



State of Tennessee

State Workforce Development Board Meeting

MEETING MINUTES

Friday September 6, 2024 – 10:00 AM – 12:18 PM

Board Members Present

Board Members Present by Proxy

Members Absent

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

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

* Arrived shortly after roll call

Call to Order and Welcome

Chairman Berry opened the meeting by thanking the board for their time, energy and commitment which reflects how important the workers in Tennessee are to them. Prior to preliminary meeting remarks, Chairman Berry welcomed and announced the addition of two new board members: Lee Sloan from Knoxville, and Jennie McCabe, the new designee for Commissioner Stuart McWhorter. He also noted a date change for the next meeting: it has been rescheduled from Friday November 1 to Friday November 8 which allows Commissioner Thomas to attend a mandatory National Governors Association meeting on November 1.

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.)

Approval of Minutes (vote required)

Chairman Berry requested a motion to approve the minutes for May 17, 2024. It was moved by Marshall Graves and seconded by Ben Ferguson to approve the minutes as presented. The motion passed.

Workforce Update

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

Commissioner Thomas gave the following updates:

TDLWD hosted the Office of Management and Budget - TDLWD was contacted by the federal Office of Management and Budget (OMB) because they wanted to look at a state that was identified as being innovative and proactive in their approach to Workforce Development. TDLWD hosted the OMB in mid-August along with key members of the team including Marla Rye, Executive Director of the Northern Middle LWDB. The conversation helped those at the federal level see how some of their policies impact states like Tennessee that are really looking to move the needle. In addition to having a roundtable discussion, they went to see the Tennessee Titans project with Turner and the Building Alliance to see how they use federal investments to move individuals along through skill trades like construction boot camps.

Declining Federal Workforce Investments - TDLWD has been very vocal about declining federal workforce investments for Tennessee and the southeast. Most of the US business activity is in the southeastern corridor but the federal funding is concentrated in the Northeast and West. Commissioner Thomas will continue to talk about this appropriations issue in DC, and she thinks it's important for TDLWD to go on record to say that states that are doing the work should be funded accordingly. Declining and stagnant funds have resulted in a flat and/or declining allocation which has, in turn, resulted in some restructuring at TDLWD. They have reduced by approximately 30 positions to streamline their operations to remain fiscally efficient. This will not negatively impact their ability to offer services, but it is a direct impact of where they are right now.

Budget Season – TDLWD's intent is to ensure they can produce a topnotch competitive workforce in the state of Tennessee without being beholden to some of the federal strings that are attached to the dollars. Commissioner Thomas recognized board member and State Representative Clark Boyd, and she thanked the Governor's Office and the General Assembly for the \$15 million investment they made in the Tennessee Youth Employment Program. This was a popular program over the summer and beyond. Initial estimates are showing that Tennessee employers will save \$12 million in payroll because of this investment even as they continue to expend the balance of the funds. This is important because in rural Tennessee, they were able to put kids to work who had a direct economic impact in their communities. Governor Lee accompanied Commissioner Thomas to Perry County to see this firsthand with youth who were working at the Buffalo River Resort. These are the types of opportunities they believe their department must be instrumental in moving forward. Introducing work concepts in the classroom and practicality outside the classroom is something they will continue to emphasize.

Outreach Campaign – An aggressive outreach campaign has been developed to help Tennesseans know and understand how TDLWD programs and services can help in the workforce arena. Soon, we will see some very public ads highlighting their apprenticeship program, the American Job Centers, and how these dollars and investments impact Tennesseans. The board had a huge part to play in getting this done.

Commissioner mentioned she has lots of travel for the rest of the year: workforce is a hot button across the country and Tennessee is certainly in position to take part in that. She'll be back in DC for a policy discussion. TDLWD has had to publicly go on record for the Notice of Proposed Rulemaking against some things they think will hurt their apprenticeship efforts. They'll continue to work with people like board member Billy Dycus and others who have a tremendous amount of experience in this space to talk about what that looks like for Tennessee.

Commissioner Thomas shared her appreciation for the board's advocacy, support, and keeping them honest about their impacts on the public Workforce ecosystem.

