



2017 ANNUAL REPORT

JANUARY 31, 2017

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January 31, 2017

DEAR GOVERNOR BENTLEY AND MEMBERS OF THE ALABAMA LEGISLATURE:

On behalf of the Alabama Workforce Council, we thank you for your commitment to improving the lives of Alabamians and their families by providing new high-wage, high-demand career opportunities and training for future generations. We are honored to serve Alabama as an industry voice pushing to strengthen the state's workforce development efforts and to ensure that our labor force remains viable.

In accordance with your request, the Alabama Workforce Council has been dedicated to creating better opportunities to spur growth and investment in the state's economy. The members of the Council have worked diligently to develop recommendations that will support and enhance the state's efforts by fostering an open dialogue among policymakers and industry leaders.

During 2016, the Council's four committees and its membership have engaged industry, state and local leaders, and education experts to help implement the Council's previous recommendations. Council members have also engaged in conversation, research, and deliberation to develop new recommendations that further our goal of improving educational outcomes, expanding workforce opportunities, and promoting economic development.

Again, we thank you for your leadership and for the opportunity to serve the people of Alabama, as we strive to make sure all Alabamians become college and career ready. We are focused on ensuring that Alabama's workforce development programs meet the state's most pressing needs and present the following report for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Zeke W. Smith".

ZEKE SMITH

Chairman, Alabama Workforce Council

A handwritten signature in black ink that reads "George Clark".

GEORGE CLARK

Vice Chair, Alabama Workforce Council

CC:

Members of the Alabama State Board of Education
Members of the Alabama Community College System Board of Trustees
Members of the Alabama Council of College and University Presidents
Chairs of the Alabama Regional Workforce Councils

COUNCIL MEMBERS

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ZEKE SMITH
ALABAMA POWER
Birmingham

VICE CHAIRMAN



GEORGE CLARK
MANUFACTURE ALABAMA
Montgomery



REP. ALAN BAKER
STATE REPRESENTATIVE
Brewton



JIMMY BAKER
ALABAMA COMMUNITY
COLLEGE SYSTEM
Montgomery



TOM BATES
EVONIK INDUSTRIES -
RETIRED
Mobile



MAC BUTTRAM
FORMER STATE
REPRESENTATIVE
Cullman



ED CASTILE
DEPARTMENT OF COMMERCE
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CONTRACTORS
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CHUCK DILAURA
NEPTUNE TECHNOLOGY
GROUP
Tallassee



DR. WILL FERNIANY

UAB HEALTH SYSTEM
Birmingham



BLAINE GALLIHER

WINDOM GALLIHER &
ASSOCIATES
Montgomery



DALE GREER

CULLMAN ECONOMIC
DEVELOPMENT AGENCY
Cullman



JASON HARPER

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BAILEY-HARRIS
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**PHILIP "CHAP"
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CHAMBER OF COMMERCE OF
WEST ALABAMA
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BRYANT BANK
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MIKE KITCHENS

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AUSTAL USA
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JERRY MAYS

FORMER MAYOR OF PHIL
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MCCARTNEY CONSTRUCTION
Gadsden



DR. JOE MORTON
BUSINESS EDUCATION
ALLIANCE
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CSP TECHNOLOGIES
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HONDA MANUFACTURING OF
ALABAMA
Lincoln



CLEVE POOLE
PIONEER ELECTRIC
COOPERATIVE
Greenville



RANDY ROGERS
EVONIK INDUSTRIES
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GARY SAVAGE
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DR. ART TIPTON
SOUTHERN RESEARCH
INSTITUTE
Birmingham



FITZGERALD WASHINGTON
ALABAMA DEPARTMENT OF
LABOR
Montgomery



TERRY WATERS
ASSOCIATION OF EDISON
ILLUMINATING COMPANIES
Birmingham



KEITH WEIL
GOLDEN DRAGON COPPER
TUBING - RETIRED
Pine Hill

BACKGROUND, MISSION, & STRUCTURE

BACKGROUND

In 2013, Governor Robert Bentley established the Governor's College and Career Ready Task Force, assembling leaders from education, industry, and government to produce a series of recommendations designed to leverage the strengths of education and industry in order to promote workforce and economic development in the state.

Among its recommendations, the Task Force recognized the need for a statewide council to serve as an advisory body in formulating policies, developing innovative educational workforce programming, and discussing issues critical to workforce development needs in Alabama. To that end, the Alabama Workforce Council was codified into law in 2014 by Act No. 2014-16, and members were first appointed on July 1, 2014.

The Council is tasked with advising and supporting the Superintendent of the Alabama State Department of Education, the Chancellor of the Alabama Community College System, and the Council of College and University Presidents.

In 2015, the administration of the Council was transferred into the Department of Commerce's Workforce Development Division by Act No. 2015-450.

MISSION & ADVISORY DUTIES

Since its first meeting in July of 2014, the Council has concentrated its efforts on a number of objectives and duties—several of which have since been fully implemented.

The Council has focused on the following issues:

- ▶ Enhancing education and industry collaboration on an ongoing basis;
- ▶ Promoting access, articulation, and communication along the educational pipeline;
- ▶ Ensuring appropriate development of essential professional skills (also known as soft skills or essential workplace skills);
- ▶ Raising awareness of and promoting access to high-potential career pathways; and
- ▶ Encouraging more participation in projected high-demand, high-wage career opportunities within the State of Alabama.

The advisory duties of the Alabama Workforce Council include:

- ▶ Reviewing ways to streamline and align the existing workforce development functions of the state;
- ▶ Evaluating the best ways to increase awareness of and educate students on available opportunities in industry sectors;
- ▶ Considering ways to create a feedback loop for industry and education;
- ▶ Evaluating public/private partnerships to create industry-funded scholarship programs for community colleges, vocational programs, and dual enrollment programs;
- ▶ Assessing the value of increasing the marketing associated with career readiness and skilled craft trades;
- ▶ Evaluating standards for membership and operation of the state's Regional Workforce Councils; and
- ▶ Considering the realignment of counties that comprise each Regional Workforce Council, as required to meet the needs of employers.

STRUCTURE & PARTNERS

To effectively address these advisory duties, the Council was divided into the following committees:

- ▶ Education and Industry Collaboration
- ▶ Marketing and Promotion
- ▶ Public/Private Partnership
- ▶ Workforce Structure and Realignment

These committees meet and communicate regularly to conduct exploratory informational sessions and assessments, listen to industry experts, and review current efforts and best practices. Each of the committee members bring a wealth of personal industry knowledge and experience, and combine that with the information received during Council and committee meetings to guide their recommendations.

The Council has sought input from educators, industry experts, and, most importantly, those institutions to which the recommendations are directed. To further engage numerous state and local departments and agencies that are involved in workforce development

activities, the following state departments and organizations were involved in workforce development discussions:

- ▶ Office of the Governor
- ▶ Legislative leadership
- ▶ Department of Education
- ▶ Two-year colleges
- ▶ Four-year universities
- ▶ Department of Commerce
- ▶ Department of Labor
- ▶ Regional Workforce Councils
- ▶ Career coaches
- ▶ Business and industry leaders
- ▶ Trade associations
- ▶ Chambers of commerce
- ▶ Human resources personnel

ACHIEVEMENTS & RECOMMENDATIONS

SUMMARY OF WORK

In January of 2016, the Council approved its final 2016 recommendations and submitted a formal report to the Governor and the Legislature. Following its submittal, the Council shifted its focus to the implementation of these recommendations. Throughout the remainder of 2016, Council members worked with state agencies, elected officials, and numerous stakeholders to help ensure that the recommendations were helping to improve educational, workforce, and economic development outcomes for the state and its citizens. Those efforts resulted in the following achievements in 2016:

