from those degrees and credentials.

Data shows that when someone pursues education and workforce training beyond a high school diploma, they are more prepared for success in the workforce. Because of that, our state has invested and prioritized supporting more Tennesseans to earn degrees, credentials, and training. As a state, we need 63% of Tennesseans to have degrees or credentials to meet our state’s workforce needs. Today we’re at 47.9% but we don’t know if these are the degrees and credentials the workforce needs.

After TN SCORE convened a working group to align on a common definition of impact credentials, they partnered with UT Knoxville’s Boyd Center for Business and Economic Research to identify data-supported measures that provide insight into credential and degree impact. Impact measurements include earnings, minimum income, job outlook, sustainability, regional relevance, workforce turnover, portability, stackability, employer value and skills, and societal value and individual purpose.

This resulted in a credential impact framework for Tennessee to measure the impact of degrees and credentials for all degree and credential types in Tennessee. It is a three-tiered approach with a minimum bar of impact that should be expected from a degree or credential and an understanding of what the impact is beyond that. Three different measures are also considered in this framework:

1. Annual Earnings five years after the completion of the degree or credential,
2. Job Outlook measured by the expected annual job growth over a 10-year period for careers connected to that degree or credential
3. Credential Stackability, i.e. credentials that can stack towards other credentials or toward degrees.

Regarding the distribution of the credentials, 25% are not connected to the workforce and economic opportunities that our state has to offer. About 33% meet the first (minimum) tier, 20% meet the second (middle) tier, and almost 22% meet the third (highest) TriStar tier. It is their hope that this is a framework that can be used by various partners across the state at various levels, including the state, workforce training, higher institutions, and even at the K-12 education level to ensure that Tennesseans are earning degrees and credentials that connect to workforce opportunity in our state.

As an organization that's focused on students, TN SCORE believes that students deserve to have confidence their credential or degree will have a return on investment. Likewise, employers should have confidence that Tennessee's credential and degree programs equip students with the skills and knowledge to succeed in their jobs.

Mr. Baker asked about the impact of artificial intelligence, including the credentialing that is necessary as jobs start to evolve into this area, and whether there were any credentialing programs for AI. Ms. Mets noted that the workforce is rapidly training in many ways because of AI. While the framework she presented has job outlook over a 10-year period, it doesn't yet look at the new and changing workforce needs and that's what they see as an opportunity. Currently, there are not any credentialing programs for AI. Mr. Baker would like to know what's out there across all channels and see what the board can do to help encourage quicker involvement. Commissioner Thomas also noted there's no greater topic right now regarding the impact on workforce than AI, and she hopes there's an opportunity for Ms. Mets to come back and talk to the board on a more granular basis.

Financial Reporting

Brian Eardley, Fiscal Service Director - Tennessee Department of Labor & Workforce Development

Mr. Eardley provided the Fiscal and Reporting Update. The agenda included:

Fiscal Review

- Overall Funding and Expenditures
- Workforce Services Funding and Expenditures
- Adult Education Funding and Expenditures
- Voc. Rehab Funding and Expenditures

Performance Review

- Federal
- State

Attachments were also provided.

Fiscal Review

Overall Funding and Expenditures – Total authorized funding through Quarter 1 has been about \$213 million. Total authorized funding by the end of this fiscal year will be very consistent with the past two years. In terms of expenditures through the first quarter, \$43.5 million may be a little low, but historically, quarter 1 is the slowest quarter. A lot of training expenses happen during the fall and spring semesters when classes and training opportunities are in session. Quarter 4 spending levels this year should be consistent with prior year spending levels.

Workforce Services (WFS) – In terms of funding allocations and expenditures for Workforce Services grants overall, the total funding is \$169 million, very consistent with the past year. Two years ago (in fiscal year 2023) it was \$157 million so there is a steady climb to invest in workforce development with Workforce Services grants and a lot of that comes from supplemental funding from the state legislature and other opportunities.

Expenditures were \$20.5 million through quarter 1 which is the slowest quarter. It is anticipated that this will increase dramatically in the next few quarters. A Workforce Services challenge is rising costs to administer the grant: two years ago, program administration was about \$39 million, and last year it was about \$42 million. A lot of this has been attributed to inflation, brick-and mortar costs, and a lot of investment in the state to improve salaries and promote equity and pay for state employees.

To combat rising costs, the department is more strategic in how they promote outreach by investing less in brick and mortar and more in participants. Amy Maberry previously talked about the AJC redesign and how to better leverage existing resources to meet participants where they are with limited funding to spend on staff and other internal costs.

