



State of Tennessee
 Department of Labor and Workforce Development
 State Workforce Development Board Meeting

MEETING MINUTES

August 9, 2019 (8:30 AM – 12:00 PM)

| <u>Board Members Present</u> | | <u>Board Members Present by Proxy</u> | <u>Members Absent</u> |
|--|---|---------------------------------------|-----------------------|
| Rogers Anderson (Northern Middle) | Dr. Penny Schwinn (Designee: Casey) | Sen. Paul Bailey (Brandy Foust) | Ann Hatcher |
| Martha Axford (East) | Haugner Wrenn) | Rep. Clark Boyd (Sarah Noel) | Vonda McDaniel |
| Danielle Barqes (Designee: Cherrell Campbell-Street) | Stuart Price Bob Rolfe (Designee: Ann Thompson) | | |
| Jason Bates | Kevin Vaughn | | |
| Tim Berry | Gov. Bill Lee | | |
| Rhonnie Brewer (Greater Memphis) | (Designee: Tony Niknejad | | |
| Michelle Falcon | | | |
| Marshall Graves | | | |
| Christine Hopkins (Southern Middle) | | | |
| Warren Logan (Southeast) | | | |
| Dr. Jeff McCord | | | |
| Greg Persinger | | | |

Location in parenthesis represents the state board members' membership to the local workforce board.

Welcome & Update

Chairman Tim Berry welcomed everyone. He acknowledged a new board member, Marshall Graves. Mr. Berry asked him to introduce himself. We are going to go through the department overview, some updates from our partners, fiscal review, and reports from the committee meetings today.

Roll Call

Nakeisha Ricks conducted the roll call and established the presence of a quorum.

Approval of Minutes (vote required)

Mr. Berry requested the May 10, 2019 minutes be approved as written. Rogers Anderson moved to approve the meeting minutes, Christine Hopkins seconded the motion, and the motion passed.

Department Overview

Commissioner McCord thanked Dr. Carol Puryear for letting us hold our Board meeting here at TCAT Smyrna/Nissan Campus. The first six months we made an effort to go out and listen to our customers, stakeholders. What we heard when it came to Workforce was some barriers being childcare, transportation, and general communication. We also heard when it came to collaboration across state agencies, a need for direction, a lot about having an Unemployment Insurance footprint being back in the AJC's and Workforce Development Structures. Yesterday, we announced in partnerships with TBR and other State agencies, we have an Apprenticeship strategy with the help of USDOL. Also, we will have some kind of UI footprint back in the AJC's. Over the next year or so that will become a reality in the Comprehensive AJC's.

Finally, there was an announcement on Rural Initiative Funding. This funding mechanism will give priority to rural communities and especially distressed counties.

Tennessee Board of Regents Partnership Update

Dr. Carol Puryear stated our mission is to be nimble, fast and focused, to make sure that our campuses are doing what the industry needs across the state and make sure we contribute to the economy of our state. Through our forty campuses, we want to make sure we are able to provide consulting services, designing, and customize training to make sure that we meet the training needs that we have. In our 17/18 year, we served over 77,000 special industry students (employees trained in new skills). When the Smyrna site opened in 2017, we had 5 programs here; this building trains workers for Nissan and our region. Nissan works with training their employees on the latest and greatest skills. Today we will talk about today the following initiatives:

- Tech Program Warranty Program (We guaranteed students can do what they have been trained to do)
- State Partners - TDLWD, ECD, Education)
- TN Trained – System wide approach to Workforce Development
- Apprenticeship TN – Develop a playbook
- K-2 Initiative – Dual Enrollment Program
- Workforce Solutions – Online Training Program Statewide

Our legislatures have been wonderful with TBR on all kinds of partnerships like The Give Grant, Mechatronics Middle Colleges, and also funding a mobile training unit where a portable unit will go from West TN to East, TN when a company needs to set up for training.