Nuclear Energy Taskforce

Rep. Clark Boyd, TN Nuclear Energy Advisory Council Member

Dr. Wes Hines, TN Nuclear Energy Advisory Council, Co-Chair Education & Workforce Committee

Dr. Wes Hines was appointed to our Governor's Nuclear Energy Advisory Council along with Loong Yong as co-chairs of the Education/Workforce Committee. Dr. Hines gave an update on what this committee has been doing. Their goal is to ensure they have the workforce that will support the expansion of nuclear energy.

There are over 230 nuclear related companies in Tennessee, and over 150 companies within 50 miles of Knoxville. Tennessee the center of nuclear for the country. The Governor has a nuclear energy fund to bring companies into

the state, including the utilities and the suppliers with a focus on the supply chain. Workforce is part of the supply chain and maybe even one of the most important parts for a company that's going to move to TN.

There are six major segments of the nuclear industry, and all types of workers are needed to support these segments. The Nuclear Energy Institute (NEI), which functions like the lobbying agency for all nuclear utilities in the country, worked with the US Department of Energy and published a nuclear workforce report. They project that 236,000 workers will be needed to manufacture, construct, and operate advanced reactors through 2035 with that number increasing to approximately 376,000 workers by 2050.

The Tennessee Valley Authority (TVA) [which provides electricity for 153 local power companies serving 10 million people in Tennessee and parts of six surrounding states], has a workforce supply shortage right now. Currently, TN has a 500-person nuclear workforce shortfall and new plant construction will result in an additional 1,000-worker shortfall per unit. As a state, we must find a way to generate, develop, and retain employees. A lot of our need is in skilled labor, especially up front when they're working on construction.

TVA has a Workforce Forecast Center in Chattanooga that has planned a 5- to 10-year forecast for all their major building and expansion needs. Rather than bringing in workers from other states and sending them home, the goal will be to normalize and schedule things so we can bring workers into Tennessee and keep them here.

Tennessee Nuclear Pipeline Strategies include:

- Developing state policies and programs that promote careers and workforce development in energy broadly and nuclear energy specifically.
- Creating greater K-12 awareness of careers in the nuclear energy sector and prepare HS graduates for these career paths. (17th national career cluster)
- Driving the development of nuclear engineering and related fields at TCAT, Community Colleges, and Universities.
- Developing partnerships and programs to develop skilled workers.
- Recruiting and then retaining the nuclear workforce within the state.

A draft report was produced in December that had six initiatives:

1. Investigate dual delivery Nuclear Energy course for High Schools.
2. Partner with TCATs to facilitate their understanding of nuclear technology and encourage them to integrate nuclear career paths into their curriculums.
3. Explore additional two-year degrees, such as radiation-protection programs or related technical areas.
4. Promote development of nuclear engineering and related fields at Tennessee universities, including development of nuclear minor in traditional engineering programs.
5. Develop upskilling programs that provide employees with training to transition into roles involving new technologies.
6. Engage and leverage the coalition workforce planning partnership between TVA, ORNL, Y-12 and UCOR to develop labor supply that meets the demand and is adaptable with the skills, capabilities, tools, and technology needed to drive the future of nuclear energy and supporting an ecosystem with a robust pipeline of talent from both established and untapped sources.

Their next steps include:

- Hosting a workshop here at TDLWD with state education and workforce stakeholders, and Oak Ridge Associated Universities (ORAU). Attendees will include TDLWD, TDE, ECD, THEC, and TBR, in addition to TVA and other industry collaborators.
- Providing a TNEAC Education/Workforce Committee Final Report to Gov. Lee, Lt. Gov. McNally and Speaker Sexton by 10/31/2024.

State Representative Boyd noted that he serves on the Nuclear Advisory Council. He wanted the board to know that we are on the cusp of a nuclear renaissance in this nation and Tennessee is strategically positioned because of our Oakridge National Laboratory and some different features to lead this renaissance. He passed a law that nuclear is considered 100% clean energy in Tennessee. Governor Lee started this task force and put \$50 million in it. The purpose of this task force is to entice companies to relocate here, to invest in Workforce Development, and to invest in technology at the University level. Other states are also taking notice of our progress.

After Three Mile Island and Chernobyl, nuclear became unpopular for a while, and the only people who knew anything about nuclear were trained in the United States Navy. State Representative Boyd noted that hearing Dr. Hines talk about a TCAT in Tennessee that's going to be training people in nuclear is exciting. We have millions of people that are moving or are planning to move to Tennessee, electric cars that are going to be plugged into the grid, heat pumps in homes, artificial intelligence, data mining, Bitcoin, etc. and the demand for electricity is going to go up. We buy almost 100% of our electricity in this state from TVA.