Mr. Eardley gave a breakdown of WFS "Other" programs. One of the initiatives in the past several years at TDLWD has been to find discretionary methods to invest in workforce development. From FY23 through FY25, the department has invested a lot in Apprenticeship programs, Justice-involved programs (i.e. Re-entry), Rural Healthcare, and the Tennessee Youth Employment Program (TYEP). The Rural Healthcare initiative is a big investment this year, about \$6.3 million. They expect to issue contracts out in the spring and anticipate a lot of activity over the next few years. There is potentially a recurring grant through FY 2029 through legislative approval.

Adult Education - Federal funds received in the past several years have been relatively stagnant with a three-year trend of roughly \$12.5 - \$13.5 million over the past few years with a hefty bit of carryover. One of the main fiscal goals from the federal government is to spend down the excess carryover. In the past two years, TDLWD has been carrying over about \$15.5 million year-over-year. They've been working with the AE division to invest that into our communities. Last year, they issued about \$20 million in grants to agencies and educational institutions to provide Adult Education services. Their carryover reduced from \$15 million to \$10 million, a 33% decrease. This year they're also issuing another \$20 million. This is a multi-year goal to ensure they have minimal carryover.

Vocational Rehabilitation - As the funding is expended, VR reports authorized funding that equals their reported \$20.2 million in expenditures through Quarter 1. Projections through the end of the year are anticipated to be back to normal levels between FY23 and FY24. They do not anticipate any issues with Vocational Rehabilitation expenditures this year.

Performance Review

Federal Performance Measures – Quarter 4 total enrollments for WIOA Title I continue a declining trend in participation which has been noted in the past several board meetings. However, Wagner Peyser enrollments have seen a significant increase in that same period. For these two flagship programs, TDLWD has been focusing on better cohesiveness between the two.

At the beginning of PY23, Wagner Peyser only had about 32,000 total enrollments for Quarter 1, and by Quarter 4 it was 38,720, an 18% increase. The department wants to ensure that individuals who are eligible for the program get job search and resume assistance as well as coupling them with other programs in the One-Stop system like Title I programs, Adult Education programs, SNAP E&T, and others that exist in the American Job Center (AJC) network. PY24 data will be available in mid-November and will be reported at the next board meeting in February 2025.

TDLWD Assistant Commissioner Ryan Allen and his team provide these measures every quarter. Tennessee is a high performer in terms of these measures, and they are passing and succeeding in all stated goals except for credential attainment (at 68.1%) for the Dislocated Worker program. They are still passing because they must meet 90% of the stated goal, and this stated goal is 70.6% (i.e. 96.5% attainment). A lot of funding is tied to their attainment of these measures. They are one of the best performers in our region.

State Performance Measures (known as Key Performance Indicators, KPIs)

TDLWD has rebranded these measures and mentioned them as state performance measures to distinguish them from their federal measures. This year, they have negotiated five state performance measures (down from thirteen last year) that focus primarily on enrollments within WIOA Titles I & III:

1. Wagner Peyser – In their Wagner Peyser program, they are exceeding their goal for new enrollments.

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2. Tennessee Youth Employment Program - In TYEP, they have enrolled 3,500 youth in that program so far this year. Overall TYEP has been highly successful: they've spent almost all the funding and are hopefully looking forward to potential new investment.
 3. Title I - New enrollments are being tracked.
 4. Co-enrollment with their Title III and Title I programs to ensure participants get the full suite of benefits from the AJC network - Some work needs to be done with this measure, and some program staff already have a plan to connect the high performers in with the low perform performers in this measure to exchange best practices.
 5. A Pilot Program for Wagner Peyser for New Job Placements - There's really no target this year since it's just used to define and hopefully establish a benchmark or a baseline for next year.

Chairman Berry thanked Mr. Eardley for his presentation and liked the idea of simplifying the KPIs to ask the right questions and see those results.

Committee Updates

Oversight Committee – Chair Michelle Falcon

Chair Michelle Falcon gave highlights of today's meeting, beginning with a very good update of regional and local plans given by SWDB Executive Director Amy Maberry. This committee will be taking a quarterly look at the trackers and are glad that they are seeing a lot of progress. One highlight that was noted was the Southern Middle LWDB surpassing their Tennessee Youth Employment Program (TYEP) enrollment goal by 61%.

The committee also had a Data Follow-up presentation after asking the programs to provide a benchmark for TN when compared to surrounding states. This provided a moment of self-reflection to determine how they are measuring themselves and some of the resulting outcomes. For example, Ms. Falcon noted that Tennessee has the lowest cost per diploma in Adult Education. The committee agreed that they need to continue conversation with other states and be proactive in implementing best practices. Partnering is another next step.