Workforce Services Division

Kenyatta Lovett gave a Recap of activities from the last Board meeting.

- Kenyatta Lovett recognized our new Executive Directors Marla Rye and Dr. Gary Damon
 - Mr. Lovett highlighted the work on the Ernst & Young study
 - Highlighted the numerous Technical Assistance Visits
 - Dislocated Worker Conference was very successful, 300 participants, 20 States present
 - Federal Visits for Youth: State Office, Aug. 12-23, Northern Middle, Aug. 14-16, Northwest, Aug. 19-21, Southeast, Aug. 22
 - ETA has issued WIOA State Plans and there will be more information to come
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Local Workforce Development Area Assessment Review

Chris Ward and Kenny Clark applauded Workforce Service for the ambition to become the leading workforce development organization in the nation. They stated that it's bold, but achievable and necessary. They discussed the Objective Scope; to provide an independent assessment of its current organization structure and the operating model's ability to support the ambition.

Local Workforce Development Areas (LWDAs) positive contributions towards the communities and what's going well:

- Local Areas reorganized in a short period of time, which included re-procurement of service providers
- American Job Center's (AJCs) operated without disruption during realignment
- Increased effort has been made to provide services, including AJC access, to rural areas
- Local Areas stated a focus on key initiatives set forth by the governor (re-entry, rural areas, etc.)
- Local Areas connected with the community and focused on the industry's most impactful to their areas

Opportunity Themes:

1. Strategy
2. Organizational structure
3. Performance management
4. Communication and training
5. Technology

Challenges

- Compressed timelines for strategic plan development led to less stakeholder input
- Strategic plans are not consistently revisited to determine successes and required adjustments
- Strategic plans are generally not accompanied by detailed road maps dictating the mechanism for achieving the plan

Possible root causes

- Condensed time frame
- Technical assistance, though available if requested, was not consistently utilized
- Lack of timely feedback
- Overreliance on historical plans

Recommendations

- The timeline for developing the Local and Regional Plans should be communicated at least three months in advance, allowing for areas to obtain input from all key stakeholders
- Strategic plans should include road maps for achieving plan, measurements for success, and should be revisited periodically
- Strategic plans should include technological enhancements and other innovations

Recommendations:

1. Strategic Plan updates
2. 2a: Analyze LWDA org structures
3. 2b: Increased teaming initiatives and enablers
4. 3a: Update dashboard and metrics
5. 3b: Redefine and customize policies
6. 4a: Policy communication
7. 4b: Customer experience journey and road map
8. 5a: Improved use of VOS
9. 5b: Automation

Questions

Tim Berry – If we are to develop one template for them all to use, is that our responsibility to deliver that as the board or is that their responsibility for talking with each other? How do you see that coming to fruition?

Mr. Clark – The areas understand what they could be doing better. There was open communication about things they saw as challenges; processes they knew were not as efficient as they could be. So, identifying the leading practices and taking different things from one area to another and rolling it out statewide I think would be well received. It's on the Central Office to spend some time understanding where those come from and we outlined some examples of that and putting those together in helping the local areas roll out.

Christine Hopkins – How much time did you all spend with the local workforce areas prior to submitting the finding out to the public? Did you spend time going over what it as you found?

Mr. Clark - We spent a week on site with each local area and sometime reporting and talking back and forth and there's

specific reports for each local area.

Mr. Ward – There was a lot of consistency in a few of the pillars, there was some common things as we met with the local area.

Marshall Graves – If the customer experience is different, do we have some way to measure outcomes base on the experience or is that part of defining the experience? What the result actually is as opposed to how they experienced the services?

Mr. Clark – This goes into the things we've talked about; because the metrics to measure the customers experience, some of those today are being trapped but not in all instances. So there would be a development of metrics and understanding how that goes and works and understanding the customer experience and what the results are along with that.

Mr. Ward – There is a strong correlation with the employee experience. So a lot of the things that we point out in the recommendations really get at equipping the folks at workforce services so they can deliver a better experience to the customers.

