



State of Tennessee

State Workforce Development Board Meeting

MEETING MINUTES

Friday May 17, 2024 – 8:45 AM – 1:56 PM

Board Members Present

Board Members Present by Proxy

Members Absent

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

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

Call to Order and Welcome

Chairman Berry opened the meeting with roll call followed by preliminary welcome remarks. He noted that our meeting today would be dedicated to hearing three Regional plans and nine Local Workforce Development Board plans for approval.

Roll Call

Iler Bradley conducted the roll call and established the presence of a quorum. (Note: Sandra Long and Ron Wade were present shortly after roll call and were added to the attendance roster.)

Approval of Minutes (vote required)

Chairman Berry requested a motion to approve the minutes for March 22, 2024. It was moved by Kevin Wright and seconded by Martha Axford to approve the minutes as presented. The motion passed.

Workforce Update

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

Considering our full agenda, Commissioner Thomas gave two updates:

TDLWD Staff Movement/Promotions

Jason Cecil is Assistant Commissioner of the new Office of Transformation. He will lead all TDLWD modernization efforts.

Amy Maberry is Deputy Assistant Commissioner for the Workforce Services division. She will be serving with Assistant Commissioner James Roberson as they lead some very key strategic initiatives for the department. *Teresa Smith* is the Rural Workforce Development Director. She has the experience and the passion for serving rural workforce in our state. *Shalondria Shaw*, their State Apprenticeship Director, will continue to lead their apprenticeship efforts as an Assistant Administrator. *Brooks Young* is their new Workforce Development Director in charge of Blue Oval City. He will work with the TN Department of Education (TDOE), ECD, DHS, and other partners to coordinate the regional teams that will bring this project to fruition.

A Stronger Workforce for America Act

The US Senate has been very active in continuing to poll states about this Act. Several national organizations have already gone on record officially with their stance on the parts they agree and disagree with. Several of these stances are on SharePoint for us to see where there is convergence and divergence among the different groups. Jonathan Haynes, existential counsel for this board, is putting together some extremely comprehensive work, and a summary document is forthcoming in SharePoint.

Commissioner Thomas has some workforce planning with Michael Hendricks in the coming weeks and will share as she hears more about the Governor's plans and intent for the coming years.

Regional and Local Plan: Overview of Day

Briana Moore, Chief Strategy Officer – TN Department of Labor and Workforce Development (TDLWD)

Ms. Moore summarized the evaluation process thus far and highlighted the review and approval process that would take place today. All three Regions and nine Local Boards developed plans that were comprehensively reviewed and scored by a 42-person Review Committee which included TDLWD staff and Partner staff across the state. The reviewers had a consistent training process and scoring rubrics to review each plan.

The scoring sheets were compiled into a master scoring sheet that was shared with this board along with the full plans for our review and consideration for this meeting.

At the end of each presentation, we would hear one of three potential recommended statuses:

1. *Approval* - includes elements of the plan that were fully satisfied and effectively support the state strategies as well as local and regional strategies determined by the requirements from our State team
2. *Approved with Conditions* – an overall satisfactory plan that needs minor edits or more development in certain areas based on the requirements
3. *Denial* - if the plan does not satisfy the fundamental elements or requirements

Denied plans would require future action from this board to receive full approval and would possibly result in withholding funds to be issued by July 1.

After this meeting, regional and local teams will receive feedback from the review process, regardless of the approval status, to find out details from the review – from best practices to areas for improvement. The TDLWD TOSS unit conducted the review process for TDLWD and they will ensure that any needed resolution will be completed by June 17. Any outstanding items will still result in all regions and local areas receiving their funding as allocated by July 1. The regional planning councils and local boards will be expected to use a strategy tracker so this board will continue to hear updates about these plans. This board was also welcomed to offer insight and input in expanding the trackers based on the input we would like to see for improvements and updates over time. Updates will come through the Oversight Committee and based upon our request they can also come to the full board. As usual, modifications will be made to these plans in two years unless we are notified otherwise. Comments and questions during the presentation were welcome.