- ▶ Recommended the creation and implementation of a new, unified, and universal brand for the Alabama workforce system, which should encompass the state's disparate provider and program brands and be complementary to co-branded partners.
 - The Marketing & Promotion Committee (M&PC) conducted extensive research and compiled a report focused on workforce branding best practices. This report included an explanation of brand values, vision, mission, essence, positioning, promise, and personality, and it was adopted by the Council to help frame subsequent statewide branding efforts.
 - Using the branding report as a guide, the M&PC worked with the Alabama Department of Commerce and other state and industry leaders to develop a singular brand for the state's overall workforce development efforts.
 - To do so, a Brand Advisory Panel – comprised of more than 30 representatives from Alabama Industrial Development Training/Workforce Development, Regional Workforce Councils, the two-year college system, the Department of Education, and businesses – was developed to lead the brand initiative at a state level as well as in their local communities.
 - This team finalized a unified brand charter for Alabama's workforce development efforts and tested the brand name and mark options in the marketplace. More than 90 Alabama employers and 350 residents participated in an online survey to evaluate proposed brand names
- and logo designs. The AlabamaWorks! brand was launched statewide on Nov. 15, 2016. Additional information about the brand and the launch is attached as Appendix A.
- ▶ Recommended establishing a new, online, one-stop resource to serve clear and focused needs while being accessible by business, government, education, and public users. A new global database would provide an analytical tool to benchmark performance and provide insight to users.
 - The AlabamaWorks! website was launched simultaneously with the unveiling of the new statewide brand and can be accessed at alabamaworks.com.
 - It will serve as a centralized, one-stop shop resource for employers, job seekers, and students and help to connect the providers of workforce services, including all of the governmental, educational, and private sector components that train, prepare, and match job seekers with employers and employees.
 - The Public/Private Partnership Committee (PPPC) worked with representatives from the Department of Commerce and Department of Education to review and revise the career toolkits that are used by the state's career coaches to inform students and parents about potential career options available throughout the state. These toolkits will also be used as part of the AlabamaWorks! platform, as the state seeks to unify all of its workforce development efforts under one umbrella.
- ▶ Recommended the consolidation of the Regional Workforce Councils to eliminate redundancies, enhance ease of use, and assure accountability to the business community.
 - Members of the Workforce Structure & Realignment Committee (S&RC) supported efforts by the Department of Commerce and the Regional Workforce Councils to review and revise the regional structure in the state. This support included educating local business and industry representatives, discussing regional concerns, and building consensus. These efforts

resulted in the consolidation of the previous 10 regions into seven new regions – with the goal of creating stronger regional congruency and resource utilization.

- S&RC members reviewed the operational guidelines and success metrics developed by the Department of Commerce for use by the realigned Regional Workforce Councils and provided feedback that will help achieve attainable goals for regional industry leaders in light of limited resources. Further information about, including maps of, the consolidated regions is attached as Appendix B.
- ▶ Recommended that a strong network of effective, funded, and empowered regional workforce entities should be tasked with the central role of bridging business needs with a talent supply chain. Each of these new entities would be led by a paid executive director who reports to a board of regional business, industry, and education leaders and be supported by the Department of Commerce within their region.
 - The FY 2017 Education Trust Fund Budget included \$1 million in funding for the Regional Workforce Councils, and those funds were disbursed to the seven realigned regions in October of 2016. This funding was to be used to hire an executive director for those regions that did not already employ one. As of this fall, all regions are now led by a paid executive director. If a Regional Workforce Council already employed an executive director, then those funds could be used for any purpose that the Regional Workforce Council deemed appropriate.
- ▶ Recommended that the state should fund 12 additional career coaches, which would result in the state being at full capacity of 80 career coaches and would place one career coach in each high school at least one day per week.
 - Funding was provided to hire additional career coaches, but the state is not yet at full capacity.
 - Through discussions with experts across the education system, the Education & Industry Collaboration Committee (E&ICC) has developed a framework to expose career coaches to gainful employment opportunities available within their regions, which will help the career coaches to better direct students toward areas of need for local industry.
- ▶ Recommended developing an easy to navigate and comprehensive statewide education and training resource system to enable each supply point (including K-12, two-year colleges, four-year colleges and universities, Alabama Industrial Development Training, Alabama Technology Network, Department of Labor, career centers, and private training companies) to excel at meeting business needs.
 - The state continued to discuss this issue and explored options for the development of a statewide longitudinal data system.
 - In August of 2016, Governor Bentley appointed members to the Office of Education and Workforce Statistics Advisory Board. This board is charged with overseeing the development and implementation of a statewide longitudinal data system to measure student metrics from preschool into the workforce, or P-20W. It is co-chaired by the Secretary of Information Technology and the Secretary of the Department of Labor.

RECOMMENDATIONS

Through conversations with stakeholders, industry partners, numerous state agencies and departments, and officials focused on the state's education, workforce and economic betterment, the Council developed a list of priority issues on which it plans to focus in 2017. These recommendations are congruent with the Council's initial areas of focus, which have driven the Council's efforts since its inception in 2014. To that end, and in accordance with its advisory responsibilities, the Council respectfully submits the following recommendations:

Statewide Branding Campaign

The state should build on the momentum that was created from the launch of the AlabamaWorks! brand and identify additional budget opportunities to expand

the campaign. The Department of Commerce should continue its work with the local regions on the incorporation of the AlabamaWorks! brand.

Continued Expansion of Career Coach Initiatives

The state should continue its support of the career coach program and provide additional funds to enable the Department of Education to hire a full capacity of 80 career coaches across the state. This would place one career coach in each public high school in the state at least one day per week.

Career Coach Continuing Education

Career coaches in the K-12 and community college systems should be required to work and meet with local industry as part of their continuing education requirements.

To better develop the career coaches' knowledge of regional industries and workforce needs, the Department of Education is looking to partner with employers in each of the state's seven workforce regions to provide career coaches with on-the-job experience with local industry. Executed outside of the school year, the goal is for career coaches to attain 40 or more hours of on-site industry training and mentoring annually. To do so, local businesses would need to provide mentors with the opportunity to help develop and coordinate effective on-site training opportunities.

Regional Workforce Councils should identify the industries in their respective regions that are projected to have high-demand/high-growth jobs in the future. Further parameters for the program, including appropriate incentives for participation, should be developed by the Department of Education and the Community College System.

Youth Apprenticeship Legislation

Current state apprenticeship programs for students under the age of 18 are constrained by state workers' compensation and insurance regulations that limit access to on-site industrial training.

The state should obtain industry input on these issues and pursue legislation that expands hands-on apprenticeship opportunities for students, immersing

them in their potential career environment while protecting participating industry from potential litigation.

Collaborate to Identify & Implement Future Opportunities

The state should work with the Regional Workforce Councils and various other state and local workforce agencies to determine where the private sector can assist and provide insight for statewide and local workforce development efforts.

Job & Career Fairs

State agencies should solicit input and industry participation for career fairs being coordinated by the Department of Labor in each of the seven workforce regions.

Because some regions have existing career fair efforts, all functions, funding, promotion, regional involvement, and career stage focus should be coordinated to provide a consistent experience across the state with flexibility for regional needs.

Regional Workforce Council Feedback Loop

With the restructuring of the Regional Workforce Councils and funding metrics developed by the Department of Commerce, creating a feedback loop between industry, state and local government will help to share best practices across the state and better align efforts at the local, state, and federal workforce levels.

The state should develop methods to monitor the statewide initiatives undertaken by each of the independent Regional Workforce Councils and Workforce Innovation and Opportunity Act (WIOA boards), promote best practices, and make changes, when needed, in reporting metrics.

Aligning Workforce Innovation and Opportunity Act (WIOA) & Regional Workforce Council Efforts

The Department of Commerce, Regional Workforce Councils, and state WIOA boards should continue their work to better align various regional strategies in Alabama.

The board that is responsible for coordinating WIOA efforts in Alabama voted in July 2016 to realign its current structure from three regional boards to seven

to match the realignment of the Regional Workforce Councils. Working with the Department of Commerce, the WIOA implementing team is seeking to finalize this realignment in advance of the 2017-2018 federal budget year, which begins on July 15, 2017.