Regarding support from this board, Dr. Hines said there were quite a few in the audience that he has contacted or will contact to help implement some of these programs. Our support will be important so we can get ahead of the demand to meet the needs of the new manufacturers that will come into Tennessee. Chairman Berry offered this board's endorsement of the work of this task force and requested updates on their progress.

Team TN

Tachaka Hollins, Assistant Vice Chancellor for Academic Affairs - Tennessee Board of Regents

Dr. Tachaka Hollins serves as an Assistant Vice Chancellor at the Tennessee Board of Regents as well as the Co-Principal Investigator and Chief Talent Officer for TEAM TN. She reported on some of the great work they've been doing over the last year.

TEAM is an acronym for Technology-Enhanced Advanced Mobility. They have a coalition of over 250 stakeholders across the state that have been involved with them over the last year representing everything from colleges to industry to community-based and nonprofit organizations. They all have a shared vision and a commitment to creating this thriving mobility innovation economy. They want to strengthen Tennessee's leadership in the global innovation economy, safeguard the health of our planet, and enhance the quality of life for all Tennesseans. This work is funded by a two-year National Science Foundation Grant.

TEAM TN leadership charged four interdependent working groups, representing more than 50 stakeholder organizations, with developing integrated Use-inspired R&D (URD), inclusive Workforce Development (WFD), Translation of Innovation to Practice (T2P), and Diversity, Equity, Inclusion and Access (DEIA) strategies. The focus of this presentation was the Workforce Development working group which Dr. Hollins chairs.

For the Workforce Development (WFD) Working Group, the key to winning the race in the innovation economy lies in regions that cultivate a wide range of talent through preK-12 and higher education systems, attract diverse talent from across the globe, and ensure the retention of this diverse talent by offering abundant opportunities for high-quality employment and a rewarding quality of life.

This working group is a high impact partner ecosystem where they're co-innovating for growth. They're looking to grow various industries, not only the automotive industry where they've put a lot of work but also the energy sector and others that will continue to sustain Tennessee. They take some of the current best practices and look at how they can replicate those across the state. For example, Nissan and the TCAT in Murfreesboro are housed in the same location, building the talents of those students who are either going into the workforce or continuing their education maybe at Motlow or MTSU. Nissan not only funded equipment and put funding toward the establishment of that educational facility, but they're also co-investing around talent, whether it's co-ops while students are going to school or hiring them once they come out of the programs.

Some of the Workforce Development working group goals are:

- Increase the number of diverse Tennesseans completing STEM programs at all levels (certificates and two-year, four-year, and graduate degrees), preparing graduates for advanced industry jobs;
 - Increase the number of diverse out-of-state students enrolling in and completing Tennessee's higher education STEM programs, preparing graduates for advanced industry jobs in the state;
 - Develop learner-centered pathways to support the development, reskilling, and upskilling of workers and job seekers to ensure that all Tennesseans have access to sustainable innovation economy opportunities, regardless of gender, race, ethnicity, or socio-economic status; and
 - Provide students enrolled in STEM programs at all levels with the opportunity to develop AI/IT competencies to succeed in the mobility innovation economy, KTI industries, and other sectors.
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In January 2024, TEAM TN hosted the inaugural TEAM TN Summit in Cleveland to gather and share progress toward positioning Tennessee at the forefront of transportation, electrification, and digitization. In May 2024, they hosted the second TEAM TN Summit in Memphis, convening hundreds of advanced mobility leaders from across the state. The WFD Working Group also meets monthly to engage education and industry partners. Dr. Hollins noted that TDLWD Chief Strategy Officer Briana Moore serves on their WFD Working Group and Commissioner Thomas been a thought partner on a lot of what they do.

Regarding key highlights, they are looking at:

- Expanding social and economic mobility for TN families and the state's workforce through TCAT to CC pathways
- Establishing new electric vehicle, advanced manufacturing and mechanical/maintenance, curriculum, competencies and programs in collaboration with industry leaders
- Submission of NSF Pre-Proposal for a Regional Innovation Engines Grant (10-year funding model)

Chairman Berry also applauded the forward thinking in this presentation and the nuclear presentation. Regarding the board's involvement to support this work, Dr. Hollins asked us to be thought partners and she referenced a link or a QR code she would share with Briana Moore if anyone was interested in being more involved with the Workforce Development group.