Attorney Jonathan Haynes reminded us that for conflict-of-interest purposes today, any board members sitting on or affiliated with their local boards should abstain from voting on both their local and regional plans.

Also, no one was listed for public comment on any of the plans presented today, and each presentation was followed by a question-and-answer period.

East Regional Plan (vote required)

(Southeast, Northeast, and East LWDA)

Jennifer Thacker, Business & Workforce Director - Southeast LWDA

Brian Decker, Business & Workforce Director - Northeast LWDA

Janet Wilburn, Business & Workforce Director - East LWDA

Business & Workforce Directors Decker, Wilburn, and Thacker gave a summary of the demographics for the East Region. This information included the number of counties, top industry sectors, and labor force participation rate statistics.

Their strategy was organized into three pillars. Some of the goals to achieve each pillar were presented and included:

Pillar I: Removing barriers for workers

Goals:

- 1) Develop targeted Outreach strategies that resonate with the specific needs, interests, and concerns of special populations (i.e., individuals with disabilities, justice-involved individuals, single parents, veterans, aging populations, and youth)
- 2) Strive for digital equity through the use of virtual access to services and training
- 3) Remove barriers to employment (i.e., transportation and childcare)

Pillar II: Preparing future skilled workers

Goals:

- 1) Prioritize career exploration opportunities and workshops to facilitate networking and quality occupation exposure for job seekers
- 2) Fill in-demand jobs through the development of talent pipelines through skilled-based technical training and/or credentials
- 3) Partner with the network of educational institutions to expand best practices and provide career pathways for job seekers

Pillar III: Helping employers find and develop skilled workers

Goals:

- 1) Develop comprehensive sector strategies that address workforce development, training, and education initiatives
- 2) Deliver superior customer support and tailored solutions for businesses
- 3) Promote registered apprenticeship programs, work-based learning, and training programs in collaboration with businesses and industry partners

It was noted that these pillars align with the state and Governor's priorities. Each of their Local Workforce Development areas would articulate and detail more action items and strategies that support these priorities. Quantifiable action items and strategic trackers were also presented.

The TDLWD Division of Workforce Services recommended the East Regional Plan for *approval*. It was moved by Ron Wade and seconded by Charita Allen to approve the plan as presented. Chairman Berry called for a roll call vote. The motion passed [26 in favor, 0 opposed, 1 abstention].

Southeast Local Plan (vote required)

Michele Holt, Executive Director - Southeast LWDB

Executive Director Holt presented some basic information about the Southeast Local Workforce Board including local area leadership and demographics. She discussed three goals and action items that were developed around the State Plan and the Regional Plan:

I. Youth Employment

- Foster our Partnerships with youth-serving systems to expand services to vulnerable older youth
- Support pre-apprenticeships and apprenticeships in targeted sectors
- Partner with AE to enroll ESL students in work experience
- Increase work experience placements by 2% each year

II. Labor Force Participation Rate

- Targeted outreach to youth, justice-impacted individuals, and individuals with disabilities
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- Provide wraparound support through co-enrollment to help individuals with significant barriers to employment
 - Put processes in place to allow employers to direct education and training
 - Deploy mobile and virtual assets to rural and underserved communities
- III. Strategic Business Engagement
- Prioritize employers as customers
 - Train, reorganize and integrate LWDA business services team
 - Establish sector task forces to customize business solutions for target industries
 - Streamline the application process for all work-based learning opportunities

Over the next several months the Southeast LWDB will reimagine what they do by assessing their local area. They will engage their chief local elected official, board leadership, and other community partners in establishing what it means to have a clear workforce vision for a workforce ecosystem in southeast Tennessee.

The TDLWD Division of Workforce Services recommended the Southeast Local Workforce Development Board Plan for *approval*. It was moved by Mike Pogreba and seconded by Martha Axford to approve the plan as presented. Chairman Berry called for a roll call vote. The motion passed [25 in favor, 0 opposed, 2 abstentions].