These efforts should be bolstered by seeking industry perspective and working with county and municipal officials to discuss the benefits of realignment. Industry input would be most helpful to:

- ▶ Establish metrics for measurable success;
- ▶ Develop timely regional strategic priorities required as part of the federal submission;
- ▶ Ensure that state and federal funding is used to best advance the needs of industry in hiring and maintaining a trained and able workforce; and
- ▶ Provide feedback to WIOA boards regarding the federal funding allocation requirements with state workforce development needs.

Development of Statewide Longitudinal Data System

The state should continue to pursue the establishment of a P-20W statewide longitudinal data system. The Office of Education and Workforce Statistics Advisory Board is working to build the structure for the development and implementation of this system, which would help the state to identify critical policy questions, and develop future applications of the system to advance education and workforce outcomes. Once fully operational, the system will allow the state to determine which of its programs are effective, and which ones are not, using first-of-its-kind data. In order to be most successful, the system should be codified into law and receive sustainable funding.

CONCLUSION

The recommendations and achievements recorded in this report represent years of effort and industry expertise leveraged by members of the Council to provide positive education, workforce, and economic development outcomes to benefit the state and its residents. The goal of the Council and its members is to transform the state's workforce system and to dramatically improve the lives of millions of Alabama families for years to come.

The Council and its members are honored to serve the state and to work with those focused on accomplishing positive results. As business leaders and residents of Alabama, we are excited about the efforts of the Alabama Workforce Council and our partners, and where we are all headed together.

APPENDIX A

ALABAMAWORKS!



FOR IMMEDIATE RELEASE
Nov. 15, 2016

CONTACT: Collier Craft
(205) 757-6927

New Unified Workforce System to Better Link Employers and Job Seekers

MONTGOMERY, Ala. - Alabama business, education and workforce training leaders announced today a major step in transforming the state's workforce development efforts into one unified system. The new system, *AlabamaWorks*, will seamlessly link employers looking for skilled workers with Alabamians seeking jobs or job training.

AlabamaWorks is the result of an ambitious, business-driven initiative and partnership between leaders in the private and public sectors.

"The Alabama Workforce Council and our partners are focused on helping transform the state's workforce system to dramatically improve the livelihoods for millions of Alabama families for years to come," said Zeke Smith, executive vice president at Alabama Power Co. and chairman of the Alabama Workforce Council. "We are doing that today by providing a tool to match the needs of employers with job seekers across our state to grow our economy and raise the standard of living for Alabamians."

Today's announcement marked a major milestone in the unification of Alabama's workforce system, bringing together key components of the K-12 and two-year college systems, state workforce training and placement services, and industry. AlabamaWorks will more easily connect businesses with job seekers and help prepare workers by linking them to career and job training opportunities. Over the course of the next year, each of the state's seven newly restructured Regional Workforce Councils will integrate its services into the new AlabamaWorks brand.

"We didn't want to settle for a mere touch-up. We called for a new identity, a new brand – recognizable, descriptive and effective," said George Clark, president of Manufacture Alabama and vice chairman of the Alabama Workforce Council. "And we needed everyone involved in workforce development – state agencies, education and the business sector – all pulling together in the same direction."



Ed Castile, deputy secretary of the Department of Commerce and executive director of Alabama Industrial Development and Training (AIDT), said the backbone of AlabamaWorks will be the seven local Regional Workforce Councils, local Alabama Career Centers and the new website www.AlabamaWorks.com. "Our system is driven by local businesses and will therefore be responsive to the current and future needs of businesses in Alabama. Each Regional Workforce Council will be able to focus on the business sectors within its geographical area," he said.

"The real game-changer for AlabamaWorks is the unified nature of education resources, workforce training programs and the private sector," said Jeff Lynn, senior executive director of workforce and economic development for the Alabama Community College System. "We will be a national leader in fully integrating education and training programs to match the high-wage, high-demand jobs available in today's and tomorrow's economy."

"Today is about a lot more than a new brand and new logo," added Greg Canfield, secretary of the Alabama Department of Commerce. "It's about taking Alabama to the national forefront of workforce development so that every person in Alabama who wants to find a job can, and so that every employer that comes to Alabama will be able to hire the skilled workers it needs. We truly believe that we are building a system that will soon become a national model."

"We are moving a workforce system that was already good to one that is more cohesive, focused and better meets the needs of employers and residents," said Fitzgerald Washington, secretary of the Alabama Department of Labor. "Our career center services are available to both job seekers and employers, and are completely free of charge. We have a high success rate in matching job seekers with employers, and it's our hope that even more Alabamians will take advantage of these great services."

"Our K-12 system is greatly expanding the dual-eligible curriculum that allows high school students to graduate with the skills needed for one of the high-wage, high-skill jobs of the future. This will continue to grow as an important part of our Alabama workforce system moving forward," said Philip Cleveland with the Alabama Department of Education.

The new AlabamaWorks web portal, www.alabamaworks.com, has been designed to quickly connect employers, job seekers and students to the resources they need. The portal provides quick access to resources, information and tools in one easy-to-use location offering connections to Alabama Joblink, the K-12 and community college systems, the Alabama Career Centers and the network of Regional Workforce Councils.

Alabama Works! Launch

Media Coverage Summary

Direct Communications - December 1, 2016



Introduction

AlabamaWorks, the new unified workforce development system for Alabama, was unveiled Tuesday, Nov. 15, at press conferences in Montgomery and Birmingham. The unveiling was a major milestone in the unification of Alabama's workforce system. AlabamaWorks brings together key components of the K-12 and two-year college systems, and state workforce training and placement services, in partnership with industry, with the mission of recruiting, training and empowering a highly skilled workforce driven by the needs of businesses.

The AlabamaWorks' unveiling was covered by TV stations in all four major television markets (Birmingham, Huntsville, Mobile and Montgomery). It also received widespread coverage online, and was featured in all four of the state's largest newspapers as well as weekly newspapers and business publications.

The following is a recap of the news coverage of the AlabamaWorks' unveiling.



Web

Online coverage of AlabamaWorks included AL.com, Yellowhammer News, the Alabama NewsCenter, Alabama Political Reporter, and other online sources. Click below to see a sample of the coverage from the Alabama NewsCenter.



YELLOWHAMMER

al.com

Alabama Political
Reporter

BIRMINGHAM
BUSINESS JOURNAL

ALABAMA
NEWSCENTER

“ALABAMA WORKS: Leaders launch major effort to connect employers to skilled workers” - Yellowhammer News

<http://yellowhammernews.com/business-2/alabama-works-leaders-launch-major-effort-connect-employers-skilled-workers/>

“AlabamaWorks marks latest evolution in state’s workforce development” – Alabama NewsCenter

<http://alabamanevscener.com/2016/11/15/alabamaworks-marks-latest-evolution-states-workforce-development/>

"AlabamaWorks links job seekers and employers" - AL.com

http://www.al.com/news/index.ssf/2016/11/alabamaworks_launched_today_li.html

**"New Workforce system will link employers, job seekers, schools" – Alabama
Political Reporter**

<http://www.alreporter.com/new-workforce-system-will-link-employers-job-seekers-schools/>

Television

The launch of AlabamaWorks was featured on local network news station in each of Alabama's four major television markets. Click below to watch the story from WSFA in Montgomery.



WBRC – Fox 6 Birmingham

<https://www.facebook.com/AlabamaWorks/videos/1192494830812235/>

ABC 33/40 Birmingham

<https://www.facebook.com/AlabamaWorks/videos/1192554117472973/>

WAFF – NBC Huntsville

<https://www.facebook.com/AlabamaWorks/videos/1193798717348513/>

WHNT – News 19 Huntsville

<https://www.facebook.com/AlabamaWorks/videos/1193349080726810/>

WSFA – NBC 12 Montgomery (from video above)

<https://www.facebook.com/AlabamaWorks/videos/1179944485400603/>

WAKA (CBS) & WNCF (ABC) - Montgomery

<https://www.facebook.com/AlabamaWorks/videos/1193474487380936/>

WKRG – News 5 Mobile

<https://www.facebook.com/AlabamaWorks/videos/1192578350803883/>

Print

AlabamaWorks received coverage in all four of the largest newspapers in the state. AlabamaWorks was a front-page story in the Montgomery Advertiser the morning after the announcement. Coverage also ran in weekend editions of The Birmingham News, The Huntsville Times, and the Press Register.