This committee recommended that the board vote to rescind four policies and move them to guidance. Attorney Jonathan Haynes noted that a memo was sent out on October 25 notifying the public, including local board members, that this vote would be put before the board and opportunity would be given for public comment. If this vote proceeds, and if it is approved today, the policies will be removed from the TDLWD website, converted to guidance and uploaded to the technical assistant page on the website. An additional memo would be sent to all local boards and areas notifying them that this occurred and would be effective November 9. Executive Director Amy Maberry further noted that none of the information has changed: the policies were heavily procedural, and the board is moving toward policies that provide a strategic framework to inform decisions. Quick changes can be made to reissue guidance rather than having follow policy protocol which is a lengthier process. This creates more internal agility, but the information is still there that meets federal requirements as guidance to our local workforce boards.

After Chairman Berry reminded members about conflict of interest and asked for public comment, it was moved by Mayor Tim Kelly and seconded by Martha Axford to rescind the following four policies and have them simultaneously re-issued as Workforce Services Guidance: Senior Community Service Employment Program Policy, the Auxiliary and Americans with Disabilities Act policy, the Utilization of Work Readiness Certificates Policy, and the Youth Program Service Design Policy. A voice vote was taken, and the motion passed: 19 in favor and 4 abstentions.

Operations Committee – Committee Member Natalie Alvarez

Natalie Alvarez gave the Operations Committee report in Chair Stuart Price's absence. They had a very busy morning starting with a tourism update with Chelsa Lourie who is the Workforce Development Director for the Tennessee Hospitality and Tourism Association. Ms. Lourie shared an industry update, noting that Hospitality and Tourism was recently awarded a critical sector grant in East TN, they developed a regional Hospitality and Tourism task force, and they were recently featured in the Tennessee Career Guide for the very first time.

Shalondria Shaw shared information and a marketing video about Apprenticeship Week. There are a series of apprenticeship conferences being held throughout the month of November in each region. They're working to get the student nurse apprenticeship approved, and Ms. Shaw asked for ideas to get new employers on board with the apprenticeship program.

Rebekah Brummett gave a presentation on the American Job Center redesign. She emphasized the flexibility of outreach access points that they're working on within each community. She also shared a Workforce Services marketing update and overview of policy updates that support the AJC redesign. Next steps include looking at staffing realignment, upcoming training, and local board actions.

WFS Assistant Administrator Ryan Jolley gave a Business Engagement Plan update and presented a marketing video for Employer Services with a great tagline, *Your Force for Workforce*.

Innovation Committee – Chair Marshall Graves

This committee had a presentation primarily focused on the Rural Health Care Initiative. Jessica Hill from TennCare, Leslie Meehan from the TN Department of Health, Mitch Curry from the Tennessee Higher Education Commission, and Teresa Smith from TDLWD were the presenters. A lot of initiatives are coming out of the Tennessee Rural Health Care Task Force including 13 recommendations in three areas: access to care, workforce development, and social drivers of health. Each of these groups has various RFPs for different initiatives across the state. TDLWD has a funding opportunity as noted in their October 15 email.

This committee is paying attention to their role, and one of the things all board members can do is promote the things they learn and hear about in their committees. Vice Chair Graves asked the board to review the October 15th email, find the stakeholders in their rural communities, get a copy of the email to them, and encourage them to look at it. Other departments will be releasing RFPs over the next few months. It's important that our state is paying attention to this issue. Mr. Graves highlighted one of the critical ways the state has been able to use funding to support and develop programs in rural Tennessee and expand workforce in those areas.

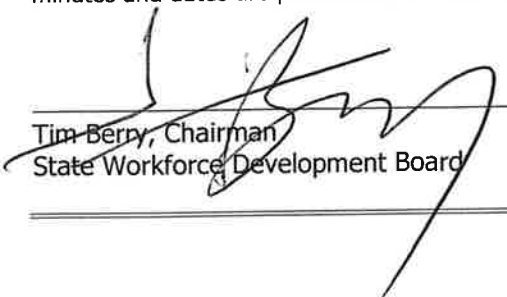
The Innovation committee is not tasked with innovating: they are to challenge, support, promote, guide, and advocate for innovations. They are also tasked to think strategically with the state around various programs.

Closing Remarks and Adjourn

Tim Berry, Board Chair

Chairman Berry noted that it had been a very productive day and shared his enthusiasm about the direction Commissioner Thomas and Executive Director Maberry are taking as the board embraces their new roles. He encouraged participation in the strategy meeting and subsequent board meeting on February 27-28, 2025. The meeting adjourned at 12:31 PM.

Note: An audio recording of this meeting is on file at the Tennessee Department of Labor and Workforce Development. All meeting minutes and dates are provided on the State Workforce Development Board website.


Tim Berry, Chairman
State Workforce Development Board

2-28-25
Date