Northeast Local Plan (vote required)

Lisa Evans, Executive Director - Northeast LWDB

Brian Decker, Business & Workforce Director - Northeast LWDA

Executive Director Evans presented general information about the Northeast region followed by goals and action items that support the regional and state plans. They focused on the state planning priorities of preparing workers for quality jobs, investing in youth, business and stakeholder engagement, and strategic partnerships.

I. Removing Barriers for workers

- Expanding Outreach to targeted populations including youth, aging populations, individuals with disabilities, and justice-involved individuals
- Streamlining AJC operations
- Address barriers to employment and training by enhancing supportive services
- Provide staff training to contribute to the regional goal of providing superior service delivery
- Periodic evaluation and continuous improvement

II. Investing in Youth

- Improving outreach to schools and community organizations and attendance at local events
- Peer recruitment incentives
- Offer mentorship opportunities, focus on increasing pre-apprenticeships, apprenticeships, and work-based learning opportunities
- Tailor supportive services to youth specific needs such as transportation assistance, housing assistance, and work-related necessities

III. Preparing Workers for Quality Jobs

- Convene sector-based focused groups to ensure industry driven policies
- In-demand sector representation on the NETLWDB
- Implement TDLWD's strategic business engagement plan
- Develop innovative training models including micro-credentials to accelerate pathways to employment

These goals and action items are monitored on the Northeast LWDB strategic plan tracker. This high-level overview illustrates how their goals and action items align with the East Regional Plan and the state's initiatives.

Before the recommendation and for general clarification, TDLWD WFS Deputy Assistant Commissioner Amy Maberry noted that we were given a summary recommendation sheet with a recommended vote as well as some observations. The observations will be addressed by WFS staff so a vote for approval does not mean that they will neglect those items: they are areas of focus that WFS will continue to address with the region or local area.

The TDLWD Division of Workforce Services recommended the Northeast Local Workforce Development Board Plan for *approval*. It was moved by Kevin Wright and seconded by Marshall Graves to approve the plan as presented. Chairman Berry called for a roll call vote. The motion passed [26 in favor, 0 opposed, 0 abstentions].

East Local Plan (vote required)

EL Morton, Executive Director - East LWDB

Executive Director Morton presented an overview of the East local area which included an area analysis and priority sectors. The East LWDB focused on the following state initiatives for their strategic pillars and associated goals:

- I. Youth Employment Program
 - Eliminate/Prevent Distressed County Youth Programs (Cocke/Scott)
 - 2024 YEP success = 180 Youth (Currently scheduled)
 - Justice Involved Family Youth
 - Construction Trades, Tourism, Healthcare, Pharmacy
 - Title I continues focus on moderate/low-income barriers
 - Plumbing Heating and Colling Ride and Decide – 9 counties
- II. Business Engagement Plan
 - Sector Development
 - Tourism, Energy, Construction & Medical
 - Optimize Training Grants
 - Incumbent Worker, On the Job & Apprentices
 - Business Data Capability
 - Econovue as a predictive analysis tool in support of business
 - Champion Adaptive Scheduling
 - School parent shifts, work site childcare, modified shifts
- III. Labor Force Participation
 - Grow LFPR x .5%/yr = 61.3% x 2027
 - Justice Involved Training in Jails + Family Youth
 - 5 Jails in 2023/4 + 8 jails in 2025/6, (20% women)
 - Foster Children
 - Grow AJC Reach – Current offices, Access Points, Specialized, Mobile, Virtual & TBR sites to Relocators, Home Schools, etc.
 - Study for 2026 Plan
 - (-) Baby Boomers, (+) Relocators, (-) SUD (?) Energy, (?) AI impacts

The TDLWD Division of Workforce Services recommended the East Local Workforce Development Board Plan for *approval with conditions*. While a summary sheet was presented to us with an overall highlight of conditions, a more extensive sheet has been prepared that identifies specific gaps and opportunities for improvement that will be shared with the East LWDA. While it appears that there is good work happening, there is a need to see a little more plan structure so all our partners can see evidence of what is happening on the ground. Comments during the question-and-answer period should also be addressed in the revised plan which is due by June 17.