Montgomery Advertiser

State launches hub for jobs

Website aims to connect job-seekers to resources

BRAD HARPER
MONTGOMERY ADVERTISER

A coalition of industry leaders and state officials Tuesday unveiled a new portal meant to connect job-seekers to free training programs, job placement services and employers seeking those skills.

The announcement included the launch of AlabamaWorks.com, a website that brings together many of those resources. But the initiative's archi-



Washington

field, who stressed that it was about more than "a new brand and a new logo."

"This is about alignment. This is about having our education system, our labor system, our employment offices (and) our seven Regional Workforce Councils all aligned so we can match

tests said that's just one aspect of the overall effort.

"We truly believe that we are building a system that will soon become a national model," said Alabama Commerce Secretary Greg Can-

field, who stressed that it was about more than "a new brand and a new logo."

field, who stressed that it was about more than "a new brand and a new logo."

It's the result of years of research and recommendations studying the needs of industry and the landscape of the workforce across Alabama and elsewhere. It was funded with part of the \$1.75 million that the state allocated for

See Jobs, Page 6A

The Birmingham News

THE BIRMINGHAM NEWS AL.COM SUNDAY, NOVEMBER 20, 2016 E5

BUSINESS

EMPLOYMENT

AlabamaWorks links job seekers, employers

Trisha Powell Crain tcraiw@al.com

Need help finding a job? Been laid off and need new job skills? Still trying to figure out what you want to do when you grow up?

AlabamaWorks.com can help. The initiative, unveiled last week, is a one-stop web portal for job seekers, students and employers.

The website will let visitors find what they're looking for in three clicks or less, according to web designer Cass Hensley. The content is organized in a logical way with a focus on simplicity, Hensley said. Alabama-

Works.com consolidates information from several existing agency websites, streamlining employment resources and making it easier to access.

The public-private effort, described by Alabama Workforce Council chairman and Alabama Power executive vice president Zeke Smith as "continuing to transform Alabama's workforce into the greatest and best in the country" builds on three years of work toward providing an organizational structure connecting K-12 education, community colleges, workforce development partners, business and industry.

Smith said AlabamaWorks will continue to be rolled out across seven workforce development regions during 2017.

Both Smith and Ed Castile, deputy secretary of the Department of Commerce and executive director of Alabama Industrial Development and Training (AIDT), praised Gov. Robert Bentley and state lawmakers for supporting and funding workforce development efforts leading to the launch of AlabamaWorks.

Connecting business and industry to the workforce is key to economic growth in Alabama, speakers said.

Secretary of Alabama Department of Labor Fitzgerald Washington said the website will "get the resources in front of the people who have the greatest need," which includes job seekers and also employers. Washington encouraged parents and students to "dig in" to the site and get familiar with what's available.

"We want to make a difference for the lives of the citizens of the state of Alabama," said Smith. "We want to make a difference not only for the current workforce, but perhaps, maybe even more importantly, the next generation."

PRESS-REGISTER
CONNECTING COASTAL ALABAMA

The Huntsville Times

weld
FOR BIRMINGHAM

The Trussville Tribune



Trussville - Clay - Pinson

The Birmingham Times
Since 1964 The Southeast's Largest Black Weekly

“State launches hub for job-seekers, employers” – Montgomery Advertiser

<http://www.montgomeryadvertiser.com/story/news/2016/11/15/state-launches-hub-job-seekers-employers/93921592/>

“ALABAMAWORKS MARKS LATEST EVOLUTION IN STATE’S WORKFORCE DEVELOPMENT” - Birmingham Times

<http://www.birminghamtimes.com/2016/11/alabamaworks-marks-latest-evolution-in-states-workforce-development/>

“Alabama Workforce Council announces initiative to streamline hiring process” – Trussville Tribune

<http://www.trussvilletribune.com/2016/11/15/alabama-workforce-council-announces-initiative-to-streamline-hiring-process/>

“How will Alabama work? STATEWIDE INITIATIVE EXPANDS AND ORGANIZES LABORER AND EMPLOYER RESOURCES” – Weld Birmingham

<http://weldbham.com/blog/2016/12/01/alabama-works-employment-workforce/>

Opinion

Tomberlin's Take: AlabamaWorks is more than a slogan and website

By Michael Tomberlin
Alabama NewsCenter

"AlabamaWorks is more than a slogan, a website and a branding campaign. To dismiss it as such ignores what has been happening throughout the state for the past three years to tear down silos between the various education and worker training systems."

<http://alabamane.wscenter.com/2016/11/22/tomberlins-take-alabamaworks-slogan-website/>

Alabama Works a Reason for Hope

By Bill Britt
Alabama Political Reporter

"As [Zeke] Smith and others addressed the assembled stakeholders and media at the Bessemer Campus of Lawson State, it became immediately apparent that something significant, positive and groundbreaking was happening. Underlying every speaker's remarks was that this idea, that sprang from the council was something good for the working people of Alabama.

<http://www.alreporter.com/alabama-works-a-reason-for-hope/>



BRAND STANDARDS MANUAL
11.14.2016 - VERSION 1.2



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THE ALABAMAWORKS BRAND CHARTER

An integrated brand charter is critical because delivering services from the top of the pyramid in this model offers an experience of authentic work—the “flow state” of effortless excellence. Removing any component moves your enterprise away from this high-performance position toward increasing stress. Brand Charter is comprised of seven components that together create a sound foundation upon which to create messaging. These are the navigational chart and compass for the new AlabamaWorks brand, messages, and design.

VALUES

The unswerving core principles and foundation of the organization. Values answer the question: “What does AlabamaWorks stand for?”

Opportunity

AlabamaWorks creates opportunities for individuals and businesses that generate lasting value.

Innovation

To serve a demand-driven talent supply chain, AlabamaWorks prepares for the future while meeting the needs of today.

Accountability

AlabamaWorks is metrics driven and is always there when you need it.

Inclusion

AlabamaWorks breaks down barriers to benefit from diverse perspectives. All voices matter.

Commentary

These values are practical, universal and easy to understand. They are all about addressing the people and industry of Alabama. They won’t “blow in the wind” over time, and they won’t ever be obsolete. These values also serve well as “brand pillars”—four big elements supporting the brand.

VISION

A simple, clear description of your compelling aspiration; a “to be” statement for you and the world. Vision answers the question: “Why AlabamaWorks?”

A better future for Alabama in which communities, business, and industry are supported in a collaborative process to build a prosperous and successful life through the opportunity of meaningful work and a growing economy.

Commentary

This brand vision is aspirational, high reaching, and reflective of a goal not only for AlabamaWorks, but also for everyone who it touches. This is what will happen if AlabamaWorks achieves its Mission and lives by its Values. It is courageous and is easily measured. The vision is inspiring. It makes the brand meaningful, and it powers your long-term evolution. The Vision should motivate every brand decision.

MISSION

A succinct description of the work you will do to achieve the vision. Mission answers the question: “What does AlabamaWorks do?”

AlabamaWorks recruits, trains, and empowers a highly skilled workforce driven by business and industry needs.

Commentary

While Vision is always a “To Be” statement, Mission is always a “To Do” statement. This is what everyone who is part of AlabamaWorks “gets up every day thinking about.” It directly informs the structure, processes, and design of the system and is the most visible to the market. If AlabamaWorks contemplates an action, it should be clearly enacting this mission. This mission is emphatic and clear.

ESSENCE

What you want your audiences to feel about you, voiced in the AUDIENCE first person. Brand essence answers the question: “How do I feel about AlabamaWorks?”

“AlabamaWorks works for us.”