Assistant Commissioner Deb Knoll noted that she sees a lot of connections with the Tennessee Department of Education especially through the historic investment by the legislators and Governor Lee on the \$500 million investment around innovative school models, and she thought the PIE Center was a really great place where TDOE can connect on this work.

Commissioner Thomas noted that the information in the presentations from Dr Hines and Dr Hollins is so critical to the board who really owns the implementation of the state workforce vision. There's a ton of work happening but it can appear disparate: bringing it to the board really gives it some tentacles that can be used to better define our state outcomes. For the board, the charge in hearing all this information is how do we endorse it, make it a priority, and ensure it shows up in all the work that we do to better allocate resources to things like this. Workforce is such a huge topic, and everyone wants to do something about it, but if we're not careful, we'll keep duplicating work or we'll keep starting over and we don't have time to do that. The board's charge is to better tag on to this continuum to make sure the work is done. Commissioner noted that for her department, they can do a better job at really helping the board understand how we segment this work across to continuum and what can we do at incremental phases to make sure we're expanding and broadening the work. When Commissioner Thomas was brought in and introduced to this work, she said it was just amazing seeing industry sitting at the table and really being deliberate, intentional, thought partners about where we go. She could see the growth in TEAM Tennessee and how we can all rally around it and the board's endorsement of that work as a partner and making sure that everyone understands those connections are being made.

Dr. Hollins was invited to return, and if there's a way that the board can endorse TEAM TN's work for NSF, Commissioner Thomas thinks that would help to show that we're not a fractured system and that we're all on the same page. Dr. Hollins concurred, noting that during their January convening, Nissan, Ford and Volkswagen were all in the same room talking the same language when it came to Workforce Development. They were all engaged, involved, and provided feedback on how we can link together to build this talent workforce.

Board Certification Process

Tamera Parsons, UTCIS Performance Consultant

Tamera Parsons presented the results of our certification process. We received a detailed Final Feedback Report in addition to a copy of Ms. Parsons' PowerPoint.

The certification results included areas of strength and opportunities for improvement. The structure of the certification content included six elements of governance under which there were specific standards. For each of the standards there were questions that lead to a demonstration of competence that was rated at four different levels: non-compliant, compliant, competent, and role model.

The Achievement Levels were:

Non-Compliant: Practices are not in place.

Compliant: Practices are in place. Practices are accessible or known by those responsible for its execution. Compliant is a foundational level of achievement.

Competent: In addition to meeting the components of Compliant, practices are in place and followed. Some practices may be reviewed, and some indicators or measures are identified. Competent is a more mature level of achievement.

Role Model: In addition to meeting the components of Competent, practices are evaluated for effectiveness. Practices are determined to be effective and/or continually improved. Role model is the highest level of achievement and indicates practices that others could benefit from learning and implementing.

Key inputs were:

a. Our confidential board self-assessment survey that we took in March with a response rate of 70%

b. A two-part assessment:

1. working with Workforce Services staff to the board to get policies, bylaws, and procedures to review those against those elements, the standards, and the criteria questions over the course of a few months and,

2. the one-on-one interviews with a tremendous response rate of 21 board members.

These key inputs combined to give UTCIS very rich input. They also had a layer of national expertise which included three seasoned Baldrige examiners to ensure the credibility, integrity, and independence of this assessment. This was to ensure that we could trust the output.

Ms. Parsons presented the highlights for each of the six elements of governance and the achievement level. Her remarks on each element included areas of strength and opportunities for improvement.

<u>Element of Governance</u>	<u>Achievement Level</u>
Structure, Roles, Relationships, Terms	Competent
Responsibilities	Competent
Governance System	Compliant
Strategic Insight	Compliant
Performance Management	Compliant
Legal & Ethical Behavior	Competent

Ms. Parsons congratulated the board on their first ever certification process and an overall achievement level of compliant.

The next step is to develop a framework for certification deployment to the local workforce development boards (LWDBs) that ensures they get the same customized approach with the same high integrity, credibility, and independence in their assessment. They will get a feedback report to show whether they're in alignment with the work of the state and the mission of the State Workforce Development Board. Ms. Parsons will be working with Amy and her group to determine what this looks like and to prioritize recommendations for professional development.