It was moved by Jay Baker and seconded by Michelle Falcon to approve the plan with conditions as presented. Chairman Berry called for a roll call vote. The motion passed [27 in favor, 0 opposed, 0 abstentions].

Additional Information

Attorney Jonathan Haynes noted that Michelle Falcon would be Sandra Long's proxy for the remainder of the meeting.

Chief Strategy Officer Briana Moore clarified that no other meetings or votes will be required for all plans approved in this meeting today. This includes plans that are approved with conditions: TDLWD will provide additional weekly

feedback to let us know when all conditions have been satisfied. After all conditions have been met, the status of the plan will change to fully approved. No further action will be needed.

Middle Regional Plan (vote required)

(Northern Middle, Upper Cumberland, and Southern Middle LWDAs)

Selina Moore, Business & Workforce Director - Southern Middle LWDA

Tyler Asher, Business & Workforce Director - Upper Cumberland LWDA

Business & Workforce Directors Moore and Asher presented an analysis of the counties in the Middle region followed by their regional goals:

1. Increase the hiring ratio of youth participants ages 14-16 years old
2. Work to increase regional LFPR
3. Implement new CRM Zendesk System for business engagement
4. Improve customer service

The Middle region structured their strategy around the following three pillars that reflect the goals of the region along with corresponding bulleted action items.

Pillar I – Removing Barriers for Workers

- Increase access to training and education
- Expand support services
- Foster inclusive work environments
- Strengthen community partnerships

Pillar II – Preparing Future Skilled Workers

- Strengthen career pathways
- Expand work experience and work-based learning opportunities
- Foster collaboration with employers

Pillar III – Helping Employers Find and Develop Skilled Workers

- Build strong partnerships
- Provide workforce development services
- Customize training programs
- Facilitate networking and collaboration events

The Middle RPC prioritizes Tennessee employers as “customers” by establishing strong business relationships, projecting value, and customizing programs through its Business Engagement Plan to support industry needs and ensure a streamlined Middle TN business services model.

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

It was noted that having diverse businesses on their local workforce boards is going to be key for them to really implement this business engagement plan.

All local workforce boards in the Middle Region will work on the same strategic pillars noted above. Instead of each local area giving a summary presentation of all three pillars, Director Asher noted that each local area would highlight one of the pillars and do a deeper dive into their strategic initiatives and local programs.

The TDLWD Division of Workforce Services recommended the Middle Regional Plan for *approval*. It was moved by Charita Allen and seconded by Martha Axford to approve the plan as presented. Chairman Berry called for a roll call vote. The motion passed [27 in favor, 0 opposed, 0 abstentions].

Northern Middle Local Plan (vote required)

Marla Rye, Executive Director - Northern Middle LWDB

Freda Herndon, Workforce Essentials Adult Education Director

Executive Director Rye and her Title II Adult Education partner, Director Herndon, presented the Northern Middle plan. After an overview of the area and as noted in the Middle Region presentation, the focus of their presentation was on one pillar: Services to Business and Industry/Employer Strategy. More specifically, their presentation focused on their goal to develop and implement a comprehensive workforce development strategy for the construction of the new Nissan Stadium.

