



2014–2015 COUNCIL RECOMMENDATIONS TO GOVERNOR ROBERT BENTLEY

JANUARY 31, 2015

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- ▶ Create a Statewide Awareness Campaign
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LETTER TO GOVERNOR ROBERT BENTLEY

January 31, 2015

GOVERNOR ROBERT BENTLEY

Alabama State Capitol
600 Dexter Avenue
Montgomery, AL 36130

Dear Governor Bentley:

On behalf the Alabama Workforce Council, we thank you for your commitment to creating high-wage, high-demand jobs in Alabama and preparing future generations of Alabamians for careers in our state's many thriving industries. We appreciate the opportunity to serve you and the people of Alabama to further the collective goal of strengthening our workforce and training programs to ensure Alabama's skilled labor force remains competitive.

Under your guidance, the State of Alabama has seen significant growth and investment in both our economy and workforce. The Alabama Workforce Council has been tasked with developing recommendations to support and enhance the state's efforts by fostering an open dialogue among education, business and industry.

The following report represents more than six months of hard work by the members of the Alabama Workforce Council. During this time, each member has been engaged in conversation, research, and deliberation among themselves and industry and education experts to develop recommendations with one goal in mind: to improve educational outcomes and promote workforce and economic development.

We present these recommendations in an advisory capacity for your consideration. Again, we thank you for your work and the opportunity to serve on behalf of our state to ensure that all Alabamians are college and career ready and that our workforce development programs are meeting the most pressing needs of the state's business and industry.

Sincerely,



ZEKE SMITH
Chairman, Alabama Workforce Council



GEORGE CLARK
Vice-Chair, Alabama Workforce Council

CC:

Members of the Alabama Legislature
Members of the Alabama State Board of Education
Members of the Alabama Council of College and University Presidents

**2014–2015
ALABAMA WORKFORCE
COUNCIL MEMBERS**



CHAIRMAN

ZEKE SMITH

Alabama Power



VICE CHAIRMAN

GEORGE CLARK

Manufacture Alabama



REP. ALAN BAKER

WORKFORCE STRUCTURE & ALIGNMENT

State Representative



TOM BATES

WORKFORCE STRUCTURE & ALIGNMENT

Evonik Industries- Retired



MAC BUTTRAM

EDUCATION & INDUSTRY COLLABORATION

Former State Representative



BILL CATON

PUBLIC/PRIVATE PARTNERSHIPS

Associated General Contractors



DR. PHILIP CLEVELAND

MARKETING & PROMOTION

Alabama Department of Education Career & Technical Education



NORMAN CROW

MARKETING & PROMOTION

D.T. & Freight Company



MICHAEL DAVIS

WORKFORCE STRUCTURE & ALIGNMENT

Toray Carbon Fibers America, Inc.



CHUCK DILAURA

WORKFORCE STRUCTURE & ALIGNMENT

Neptune Technology Group, Inc.



JED DOWNS

PUBLIC/PRIVATE
PARTNERSHIPS

Qualico Steel



BLAINE GALLIHER

EDUCATION & INDUSTRY
COLLABORATION

Windom Galliher & Associates



DALE GREER

MARKETING & PROMOTION

*Cullman Economic Development
Agency*



ALLEN HARRIS

EDUCATION & INDUSTRY
COLLABORATION

Bailey-Harris Construction



KELVIN HILL

WORKFORCE STRUCTURE &
ALIGNMENT

Georgia Pacific



JENNIFER HIMBURG

WORKFORCE STRUCTURE &
ALIGNMENT

ALFA



MICHELLE HURDLE

MARKETING & PROMOTION

Airbus Americas, Inc.