Commentary

Brand Essence is the emotional component of the brand. It is the gut feeling we want people to have when they think of AlabamaWorks, whether it is a parent, a veteran seeking re-training, or a business looking to expand.

Essence is very hard to put into language, but is always best expressed in the voice of a customer. This statement is elegant in that it captures the absolute core of the brand feeling for every stakeholder group.

POSITIONING

What you want said about you on the tip of the tongue. Positioning answers the question: “What is AlabamaWorks?”

AlabamaWorks is the competitive advantage for Alabama business and industry.

Commentary

This position is clear, fully supportable, and unambiguously defines specific territory. It challenges anyone in the market who wants to occupy the same space to achieve a high standard of proof and performance, whether as a competitor or a partner and emphasizes that the system is business driven.

PROMISE

The implicit contract between AlabamaWorks and the job seeker, employer, educator, and parent. The promise answers the question: “What do I get from the Alabama Workforce System?”

AlabamaWorks promises to provide profitability and growth for Alabama business and industry by creating opportunities for success and an improved quality of life for our citizens.

Commentary

To be useful, a brand promise has to be something concise and clear that we can deliver with distinction, and it has to be unique to the Alabama Workforce System. At each key decision point, AlabamaWorks should ask: “Does this (action, product, statement, strategy, expenditure, partner) deliver on our promise?”

PERSONALITY

The profile of your brand as stated in its first-person voice. Brand personality answers the question: “Who is AlabamaWorks?”

“Whether you are a business, student, or job seeker, I am the springboard for your success and a brighter future. Alabama has come a long way, and we’re just getting started. If you are ready to work, I am here for you. Let’s get to work, Alabama.”

Commentary

Brand Personality is a qualitative expression of the attitude, style, and voice of a brand. AlabamaWorks is confident and energetic. It makes big claims because it stands on the bedrock of a clear mandate to succeed. This brand says, “Alabama is on its way to somewhere exciting, and I know how to get us there if you’re willing to step up.”

BRAND MARK

In most instances, use of the vertically stacked version of the logo is preferred. However, in some cases where space is limited, use of the horizontal orientation is acceptable. Examples of where the use of the horizontal is acceptable would be in the top fold of a website, in a web banner ad, and on certain ad specilaty items such as a USB/thumb drive.

Full Color Stacked



Full Color Horizontal



#de1a21



#062830

REVERSE BRAND MARK

A reversed brandmark should only be used when using a full-color brandmark is not an option. The reversed option should always be all white and preferably sit on top of a brand color. This applies to all printed and online materials. When possible, the reversed option is preferred over the all red, grayscale and black options.

Full Color Stacked



Full Color Horizontal



BRAND MARK - ONE COLOR VARIATIONS

When it is not possible to use the reversed one color version of the brand mark the red, greyscale, and black variations are good

1 Color Red Stacked



Greyscale Stacked



1 Color Black Stacked



1 Color Red Horizontal



Greyscale Horizontal



1 Color Black Horizontal



#de1a21

REGIONAL LOGO MODIFIERS

The AlabmaWorks regional modifiers are used to denote each of the seven regions.



#de1a21



#062830



#677677

CLEAR SPACE

In all applications, the clear space around the brandmark should equal the height of the letter “M” in the word ALABAMA. Any background inside this clear space should be even and free from typography or any other graphical elements. For maximum impact in graphic environments, the minimum clear space must be maintained. The minimum height at which the complete brandmark may be reproduced is 3/4 inch.



Clear space is equal to the height of the letter “M” in the word ALABAMA.

COLOR SPECIFICATIONS

This table is a reference for color values for print and web usage to avoid using different versions of a similar color. Please do not use any colors other than those listed below. Note: The color values identified in this Manual are in InDesign CC with PMS colors in a CMYK color space.

PMS 186C

CMYK

c: 7% m: 100% y: 100% k: 1%

RGB

r: 222 g: 26 b: 33

HEX

#de1a21

PMS 533C

CMYK

c: 91% m: 67% y: 58% k: 64%

RGB

r: 6 g: 40 b: 48

HEX

#062830

PMS 185C **CMYK** c: 0% m: 96% y: 88% k: 0% **RGB** r: 255 g: 33 b: 41 **HEX** #ff2129

PMS 534C **CMYK** c: 94% m: 63% y: 52% k: 41% **RGB** r: 10 g: 64 b: 77 **HEX** #0a404d

PMS 416C **CMYK** c: 62% m: 44% y: 46% k: 12% **RGB** r: 103 g: 118 b: 119 **HEX** #677677

INCORRECT USAGE

Proper brandmark usage is vital to maintaining the strength and integrity of the AlabamaWorks brand. When designing materials, be judicious in combining the brandmark with other graphic elements. Improper use dilutes the brand value. The following are examples of how NOT to use the brandmark.

01. Do not alter colors.

02. Do not reproduce full color mark on color backgrounds.

03. Do not use special effects such as drop shadows.

04. Do not distort – always maintain proper ratio.

05. Do not reproduce as a tint or transparency.

06. Do not rotate mark to use vertically.

01.



02.



03.



04.



05.



06.



THE BRAND NAME IN WRITTEN IN COPY

AlabamaWorks is always one word. AlabamaWorks in a heading can be in all caps when the entire heading is in all caps. AlabamaWorks in a sub heading would have a capital "A" and "W" and use of an exclamation point is optional. Use of the exclamation point is optional in both headings and subheadings. In body copy, capitalize the "A" and "W" and do not use the exclamation point. Geographic modifiers are separate words from AlabamaWorks.

Heading

ALABAMAWORKS!
ALABAMAWORKS

Sub-Heading

AlabamaWorks!
AlabamaWorks

Body Copy

AlabamaWorks

Geographic Modifiers

Central AlabamaWorks

CROPPING THE MARK AS A DESIGN ELEMENT

The brand mark can be cropped and employed as a design element in a variety of ways. While there are no set rules for the ratio or orientation of the crop, a good rule of thumb is to crop in a manner that the logo is still relatively identifiable. Only the brand standard colors should be used.



PRIMARY FONTS USAGE

Montserrat is our preferred brand font for display or headline copy. This font family was selected because the font is fresh, modern, versatile and affordable. Use Open Sans for headlines and display wherever possible. Note: Montserrat may be found at, <https://www.fontsquirrel.com/fonts/open-sans>

Aa

Montserrat Bold

BOLD (HEADLINES)
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

Open Sans is our preferred brand font for body copy and sub-heads. This font family was selected because it is highly legible, and affordable. It also pairs well with our display copy font, Montserrat. Use Open Sans wherever possible for all body copy and sub-headings. Note: Open Sans may be found at, <https://www.fontsquirrel.com/fonts/opensans>

Aa

Open Sans Bold

Bold (Sub-headlines)
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

Aa

Open Sans

Regular
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

ALTERNATE FONTS USAGE

If you choose not to use Open Sans, Arial and Myriad Pro are acceptable, no-cost alternate fonts.