Workforce Strategy for Tennessee Builders Alliance

1. Removing Barriers for Workers – Recruit target populations – JII, non-traditional workers, Compensate during training, Provide basic skills, remediation and safety to ELL. Partners: OOR, Title I, Title II-AE, Title IV-VR
2. Preparing Future Skilled Workers – Construction Career Pathway, Pre-Apprenticeship, Apprenticeships. Partners: TCAT, Apprenticeship TN, WIOA Title I
3. Helping Employers Find/Develop Skilled Workers
Mobile AJC, Dedicated Staff Concierge Service for trade partners, JOBS4TN Easy button to apply, Incumbent Worker upskilling. Partners: WIOA Title I & III

Their workforce strategy for other businesses such as LG, Walmart, McKesson, and Tyson was also presented. Adult Education's support for these employers in Northern Middle includes:

1. Removing Barriers for Workers – Provide English Language instruction along with Workforce Preparation and Training Partners: Title II AE Providers: Workforce Essentials, Nashville International Center for Empowerment (NICE), Meharry Medical College C.A.P.E. Program, Volunteer State Community College.
2. Preparing Future Skilled Workers – Safety Training and credentialing, Integrated Education and Training, Pre-apprenticeship, Post secondary Prep, Dual Enrollment. Partners: TCAT, Apprenticeship TN, WIOA Title I.
3. Helping Employers Find/Develop Skilled Workers – Assist Employers with pipeline development of English Language Learners among the diverse nationalities represented in our area. Partners: American Job Centers, the Branch, NICE.

Other goals presented regarding improving the labor force participation rate include:

1. TYEP – Enroll 572+ Youth by 12/31/24; Engage LEOs, K12-Higher Education, Private Sector
2. Rural Dev. – Re-engage those not in the Labor Force; Survey non-workers by 9/30/24, Create 25 work-from-home opportunities
3. Data & Training – Increase Staff Capacity; Improve data systems, Grow Business Consultants

One of their overarching themes was *partnerships*: reference was made to the network of Titles and partnerships that are built into Workforce Development and it takes all of us to do our job.

Attorney Jonathan Haynes noted that Mike Pogreba would be absent for the remainder of the meeting. [Mr. Pogreba did not designate a proxy.]

The TDLWD Division of Workforce Services recommended the Northern Middle Local Workforce Development Board Plan for *approval*. It was moved by Ron Wade and seconded by Charita Allen to approve the plan as presented. Chairman Berry called for a roll call vote. The motion passed [26 in favor, 0 opposed, 0 abstentions].

Upper Cumberland Local Plan (vote required)

Becky Hull, Executive Director - Upper Cumberland LWDB

Bob Young, Board Chair Upper - Cumberland LWDB

UC LWDB Chair Bob Young presented preliminary information about the Upper Cumberland local area followed by their three pillars and goals:

Pillar 1: Removing Barriers for Workers

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1. Harness opportunities through the Bipartisan Infrastructure Law (including Broadband Equity, Access, & Development, the CHIPS and Science Act, and the Inflation Reduction Act) for the populations that have been historically excluded from the labor force.
 2. Remove Barriers for workers including providing affordable and accessible childcare.
 3. Create digital equity through broadband access and digital skills training.

Pillar 2: Preparing Future Skilled Workers

1. Prioritize for emerging industries specific to federal opportunities and strategic industries.
2. Meet people where they are for career pathway planning to customize their unique potential and experience.
3. Develop additional workers with skills-based technical training and/or high-quality credential, certification, or degree to fill in-demand jobs.

Pillar 3: Helping Employers Find & Develop Skilled Workers

1. Deliver bespoke customer service solutions to key employers.
2. Increase quality job exposure and experience through apprenticeships, work-based learning, and employer supported training programs.
3. Continue to champion and promote skills-based hiring practices through career coaching for underserved jobseekers and employer hiring and training models.

The focus of their presentation was Pillar 1: Removing Barriers for Workers. Director Hull discussed two innovative programs: one for mentoring to support re-entry for the justice-involved in Smith County, and one for a unique training opportunity for incarcerated individuals.

It was noted that it helps to keep focused on the importance of this work because ultimately, these programs filter down to where they impact the individual lives of people across our state.

The TDLWD Division of Workforce Services recommended the Upper Cumberland Local Workforce Development Board Plan for *approval*. It was moved by Michelle Falcon and seconded by Kevin Wright to approve the plan as presented. Chairman Berry called for a roll call vote. The motion passed [26 in favor, 0 opposed, 0 abstentions].