Also, during the 21 one-on-one board interviews, there were two final questions: one was how would you like to see the board enhance or improve their effectiveness, and the other one was what type of professional development would you like to see. Ms. Parsons will be working with Amy and her team to help prioritize these responses.

Jason Schmitt had a process question regarding the subsets underneath each element, particularly as we look at the next phase to push this down to the LWDBs, to specifically determine what a compliant, competent, and role model LWDB looks like so everyone would know, not only to evaluate themselves but to evaluate the local boards. Ms. Parsons noted that they have a draft of what that looks like overall for compliant, competent, and role model achievement levels. Because of the input from the three national Baldrige experts, UTCIS seeking to formalize these categories so they can educate and create awareness as LWDBs go through the assessment.

After thanking Ms. Parsons for her work, Commissioner asked how the board shows that they have gone through this process, and what would be the recommended timeline for certification frequency. Ms. Parsons noted that UTCIS

has some draft thoughts. Preliminarily, their recommendation regarding frequency of the certification process is to try to loosely synchronize a certification renewal within 12 months after a significant number of members roll off the board. This would probably be a three-year window. Regarding the badge of certification, Ms. Parsons is working with Amy and her group to formalize this, and UT is also on standby to create the tangible award and formal documentation. This will likely be a topic at the November meeting.

General Counsel Chance Deason clarified that in reference to Ms. Parson's remarks about informal meetings, there might be some concern that the board is violating the sunshine laws. When there are involved issues, sometimes the board meets to be more effective when it's in session. These meetings are informational only and sometimes staff helps to clarify the information. The board does not make decisions, vote, or act on items that are going to appear on the agenda. Chairman Berry concurred.

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 - Fiscal Year 2024 (FY24) ended June 30, 2024. There was an increase in total authorized funding overall from \$262 million in FY23 to \$286 million in FY24. Commissioner Thomas and other executive leadership have communicated to the board that one of the issues at TDLWD, particularly within Workforce Services, is either stagnation or declination in federal funding. In response, they have sought out alternative funding sources either from the state or with the federal government. As a brief recap, in FY24 they received: 1) \$15 million in state funds for the Tennessee Youth Employment Program, 2) about \$4.4 million in federal funding from the Partners for Re-entry Opportunities in Workforce Development (PROWD) Grant which partners re-entry opportunities and workforce development, and 3) about \$5 million from a Quality Jobs, Equity, Strategy, and Training (QUEST) National Dislocated Worker Grant which prioritizes career and training. Those three alternative funding sources yielded a \$25 million increase for Workforce Services programs. Without those, the authorized funding for Workforce Services would have seen a pretty significant decrease opposed to the increase from \$96 million in FY23 to \$110 million in FY24. As a result, their spending has increased from prior year because of increased funding.

Workforce Services (WFS) - WFS saw an authorized funding increase from \$157 million to \$168 million. Additional funding sources are noted above (\$15million for TYEP, \$4.4 million from the PROWD Grant, and \$5 million from a QUEST NDWG.) They've seen expenditures stay relatively consistent from last year to this year, and they've also seen a rise in programmatic administration cost which went from \$39.2 million to roughly \$42 million this year. This was largely a result of state initiatives for Pay-for-Performance and cost of living adjustments for state employees. This has created a situation where the cost of operating and administering these programs is going up while our funding has stayed relatively consistent year-over-year. They've had to implement a few adjustments to staffing levels (as Commissioner mentioned earlier) in response to the increased costs. They are looking at other internal thresholds in terms of evaluating, attaining, and maintaining fiscal efficiency.

To provide clarity, Commissioner Thomas noted that when they talk about their declining funds, they are referring to the base allocation that they get from the federal government. When Mr. Eardley mentioned the National Dislocated Worker Grant, the PROWD Grant, and TN Youth, those grants are for a specific time frame for a very specific purpose. They're non-recurring so TDLWD has to compete for those funds and

they're not guaranteed. They cannot really plan for money they're not going to get year-over-year. The \$15 million for the Tennessee Youth Employment Program was a one-time investment that is also non-recurring.