Aa

Arial Black

BOLD (HEADLINES)

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

Aa

Arial Regular

Regular (Body Copy)

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

Aa

Myriad Pro Bold

BOLD (HEADLINES)

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

Aa

Open Sans

Regular

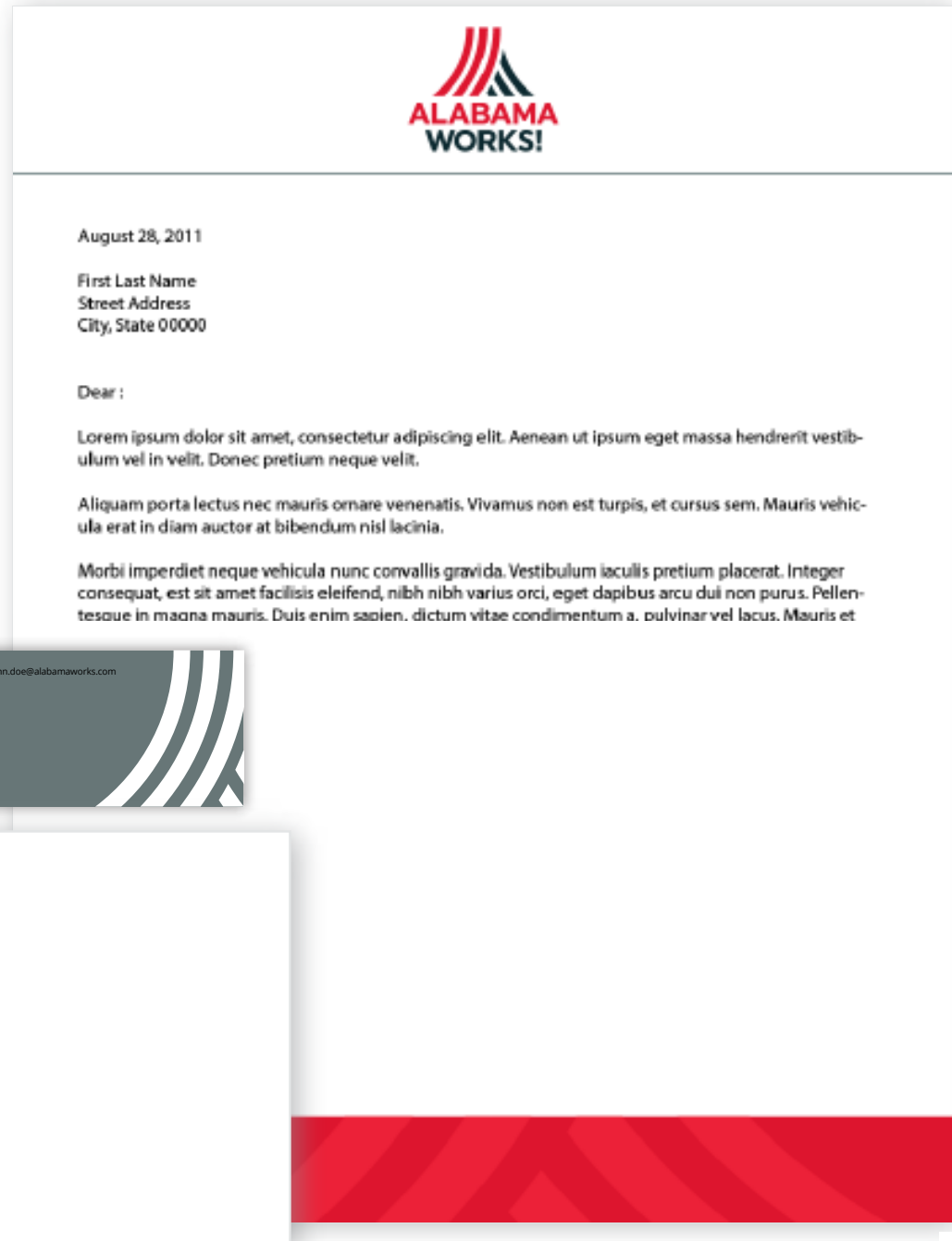
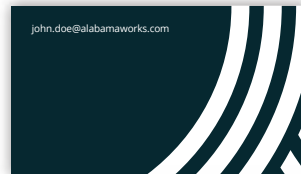
ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

STATIONERY

The stationery set features the primary stacked version of the identity on the letterhead and the horizontal lock up on the envelope where space allows. The business card requires the use of the primary stacked version. Employees can choose from three back of card color options. The stationery set incorporates curved accent lines for strength and a sense of motion beyond the page.



BRAND IMAGERY

AlabamaWorks imagery style is composed of image groups that speak to our brand personality attributes and focus on individual communications. The images should be dynamic, bold, and relevant to the message. The images should feature people at work or happy at their jobs.

The imagery should primarily employ photography to uniquely represent the AlabamaWorks organization. The focal point should be relevant to the subject.

In many cases images can be tiled together in a grid pattern to showcase the diverse cross section of students, job seekers and employers in Alabama. When used in this manner the images should be desaturated and treated with a multiply layer of the brand standard dark blue color that is set to fifty percent opacity. The brand asset portal features several images with this treatment.



SIGNAGE

The signage template features a cropped version of the logo and makes use of the brand standard typography.



APPENDIX B

REGIONAL WORKFORCE COUNCIL REALIGNMENT

PREVIOUS REGIONAL WORKFORCE COUNCILS



CURRENT REGIONAL WORKFORCE COUNCILS



Regional Workforce Councils of Alabama Operating Guidelines

Section I: Intent

These operating guidelines serve as the procedures governing the Alabama Regional Workforce Council, Region ____, hereafter referred to as the “council”, as defined in Section 41-29-300 of the Code of Alabama. Region _ shall hereafter be referred to as the “region”.

Section II: Purpose

Provide a forum through which all stakeholders can jointly assemble to discuss relevant workforce and economic development needs. This forum will facilitate the implementation of programs and services that address those needs for both new and existing businesses and industries. The council shall be business led and market driven and shall be an integral part of a comprehensive workforce development system serving individuals and employers. All counties must be served with specific focus on rural counties who typically are underserved.

Section III: Objectives and Functions

- A. Promote a workforce development system in the region through the development of communication strategies among stakeholders and by advancing initiatives that support the efficient and effective use of resources and advocate for high quality workforce development activities in the region.
- B. Aggressively market the council’s goals, objectives, strategies and methodology to increase public understanding and participation in the council. Communicate the regional economic and workforce development trends and training services available. Build relationships with stakeholders by ensuring program success and by providing workforce development solutions. Assist in recruiting and job placement efforts by supporting the training of a workforce to meet industry-driven needs.
- C. Coordinate planning with economic developers and elected officials to ensure council’s strategies support the economic development goals in the region. Assess current and future workforce capacity, skills development and training needs, both short-term and long-term, and expand the resource base and ensure that available funding addresses established priorities.
- D. Facilitate strategic partnerships in order to meet employer needs. Actions should result in targeted short-term and/or long-term training solutions for Business and Industry. Councils will serve as co-applicant for requested workforce development funds from Alabama Community College System (ACCS), Department of Commerce (Commerce), or other entities.
- E. Monitor effectiveness of both state and federally funded training projects in its region and the overall impact to the workforce and economic development and industry’s level of satisfaction.
- F. Assist in examining the service delivery structure and coordination among the entities providing workforce development services in the region (i.e., Alabama Career Centers, two-year colleges, ATN, AIDT and K12, etc.).
- G. Develop and execute a strategic plan identifying workforce development priority needs of the region. Review the strategic plan and modify as needed at least annually and forward to the Department of Commerce NLT April 15, each year. The plan should focus strategies around addressing priority needs of industry clusters and occupations in the region, as well as any emerging industries.

- H. Review funding requests submitted by the training providers and make priority recommendations to ACCS/Commerce based on the current strategic plans and the needs identified by business and industry.
- I. Assist ACCS/Commerce in establishing practices that ensure high quality training and services are provided in the region through feedback and communication strategies.
- J. Perform any all other actions consistent with Section 41-29-300 of the Code of Alabama as are deemed necessary or advisable by the council.

Section IV: Membership

- A. Voting Members: It is the goal of the council to be an active coalition of members representing all counties designated in the region. There should be a minimum of one (1), preferably two (2), private sector employer representatives from each county who serve in leadership positions within their company (i.e. owner, plant manager, president, human resources director, training director, etc.).
- B. A minimum of seventy-five percent of council members will represent private employers within the region. Local elected officials, state legislators within the region, and representatives of economic development organizations, planning commissions, community foundations and chambers of commerce are considered essential members of the council and constitute the remaining twenty-five percent of council membership.
- C. Each council member shall serve a term of three (3) years and may serve consecutive terms, if approved by the council. Typically, only one individual from any one business may be designated a voting member of a council. Councils may designate more than one voting member from businesses within their region that have a multi-county or a statewide footprint. Voting members will attend in person, by conference call, or by proxy at least one quarterly meeting per year.
- D. Ex-Officio (Non-Voting) Members: Representatives of community colleges, ATN, Department of Commerce, AIDT, universities, secondary schools, Alabama Career Centers, local WDBs, Department of Rehabilitative Services, Department of Senior Services, Department of Human Resources, faith-based organizations and other training providers are encouraged to participate as non-voting, ex-officio members. The number of ex-officio designees is unlimited.
- E. Adding New Voting Members: New members who meet the criteria set out in the above articles will be approved by vote of the full council. The council shall provide information including name, title, company, mailing address, phone, email and county of representation to Department of Commerce annually and/or upon membership changes.
- F. Removing Voting Members: Members who fail to attend, either in person or by proxy, a minimum of one quarterly meeting per year are subject to removal, following reasonable notice. The council will notify Department of Commerce when removing a member and indicate reason.