Southern Middle Local Plan (vote required)

Barbara Kizer, Executive Director - Southern Middle LWDB

Selina Moore, Business and Workforce Director - Southern Middle LWDB

Liz Gallagher, One-Stop Operator - Southern Middle LWDB

Executive Director Kizer, Director Moore, and One-Stop Operator Gallagher presented a local area analysis followed by the following Southern Middle Initiatives:

1. Expand Tennessee Youth Employment Program (YEP) to include more work experience opportunities for the 14- to 16-year-old age group.
2. Increase Labor Force Participation Rate (LFPR) by 0.5% each program year during 2024-2027.
3. Refocus the efforts of the local Business Services Team to adopt a more sector-based approach.
4. Increase outreach efforts to priority populations during program years 2024-2027.

As mentioned by other presenters, the entire Middle Tennessee Region has developed plans to meet the expectations for all three local plan pillars, but the local plan presentations focused on the strongest pillar in each area.

Southern Middle focused on the following pillar and action items:

Pillar II - Preparing Future Skilled Workers

- Prioritize TYEP (YEP)
- Customized Training for Employers
- Develop additional skilled workers through targeted talent pipelines (VR, AE, Reentry, Veterans)

Action items include:

- Targeted campaign and outreach to employers to show the benefit and value of hiring participants between the ages of 14-16

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- Increase the intentional engagement activities for target populations by expanding outreach efforts
 - Adopt a sector-based service delivery approach

The TDLWD Division of Workforce Services recommended the Southern Middle Local Workforce Development Board Plan for *approval*. It was moved by Michelle Falcon and seconded by Kevin Wright to approve the plan as presented. Chairman Berry called for a roll call vote. The motion passed [26 in favor, 0 opposed, 0 abstentions].

West Regional Plan (vote required)

(Northwest, Southwest, and Greater Memphis LWDAs)

Sabra Bledsoe, Business & Workforce Director - Northwest LWDA

Kayce Beam, Business & Workforce Director - Southwest LWDA

Jackara Jones, Business & Workforce Director - Greater Memphis LWDA

Director Bledsoe, Director Beam, and Director Jones presented an analysis of the West Region followed by their regional goals, strategic pillars, and action items:

Strategic Pillars

I. Business Engagement Plan

State Goal – Implement an agency-wide Business Engagement Plan

Regional Goal – Prioritize TN employer customers, focusing on relationships and adding value

Action items:

- Develop and/or join industry-led taskforces
- Communicate value proposition to existing industry
- Create a toolkit to ensure cohesive communication and messaging when engaging businesses
- Utilize RPC to map regional assets
- Engage with employers to increase pre/apprenticeships
- Create tailored services to support businesses in all 6 business cycle phases
- Implement incentives for hiring justice-involved individuals

II. Labor Force Participation Rate

State Goal – Increase and sustain a competitive LFPR

Regional Goal – Implement comprehensive and innovative practices, addressing the gap between workforce supply and demand, to build a competitive labor market and increase the LFPR

Action Items:

- Increase the number of youth participating in YEP and work experience opportunities
- Seek grants in the healthcare sector to develop talent pipelines and address the need for health instructors
- Increase training that leads to career advancement and credentials to address the impact of BOC
- Provide career exploration through innovative technology
- Integration with institutions for education and training
- Build sector-based employer partnerships

III. AJC Operations Improvement

State Goal – Provide superior service across the public workforce system

Regional Goal – Refine strategies and internal processes to surpass the needs of employers and jobseekers

Action Items:

- Utilize asset mapping to enhance accessibility in rural counties
 - Update the West TN comprehensive resource guide monthly
 - Establish MOUs with educational institutions
 - Ensure ADA compliance for all AJC locations
 - Continue collaboration with state and local partners to expand outreach
 - Collaborate with other organizations to remove barriers (Transportation/Childcare)
 - Provide training to AJC staff to promote understanding of the barriers and challenges experienced by IWDs and address how to provide services tailored to customers' needs
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The West Region is committed to advancing Workforce Development strategies with an emphasis on supporting state initiatives.