Mr. Eardley provided a slide with the funding mix that they receive from formula grants versus discretionary grants. Discretionary grants are one-time, non-recurring funds, and some of them are competitive grants for very specific cases and populations for a very brief time (from 1-3 years). There was a decrease of approximately \$7 million in formula grants from FY23 to FY24. In response to declining or stagnating funds, WFS sought and applied for discretionary grants with totaled \$13.5 million in FY23 compared to about \$36.6 million in FY24.

Adult Education - The figures presented were federal allocations which are most of their funding. One of their financial goals in their multi-year plan is to reduce their carryover at a consistent rate year-over-year within the next three years. They've invested in providing local agencies that operate the adult education program with additional funding. In FY23, they issued about \$20 million (\$16 million to \$17 million of that was federal funding) and they planned to do the same in FY24. Their net position has decreased by \$4 million from FY23 to FY24 and they hope to see that decreased by another several million going into the next fiscal year.

Vocational Rehabilitation - They have a funding mix of federal, state, and other funding. They saw an overall increase of approx. \$14 million in funding from FY23 to FY24. In FY24, about \$89 million was drawn down to match expenditures.

Performance Review

Federal Performance Measures – They wrapped up the 4th quarter of FY24. There continues to be a declining trend in participation for Title I programs, much of which can be attributed to rising costs to administer those programs and the declination of their WIOA Title I funds. Both factors make it a little more difficult for local boards to enroll as much as they used to. For a brief context, nine years ago, they probably received \$60 million for WIOA Title I activities. This year, they received about \$42 million, a pretty significant decrease year-over-year. However, as of Q4, Tennessee has met or exceeded all federal negotiated performance measures, and they must meet at least 90% of the negotiated target. It's imperative that they do so because if not, corrective actions could be imposed by the federal government, including imposing sanctions that may reduce their funding.

In terms of Title I enrollments for FY24, in Q1 there were 13,600 total enrollments but in Q4 that just ended June 30, there were about 12,171 enrollments. While funding declinations make it more challenging to maintain enrollment levels, it is also imperative that WFS find creative ways to reach out and engage participants. There has been lots of discussion on switching service delivery models to penetrate communities.

Their federal performance measures report card shows that WFS is meeting almost all their measures. Mr. Eardley reiterated that this is the floor of their performance compliance. Innovation has been a recurring theme for several board meetings, and there's an opportunity for them to use this as a base. They are seeking to develop alternative performance indicators and measures that are impactful for their programs.

State Performance Measures – These are measures intended to track new and co-enrollments for participating programs. There were 13 state key performance indicators (KPIs), which ended up being a lot to measure. This year, they have focused on condensing those KPIs into roughly five core measures that are most evaluative in terms of assessing their programs. The table for last year's KPIs shows they've done a phenomenal job in several aspects, especially the youth work experience program that's directly correlated with the \$15 million investment received for the TYEP program. Justice involved individuals and other programs have seen considerable success in terms of KPI attainment.

Some of the possible condensed performance measures next year include:

- TYEP work experience
- Title I and III co-enrollment (those enrolled in Title I will be co-enrolled in Title III so both programs are working together seamlessly)
- A Wagner-Peyser pilot program to assess job placement (to ensure those enrolled in Wagner-Peyser can be placed in a job).

Committee Updates

Oversight Committee – Chair Michelle Falcon

Policy season is here to support all the work that is being done by this department, the local boards, and our participants. There has been a lot of thoughtful review of policies and as of today there is a priority list that will focus on policies that will change requirements and elevate innovation and design. Part of that process will be moving some of these policies to guidances/guidelines because they repeat what the law says. From that list of priorities, the next meeting will focus on reviewing recommendations for improvements on the most critical policies which include grievances and complaints. Most of these will be for public review so board members were asked to ensure they know how to go to the state public site.

Brian [Eardley] provided a lot of the information provided during the fiscal report, and this committee has challenged the programs in benchmarking. This includes meeting with either neighboring states or states that have our same makeup to look at how we as a system can foster improvement and innovation.