Section V: Governance (Alternative 1-For Non-501(c)-based councils)

- A. The council members shall conduct the business of the council.
- B. Operating guidelines serve as the rules governing the council and as the constitutional foundation for the development of council by-laws.

- C. A quorum shall be constituted by a minimum of 51% of the voting members as reflected in the minutes of the meeting. Members may participate by means of conference call, video-conference, etc., and constitute presence in person for all purposes, including establishing a quorum.
- D. All voting members are entitled to one vote. All council business shall be decided by majority vote, providing there is a quorum.
- E. The officers of the council shall be Chair, Vice-Chair, Secretary, and Treasurer and are selected from the voting membership. Additional officers, such as Co-Chair, may be designated by a majority vote.
- F. The term for each officer position is one year coinciding with fiscal year, which is October 1-September 30. An officer may be re-elected to serve one additional consecutive year.

Section VI: Governance (Alternative 2-For 501(c)-based councils with a separate Affiliate Non-Profit Corporation)

- A. If the council chooses to have an ancillary 501(c)(3) entity to conduct its business within the parameters established in these Operating Guidelines and in order to be in a position to leverage the purposes of the council and to be eligible to receive and oversee grants and other funding, then such Board of Directors of the 501(c)(3) entity (hereafter referred to as “board”) shall conduct the business of the council.
- B. Operating guidelines serve as the rules governing the council and as the constitutional foundation for the development of regional council and 501(c)(3) entity’s by-laws.
- C. A quorum shall be constituted by a minimum of 51% of the board as reflected in the minutes of the meeting. Members may participate by means of conference call, video-conference, etc., and constitute presence in person for all purposes, including establishing a quorum.
- D. All board members are entitled to one vote. All council business shall be decided by majority vote of the board , provided there is a quorum.
- E. The officers of the board and council shall be the same and consist of a Chair, Vice-Chair, Secretary, and Treasurer and are selected by a majority vote of the from the voting membership. Additional officers, such as Co-Chair, may be designated by a majority vote.
- F. The term for each officer position is one year coinciding with fiscal year, which is October 1-September 30. An officer may be re-elected to serve one additional consecutive year.
- G. The board shall try to meet monthly.

Section VII: Duties of Officers

- A. The Chair or optional Co-Chair (as applicable) presides at meetings of the board, and the council (and, where applicable, board), coordinate council (and 501(c)(3) entity) meeting schedules and agendas, and, subject to the approval of the council, (or board), appoint committees and designate committee chairpersons.

- B. The Vice-Chair or optional Co-Chair (as applicable) assumes all duties of the Chair in the event of the inability of the Chair to act.
- C. The Secretary reviews and submits minutes of meetings to the Chair for approval by majority vote of the full council (or board) at the next scheduled meeting.
- D. The Treasurer shall be responsible for budgeting and adherence to the budget and presenting financial information to the council (and board).

Section VIII: Required Committees

- A. **The Executive Committee** is a standing committee comprised of the officers of the council (and board) and, where there is no 501(c) affiliate, also a minimum of three voting members elected at-large. The Executive Committee carries out functions of the council (and board) between scheduled meetings.
- B. **Industry Clusters** should be established for each of the major industries in the region to promote sustainability, profitability and provide a forum for potential collaboration, resource sharing and innovation between companies within the cluster.
 - 1. There is no limit to the number of industry clusters in a region.
 - 2. Each committee should consist of multiple private sector employers (3-5) that represent the collective views of that particular industry sector in the region.
 - 3. Two (or more) smaller industry clusters may be combined in one committee.
 - 4. Each cluster will provide input to the council pertaining to needs specific to workforce development for their industry sector (i.e. incumbent worker training needed, identifying skill gaps in the labor pipeline, etc.).
- C. **Grant Review Committee** should be comprised of business members representing the industry cluster committees (described above) in the region. This committee will screen, review and make priority recommendations to the council (and board), based on the current strategic plans and the needs identified by industry cluster committees, as related to funding requests submitted by the training providers. If the grant review committee is given authority to assign the council's priority rating, the full council must be notified of their recommendation before grants applications are submitted for funding. Notification to the full council (and board), and the results should be included in the council (and board) minutes. **Grants should be received by the council Not Later Than July 1 each year, to provide adequate time to process and forward to the awarding agency for the upcoming fiscal year.**
- D. Other committees may be established when required to carry out the business of the council (and board).

Section IX: Meetings

It is recommended that the council hold one meeting of the full council body each quarter of the calendar year on dates established at the beginning of each fiscal year. Where the council has a 501(c) affiliate, it is recommended that the board thereof will meet monthly. The Executive Committee can meet as many times as desired between meetings. Also, functions carried out by the board and the Executive Committee will be presented to the full council at the next quarterly meeting, and recorded in the minutes of the meeting. The council will provide the Department of Commerce with the meeting dates, times and locations for the upcoming year for posting to the website, www.madeinalabama.com.

The Chair, with approval of the council, may establish additional attendance guidelines.

Section X: Correspondence, Record Keeping, And Fiscal Processes

The council (and board) will recommend to ACCS/Commerce, an entity within its region to serve as the Fiscal and Administrative agent to ensure compliance with generally accepted accounting principles and all applicable state and federal statutes, to ensure that all funds for council operations are expended for allowable costs. At a minimum, the selected entity will provide the following support services:

- A. Maintain the council's Fiscal and Administrative Agent finances and report expenditures and balance forward to the full council at least quarterly.
- B. Record and draft the minutes of council meetings.
- C. Inform council members of meeting notices, disseminate information pertinent to upcoming meetings and provide minutes of prior meetings in a timely manner.
- D. Forward all grant funding applications to ACCS/Commerce, following council prioritization.
- E. Provide allowable travel reimbursement for council members conducting official business on behalf of the council (requires authorization by the Chair of the council).
- F. Maintain current contact data on all council members and provide minutes of the meetings and other regular updates to the Department of Commerce.

All state appropriated funding that is allocated to each council in support of its daily operational expenses is subject to the terms and conditions as outlined in the awarding instrument. The Chancellor of ACCS, Secretary of Commerce, the Chief Examiner of Public Accounts or any of their duly authorized representatives shall have access to any pertinent books, documents, papers and records necessary to make audits, financial reviews, examinations, excerpts and transcripts.

Section X: Amendments to the Operating Guidelines

The Operating Guidelines may be amended by a majority of voting council chairs and upon approval from the Department of Commerce.

Chair, Regional Workforce Council, Region ____

Date

Department of Commerce, Regional Workforce Council Division

Date

Regional Workforce Councils (RWC)
10-Point Accountability Metrics

Version: May 13, 2016

Subject to the availability of funds, each RWC will receive an initial allocation of operational funding. This is contingent upon each Council signing that they agree to the terms and conditions, as determined, and that it will strive to meet and maintain certain pre-defined performance metrics.

Sustainment funding for subsequent years includes formula funding increases, however increases are performance based. For RWCs to receive scheduled funding increases, the below listed pre-defined accountability metrics must be met. A report will be provided by each RWC to the Deputy Secretary of the Alabama Department of Commerce, Workforce Development Division, September 1, each year.