The TDLWD Division of Workforce Services recommended the West Regional Plan for *approval*. It was moved by Kevin Wright and seconded by Charita Allen to approve the plan as presented. Chairman Berry called for a roll call vote. The motion passed [24 in favor, 0 opposed, 2 abstentions].

Northwest Local Plan (vote required)

Jennifer Bane, Executive Director - Northwest LWDB and Southwest LWDB

Executive Director Bane gave an overview of the Northwest Area and subsequently presented the following Northwest goals and action items:

Pillar 1: Increasing Labor Force Participation Rates

1. Goal: Develop and Expand Strategic Partnerships
 - Collaborate with employers, workforce partners, high schools, and organizations that serve individuals from target populations.
 - Coordinate community and participant outreach to target populations.
2. Goal: Prioritize Services to Target Populations
 - Promote career pathways and develop talent pipelines through youth work experience and career awareness and exploration activities.
 - Paid internships / work experiences for Vocational Rehabilitation Youth participants.
 - Incentives for Adult Education Youth students.
 - Training opportunities for currently incarcerated individuals.

Pillar 2: Business Engagement

1. Goal: Sector and Needs-Based Service Delivery
 - Focus Board membership and services on target sectors.
 - Support skill and work-based training programs that support target sectors.
 - Responsive to the business cycle.
2. Goal: Serve as Asset Mappers
 - Utilize and provide valuable labor market data.
 - Streamline processes and paperwork.
 - Offer Virtually Speaking webinars to promote engagement and provide valuable information to employers and partners.
 - Participate in public-private partnerships on grant opportunities.

Pillar 3: Operations Improvement

1. Goal: Enhance Access to Services and Increase Utilization
2. Goal: Blend and Expand Resources and Funding
 - Shared Fiscal Agent / Staff to the Board.
 - Shared One-Stop Operator (OSO) contractor.
 - Supporting operations and expanding services through various funding streams.

Some of the high-level pillars for supporting the state and regional goals were briefly expanded upon during the presentation.

The TDLWD Division of Workforce Services recommended the Northwest Local Workforce Development Board Plan for *approval*. It was moved by Jeff Vance and seconded by Martha Axford to approve the plan as presented. Chairman Berry called for a roll call vote. The motion passed [25 in favor, 0 opposed, 1 abstention].

Southwest Local Plan (vote required)

Jennifer Bane, Executive Director - Northwest LWDB and Southwest LWDB

Ms. Bane is also the Executive Director of the Southwest Area. She noted that Northwest and Southwest have very similar populations and are doing a lot of the same activities in both areas serving similar employers. After giving an overview of the Southwest Area, the following goals and action items were presented:

Pillar 1: Increasing Labor Force Participation Rates

1. Goal: Develop and Expand Strategic Partnerships
 - Engage businesses to serve on sector-based taskforces and participate in town hall listening sessions to identify existing and emerging skill needs.
 - Engage workforce partners, high schools, and organizations that serve individuals from target populations to address impact of migration of workers related to Blue Oval City.
2. Goal: Prioritize Services to Target Populations
 - Promote career pathways and develop talent pipelines through youth work experience and career awareness and exploration activities.
 - Incentives for Adult Education Youth students.
 - Training opportunities for currently incarcerated individuals.
 - Senior Community Service Employment Program (SCSEP) Administrator.
 - Regional Veterans-focused hiring events.

Pillar 2: Business Engagement

1. Goal: Sector and Needs-Based Service Delivery
 - Focus Board membership and services on target sectors.
 - Support skill and work-based training programs that support target sectors.
 - Responsive to the business cycle
2. Goal: Serve as Asset Mappers
 - Utilize and provide valuable labor market data.
 - Streamline processes and paperwork.
 - Offer Virtually Speaking webinars to promote engagement and provide valuable information to employers and partners.
 - Participate in public-private partnerships on grant opportunities.