Michele Falcon – So every area has their own recommendations, am I correct to assume that?

Mr. Ward – Yes

Michele Falcon – Is it the intent that they act upon those recommendations or to wait and see it as a holistic culture change?

Mr. Clark – We recommend operating as a unified team. The benefit of having one common plan and one set of recommendations we think is beneficial overall.

Tim Berry – For my clarification, you want the regions to keep their autonomy because each region has their own needs, but you're going to have this checklist of recommendations that they're all looking off of.

Mr. Clark – Yes, that's absolutely right.

Commissioner McCord – Its' not always easy to hear your opportunities for improvement but it's incredibly healthy. The truth for us is we're only going to be as good as the local area.

Kenyatta Lovett – We have started preliminary conversations with Ernst & Young about how to make sure that we carry forward what's been recommended.

Ann Thompson – Were there conversations or are there opportunities for conversations around how we can develop metrics to align to the Department of Labor's metrics and goals with this?

Mr. Clark – We've been talking about the connection between the various agencies and understand the importance of our assessment.

Deniece Thomas – This was designed to be step one of a sustained project. Our goal: to share metrics on both perspectives. Step 2 of this will be a system map that is inclusive of all our partners.

Kevin Vaughn – Do we have a timeline or progress report to see where we are at?

Deniece Thomas – We do not have definitive timelines yet, it is a priority and it will be before the next board meeting.

Rhonnie Brewer – Regarding the reoccurring of the need to utilized technology, if we could take the approach of triage to find out not that this person needs a job but where they are in their skill set and should we be placing them into a training program versus immediately helping them look for a job. More of an assessment tool, not just a tracking tool.

Deniece Thomas – We see opportunities to talk about what the welcome function looks like in an American Job Center. It's really finding out where the needs are.

TN Pathways

- Casey Haughner Wrenn discussed the overlap with the work of this Board and the local areas, the nine regions we support with our Pathways Regional Coordinators, which is a partnership with Board of Regents. Those coordinators have been partnering with local boards to apply for TN Pathways certification. We will publicly announce the high schools that have earned that designation as having strong pipelines later this fall. We have over 100 that will be receiving that certification. There will be a public ceremony later this fall and invitations will be sent to the Board.

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- She also mentioned the public announcement regarding the \$3.7 in our Perkins Reserve Consolidated Grant Program. We bring together career and technical federal funds through our Perkins Grant as well as private funding streams/grants. Through the apprentice work stream, we identified 4 counties we will be providing seed money to high school apprenticeship programs. Hamilton County, also, excited to mention Jefferson County's partnership with Osh Kosh and Maryville County to develop high school apprenticeship programs that lead into the great work of this board. Through that Federal Apprenticeship Grant we were able to hire a new Apprenticeship Program Manager.
 - Ms. Haughner Wrenn stated they were excited to see the results of the Give Initiative Grants that are out right now. They are working with our local districts, encouraging them to apply for those.
 - Ms. Haughner Wrenn addressed questions raised from the last meeting regarding High School dropouts, what that dropout rate looked like and how it has been decreasing the last 20 years.

Questions from the May Board Meeting: What are the demographics of our high school dropouts? Are there things we can glean from that data that would influence how we are thinking about serving both our in-school youth and out-of-school youth in our local areas?

Ms. Haughner Wrenn pulled data for this information. The majority of them are classified as economically disadvantaged, more than 60%. We do see far more male school students than female. We also see if you are a English language learner or student with disabilities there is a higher rate for dropping out. A youth that is homeless or involved in the foster system the rate was incredibly higher also.

Adult Education Update

Ian White presented on several initiatives that are in process. AE will work with students on earning their high school equivalency diploma while they are also earning a Certified Nursing Assistant Certificate. Through TCAT Knoxville, they will work with Blount Memorial Hospital and upon completion they will get to interview with that facility and the possibility of working with them.