Copies of RWC reports will be provided annually to the Alabama Workforce Council (AWC) to assist a feedback loop from the region. Copies will be given to select members of the legislature as a consolidated accountability report for fiscal resources invested, when requested.

1. Develop a regional workforce strategic plan within the first two years. Conduct strategic planning review, annually, that includes Business and Industry (B&I), economic developers and elected officials to ensure the workforce strategies support local economic development goals in the region and align with both the local economic development plan (if it exists) and the State's Accelerate Alabama Plan. Strategic Plans should be updated at least every three years. *Updated strategic plans should be sent to the Department of Commerce.*
2. Conduct a needs assessment of current and future workforce capacity, skills development and training, both short-term and long-term training needs at least every two years. *Provide a summary of the region-wide training needs assessment to Commerce.*
3. Facilitate communication among stakeholders and advocate for high quality workforce development activities and initiatives, promoting an efficient and effective use of resources. Councils should establish a sub committee to achieve this goal. *Provide to Commerce a summary of the process that the RWC Subject Matter Experts (SME) use when conducting grant reviews for projects.*
4. Encourage and facilitate delivery of workforce training/education solutions designed to meet the workforce needs of B&I. Examples of this may be job fairs, customized training programs, soft skills training, etc. *Provide an annual summary of solutions delivered and the outcomes (i.e. Host job fair and assist in the recruiting and/or job placement of individuals, etc.).*
5. Monitor the effectiveness of state and federally funded training projects awarded to service providers in the region. The instrument template will be provided by Commerce along with training for its implementation, documentation and reporting. Consider the extent to which the outcomes match the established goals of the project and the level of B&I satisfaction. *Provide an annual summary of training projects that were successful, and any actions taken for those considered unsatisfactory. Report any resistance/issues by training resources, and if needed, formally request assistance in resolving the problems.*

RWC 10-Point Accountability Metrics

Version: May 13, 2016

Page 2

6. Assist in examining the service delivery structure and coordination among the entities providing workforce development services in the region (i.e., Alabama Career Centers, two-year colleges, ATN, AIDT and K12, etc.). *Provide an annual summary of services considered successful, and any actions/recommendations for those considered unsatisfactory.* Instrument (and training) provided by Commerce.
7. Establish a strategy to expose K12 youth to career opportunities (i.e. a Career Expo event). Appoint a Career Opportunity Team to plan for and potentially implement an event by the third year. If successful, attempt to repeat annually if RWC Members desire to continue. *Provide to Commerce the structure of the Career Opportunity Team.*
8. Maintain a 75% private sector Council Membership - and a balanced representation of the major B&I in the region. (An all-inclusive representation of at least one voting member per county is imperative to ensure rural stakeholders are served.) *Provide a listing annually of all voting members name, contact info, and include the entity and the counties that they represent.* Commerce will assist as necessary and if requested to do so.
9. Establish a minimum of one Industry Cluster Committee per year, for each of the major industries in the region or geographic area, until all are established. Smaller industries may be combined to form one cluster committee that represents multiple industries. *Provide summary of major issues that were identified by each committee, and the follow-on solution(s) recommended by the RWC.*
10. Based on the needs identified by B&I and/or included in the strategic plan, *request industry specific training projects annually, by RFP or similar means, from partners and service providers (provide a list to Commerce of the training projects that RFPs addressed)* Projects funded should result in targeted responses via short-term and/or long-term initiatives.

Of the performance metrics listed above, at a minimum, the following successful outcomes are required:

Year 1 – 3 out of 10
Year 2 – 6 out of 10
Year 3 – 9 out of 10

Technical support will be provided by the Department of Commerce to assist in successfully executing the above metrics. Providing the metrics are reached, these RWCs will be eligible to receive a funding increase in the subsequent fiscal year, if funds are available.

APPENDIX C

ANSWERS FOR ALABAMA



ANSWERS for Alabama



Alabama's Network of Statewide Workforce and Education-Related Statistics

VISION

Provide unrivaled education and workforce training to advance economic opportunities for Alabama citizens.

RESEARCH AGENDA

- Assess availability of skilled workforce to address current and future demands of business and industry,
- Provide information to improve the effectiveness of educational programs and educational outcomes,
- Provide information to improve the effectiveness of workforce training and workforce outcomes,
- Provide timely and actionable information to students and parents to aid in career path decisions, and
- Provide information regarding return on investment of education and workforce programs
 - (Ex: Pre-K and Hippy, Dual Enrollment, AP, Career Tech, Adult Education, Individual Training Accounts, Dislocated Worker Program, Youth Work-Based Learning, AIDT, ATN, etc.).

GOALS

- Drive to data-driven decision making. With limited funds, we need to ensure that every dollar spent on education and workforce development will demonstrate financial effectiveness and efficiency,
- Developing a state talent pipeline by ensuring that all Alabama students graduate from school being college and career ready,
- Improving decision-making on educational programs,
- Making decisions based upon validated and objective measures of student outcomes,
- Permitting qualified researchers to collaboratively evaluate the success of programs, and
- Protecting the confidentiality of education and workforce information.

BENEFITS

- Provide capability to look at educational outcomes and workforce outcomes across entities and over time,
- Provide information regarding educational performance and employment outcomes to decision makers,
- Focus on program outcomes, not individuals, to determine effectiveness of educational programs,
- Identify needs of workforce and determine if current educational and training programs are meeting employment needs of business and industry,
- Provide assurance of data security and privacy by adhering to applicable state and federal laws,
- Emphasize data validity and accuracy of data reporting,
- Provide information for statewide policy development in areas such as remediation, attainment, and
- Provide return on investment information on dollars allocated to educational programs and to out-of-school youth, dislocated worker, incumbent worker, and adult education workforce training programs in Alabama.

Based on Governor Bentley's Executive Order #6

<http://governor.alabama.gov/newsroom/2015/05/executive-order-number-6-2>

Activities During 2016 – after Legislative Session

Activities after the 2016 legislative session have focused around Governor Bentley's Executive Order #6. Dr. Joanne Hale, Secretary of the Office of Information Technology (OIT), and Secretary Fitzgerald Washington of the Alabama Department of Labor are spearheading this initiative. Official appointments were made for members of an Advisory Board and they have held two official meetings.

The Advisory Board has established a vision and a research agenda and has agreed on the name "ANSWERS for Alabama". ANSWERS for Alabama is intended to provide timely and accurate information to decision makers so they can make informed decisions regarding education and workforce in Alabama.

Support staff from Labor and OIT have been gathering information from other states who have already implemented longitudinal data systems. They have attended two regional meetings and two national meetings to network and gather information about best practices in other states. They are also working with representatives of the U.S. Department of Labor, the U.S. Department of Education, and numerous non-profit educational and labor agencies throughout the nation.

Support staff have also established an Implementation Committee comprised primarily of staff with expertise in information technology, data research, cyber security and legal matters from partner agencies and other stakeholders. The Implementation Committee has held two meetings and have participated in surveys that helped formulate the research agenda for Alabama and an inventory of current data availability.

The scope of the longitudinal data system has expanded to provide support to educational stakeholders for Every Student Succeeds Act (ESSA) and to workforce stakeholders for Workforce Innovation and Opportunity Act (WIOA). A SharePoint site has been developed to encourage an efficient way to collaborate with both state agencies and other partners and stakeholders. This collaboration tool will be very important as stakeholders continue to work together to prepare for the upcoming 2017 legislative session.

Next steps include obtaining funding and legislative mandate to support this initiative, finalizing a data governance plan and moving from planning mode to formalizing design, development, implementation and maintenance of the system.



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Alabama Department of Commerce
Department of Early Childhood Education
Alabama Community College System
Alabama State Department of Education
AL Community College System Board of Trustees
Alabama Independent Colleges
Alabama Legislature
Alabama Legislature
ThinkData Solutions
Alabama Senate
The University of Alabama Systems Office
State Board of Education



Alabama Department of
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LOGOS REPRESENT PARTNERS AND STAKEHOLDERS

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