Pillar 3: Operations Improvement

1. Goal: Enhance Access to Services and Increase Utilization
 2. Goal: Blend and Expand Resources and Funding
- Ms. Bane noted that Internal Career Service Provider (CSP) + Supplemental Grants = Increased Efficiency and Expanded Resources.

Some of the high-level pillars for supporting the state and regional goals were briefly expanded upon during the presentation.

Attorney Jonathan Haynes noted that Joe Baker would be absent for the remainder of the meeting. [Mr. Baker did not designate a proxy.]

The TDLWD Division of Workforce Services recommended the Southwest Local Workforce Development Board Plan for *approval*. It was moved by Marshall Graves and seconded by Kevin Wright to approve the plan as presented. Chairman Berry called for a roll call vote. The motion passed [24 in favor, 0 opposed, 1 abstention].

Greater Memphis Local Plan (vote required)

Amber Covington, Interim Executive Director - Greater Memphis LWDB

Interim Executive Director Covington gave an overview of the Memphis Area and presented the following strategic pillars:

1. Advancing Worker Equity by Removing Barriers - will focus on the state and regional goals of increasing the labor force participation rate and also AJC operations improvement

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2. Talent Innovation + Pipeline Development – will focus on the business engagement plan
 3. Preparing Future Skilled Workers – will focus on youth and designing programs to ensure they are set up for success

Greater Memphis will increase service utilization and awareness among all communities to align with regional and state goals that focus on Rural, Reentry, and Relocation.

Labor Force Participation Rate

Action Items:

- Inclusive community outreach engagement strategy (untapped populations)
- Rural ambassador program and establishment of a LWDB rural engagement committee
- Expand and improve initiatives to support the Latino population in increase LFPR by 5%
- Intermediary for PROWD Grant and lead of Equitable Credential Attainment Cohort

AJC Operations Improvement

Action Items:

- Provide a comprehensive center with a vibrant and welcoming area located on a rapid transit line
- Increase access points by 25%
- Develop and implement data driven rural engagement plan to ensure all counties are served equitably
- Strengthen support service connective tissue by forming collaborative partnerships

Business Engagement Plan

Action Items:

- Form partnerships with CBOs, K-12, post-secondary and employers in the multi-complex to increase credential attainment and quality jobs
- Braid resources and utilize a sector strategy approach in high growth industries to advance economic mobility in the region
- Talent Pipeline Management (TPM) approach

Youth Employment Program

Action Items:

- Development of regional action plan to advance economic mobility of JII youth focused on career exploration, trauma informed care and paid work experience
- Align WBL, credentialing opportunities, and dual enrollment coursework with in-demand careers
- Expand CCTE access through immersive technology

Greater Memphis plans to create advanced economic mobility and prosperity for the constituents of this region leading to increased economic development for this area.

The TDLWD Division of Workforce Services recommended the Greater Memphis Local Workforce Development Board Plan for *approval with conditions*. This recommendation from the review team acknowledged that there are a lot of wonderful things happening on the ground with Greater Memphis, but they are still in the infancy stages of their transition with some gaps and partnerships that need to be developed and outlined. The TDLWD WFS team would like to work with Greater Memphis to ensure there is a solid strategic plan for them to continue moving forward. It was moved by Charita Allen and seconded by Jeff Vance to approve the plan with conditions as presented. Chairman Berry called for a roll call vote. The motion passed [24 in favor, 0 opposed, 1 abstention].

Closing Remarks and Adjourn

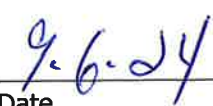
Tim Berry, Board Chair

Chairman Berry appreciated our feedback, input, questions, and discussion. He especially thanked all the presenters for the tremendous work that went into the presentations. He also thanked TDLWD staff for the work they did to review the plans and put the information in a format that we could easily digest and prepare ahead of this meeting. The meeting adjourned at 1:56 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



Date