Operations Committee – Chair Stuart Price

Three presentations were given this morning on the:

- 1) Youth Employment Program, which Commissioner Thomas enthusiastically covered during her remarks
- 2) Outreach Marketing Campaign, which is really three business engagement campaigns: 1) Business Development, and their tagline is *Your Force for the Workforce*, 2) Apprenticeship Tennessee, and the tagline is *Your Workforce Your Way*, and 3) the American Job Center, and the tagline is *Stop Your Job Search and Start Your Career*. The budget and cost will be right at \$500,000 which includes development of hard copy and video materials and plus the placement of these ads. They will debut October 2 and run through the middle of January. It was a very impressive presentation and they had some good dialogue and feedback as we look at future campaigns.
- 3) SNAP Employment and Training Program FY25 State Plan, which was presented by Michelle Joyner and Lisa Johnson and emphasized the quality over the quantity of employment and training partnerships. Key metrics, funding, and key focus areas were discussed.

Chairman Berry noted that he saw the outreach campaign, and Kevin Wright pointed out how quickly the staff responds to requests. After seeing the campaign, AC Wright asked if images of folks with disabilities could be added, and they've already taken care of it. They will ensure these changes are included as part of the overall outreach.

Innovation Committee – Chair Marshall Graves

This committee welcomed Mr. Sloan as a new member of their committee and the board.

Highlights included:

- A capstone presentation from Kshitiz Rastogi of the TDLWD WIRED division. Over the last couple of years, they've been following and watching the development of dashboards and various kinds of systems that monitor a lot of what we've talked about. The presentation consisted of looking at some of the initiatives they've pulled together. They are going to spend more time in one of the other committees now.
- An interesting presentation from a team from Nissan regarding work-based learning. With the combination of the presentations in the meeting today, there's a sense that there's an innovative movement going on now in education in our state. They discussed Nissan's workforce needs but specifically about the initiatives that they're undertaking to align with the various educational systems in the state. There's not a lot of money for teachers in our state necessarily and Nissan is stepping up to fund teachers in certain programs in partnership with the TCATs. The first initiative is focused on the Decherd facility and the counties in that area, and in conjunction with TCATs placing teachers in the high schools and other programs to really bring some of the advanced manufacturing skills they need into the high school program. They've also partnered with MTSU and Motlow.
- A discussion led by Matthew Spinella from the TN Department of Education on an initiative TDOE is undertaking around work-based learning.

Mr. Graves noted that this committee has some new members, and he is in a new position as committee chair, so their committee is looking more at the policies and procedures they have as a committee and making sure that they're effective in their work.

Chairman Berry shared his gratitude for the work done in the full board meetings and in the committees. There's a lot of great discussion that goes on in the committees that allows them to do more work that can be summarized and brought to the larger team. He thanked the board for their investment in going through all the reading materials and then having lively discussions.

Closing Remarks and Adjourn

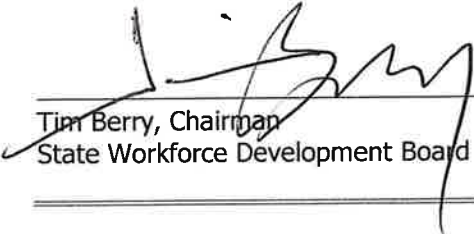
Tim Berry, Board Chair

Commissioner Thomas gave closing comments, noting that as Brian Eardley gave the fiscal report, the performance of the system remains despite the declining formula allocation in the base funding. She commended the local workforce board directors and their teams. They've been asked to do more with less and the system is responding but she also thinks they're coming to a crossroads where they cannot continue to meet the demands without addressing those points.

Commissioner Thomas also noted that for those in the Middle Tennessee area, they have a new show called *State of the Workforce* on Channel 5 plus. Board members who are not in Middle Tennessee will get a link to the inaugural show with TDLWD Chief Communications Officer Chris Cannon and Commissioner Thomas. The new show will feature our Titans project, and she thinks Nissan is on deck to talk about the work they shared today with the Innovation Committee. The goal of this is to create a groundswell of the public workforce system, the great work that's going on across the state, and how this body puts a stamp on that work. Commissioner noted that she hopes some board members can be future guests. A word of appreciation was also extended to board members who have gotten out in the community to show support. Lynda [Botsch] was present when Governor Lee attend the TYEP event in Perry County. Mayor Kelly asked if *State of the Workforce* could be run on our public television or public access channels if it's going to feature future statewide projects. The answer is forthcoming.

Chairman Berry reiterated that the next meeting will be Friday November 8. The meeting adjourned at 12:18 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

11-08-2024
Date