The next initiative is helping individuals get in to post-secondary education through Adult Education. AE is working with THEC to evaluate standards and to partner with post-secondary institutions.

The final initiative is for the Job Diploma, high school equivalency. Tennessee has been looking into alternative diplomas because standardized testing may not be the best route if an individual's plan is to earn a certificate and go straight to work. The timeline is:

- **September-** discuss standards, curriculum, and costs
 - **October- November-**bring in partner programs like DOE, TBR to have discussions on what we think will work and how can we make this better
 - **December- June-** launch pilot with a program that currently offers AE and have them implement. During this time, AE will report back to the Board at the meetings on the progress
 - **July-** Evaluate the program and make changes if needed before launching it state-wide
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Fiscal Review

Chandra Pleas discussed the Fiscal Review: which included Federal Funding Allocations: Overall Funding Allocations-Receipts by Program, Overall Funding Allocations-Outlays by Cost Category, Funding Announcements.

Ms. Pleas discussed the following highlights:

Federal Financial Assistance (FFA) Receipts by Program:

- ≈\$93M Federal Funds received FY2019
- Increase in Discretionary Funding opportunities to support workforce development:
 - Over the last 4 program years there's been an 18 percent declination in formula funds (from ~\$60M to ~\$49M)

FAA Outlays by Cost Category:

- Plus \$72M is total expenditures
- ≈\$24.5M State incurred costs
- ≈ \$47.7M Grants and Subsidies (local areas and other grant recipients) expenditures
- Decrease in Grants and Subsidies expenditures correlated to realignment

Program Year (PY) 2019 Rural Initiative State Reserve Funding Allotments:

- Supports Governor Lee's initiative to promote economic growth and prosperity in our rural counties.
 - Funding allocation in the amount of \$3M from the Governor's State Reserve funding has been designated to support this initiative.
 - As the indicated in the Tables funding allotments distribution ratio 60/40, *Distressed to At-Risk Counties* at a ratio of 60/40 percent distributed to local areas based on National Index Value Rank county economic indicators.

State Apprenticeship Expansion:

- TN awarded \$1,400,482.97 in federal funding
- Period of Performance July 1, 2019 thru June 30, 2022
- Five goals of apprenticeship expansion include:
 - Create a statewide apprenticeship playbook with tools and an outward facing website to aid in the creation, implementation, and sustainability of apprenticeship programs, especially in small to mid-sized companies.
 - Develop a clear policy framework for high school apprenticeship programs including the pre-apprenticeship to registered apprenticeship model. This is to include the roles and responsibilities of industry, education, intermediaries, and other stakeholders.
 - Increase education, marketing, and outreach efforts to grow apprenticeship, and work-based learning opportunities of existing and new registered apprenticeship programs.
 - Expand non-traditional apprenticeship programs within higher education in technology, while exploring the opportunity to create additional non-traditional apprenticeship programs within higher education, including accounting, finance, business, and healthcare occupations.
 - Recruit and enroll at least 800 participants to the ApprenticeshipTN programs by the end of the grant period.

Ms. Pleas also stated that the Grants and Subsidies Expenditure Review will be disseminated within 30 days subsequent to final reporting and/or closeout dates.

Committee Updates

Committee notes are compiled and available upon request.

Operations and Oversight Committee Report, Rogers Anderson

Rogers Anderson presented 1 item that needed a vote.

- Common Exit from the WIOA Partner Programs – Outlined the State's use of common exit dates for participants enrolled that are enrolled in programs under the WIOA core programs offered in the AJCs and certain partner programs.
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Innovations Committee Report, Warren Logan

Warren Logan gave an update on discussions that were held in Committee

- Virtual American Job Center
- Best Practices in the Re-Entry System
- Fort Campbell Strong
- Apprenticeship Grant

All motions passed


Closing

Mr. Berry adjourned the meeting.

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

11/8/19