PHILIP "CHAP" JACKSON

PUBLIC/PRIVATE
PARTNERSHIPS

Coosa Composites, LLC



PHIL JOHNSTON

MARKETING & PROMOTION

*Mercedes Benz, U.S.
International*



RANDY JORDAN

MARKETING & PROMOTION

Bryant Bank



MIKE KITCHENS

MARKETING & PROMOTION

ACIPCO



SANDRA KOBLAS

EDUCATION & INDUSTRY
COLLABORATION

Austal Ship Building

**JERRY MAYS**

MARKETING & PROMOTION

Former Mayor of Phil Campbell**TIM MCCARTNEY**EDUCATION & INDUSTRY
COLLABORATION*McCartney Construction
Company, Inc.***DR. JOE MORTON**PUBLIC/PRIVATE
PARTNERSHIPS*Business Education Alliance AL***KASEY MYERS**EDUCATION & INDUSTRY
COLLABORATION*CSP Technologies, Inc.***RAY PEREZ**PUBLIC/PRIVATE
PARTNERSHIPS*Honda Manufacturing of AL, LLC***CLEVE POOLE**WORKFORCE STRUCTURE &
ALIGNMENT*Pioneer Electric Cooperative, Inc.***RANDY ROGERS**PUBLIC/PRIVATE
PARTNERSHIPS*Evonik Industries***DR. ART TIPTON**PUBLIC/PRIVATE
PARTNERSHIPS*Southern Research Institute***FITZGERALD
WASHINGTON**PUBLIC/PRIVATE
PARTNERSHIPS*Alabama Department of Labor***TERRY WATERS**WORKFORCE STRUCTURE &
ALIGNMENT*The Association of Edison
Illuminating Companies***KEITH WEIL**WORKFORCE STRUCTURE &
ALIGNMENT*Golden Dragon Copper
Tubing***MEMBERS NOT
PICTURED****MIKE BRUNER**EDUCATION & INDUSTRY
COLLABORATION*International Paper***WILL FERNIANY, PHD**EDUCATION & INDUSTRY
COLLABORATION*UAB Health System***DAVE KING**WORKFORCE STRUCTURE &
ALIGNMENT*Dynamics, Inc.*

EXECUTIVE SUMMARY

BACKGROUND

Alabama devotes significant resources to education and workforce development at the local, regional and state levels. Governor Robert Bentley has expressed his clear desire for these entities to work together to ensure that all Alabama citizens have the opportunity to pursue their educational goals and realize attractive, long-term career opportunities. By harnessing the focus, strategic direction, combined efforts and expertise of these educational and workforce partners, Alabama can continue to make great strides in delivering the workforce that will power Alabama's economic future.

College and career readiness is particularly important to Alabama now, as the economy continues to grow and add jobs. The state has experienced a lower labor force participation rate than the national average, and high school graduation rates, while climbing, remain below the national average. Many structural and demographic challenges face the country at large, such as the aging and retirement of the baby boomer population. In the coming years, without significant population growth or improvements to career readiness, the state could witness more citizens exiting the workforce due to retirement than we have younger citizens entering the workforce. Large waves of retirements create a loss of valuable institutional knowledge for employers and can create a strain on hiring and operations when adequately skilled employees are difficult to find.

In 2013, Governor Bentley established the Governor's College and Career Ready Task Force, assembling leaders from education, industry and government in an effort to produce a series of recommendations designed to leverage the strengths of education and industry to improve educational outcomes and to promote workforce and economic development in the state. Drawing leaders from these areas recognizes the integral role that they all play in the overall development of an educated and highly skilled workforce. Educators at all levels around the state possess unique expertise in the education, preparation, and training of students for success in higher education

and career endeavors. Similarly, leaders in business and industry have unique insight regarding the appropriate development of skills and preparation necessary for success in their respective fields. It is only through frequent, meaningful communication around education and workforce issues that these leaders can realize the mutually reinforcing benefits that these parties can have upon each other.

One product of the Task Force was the need for a statewide council that would serve as an advisory body in formulating policies, developing innovative educational workforce programming, and discussing issues critical to workforce development needs in the State of Alabama. On July 1, 2014, Governor Bentley created and began formally appointing members to the Alabama Workforce Council. The Council has been tasked with advising and supporting the State Board of Education, the Chancellor of the Alabama Community College System, presidents of Alabama's four-year institutions and the Superintendent of the Department of Education. It has also been tasked with promoting coordination and collaboration across pre-kindergarten–12, two-year colleges, four-year universities and business and industry on the local and state levels.

MISSION AND ADVISORY DUTIES

The Council concentrated its efforts 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
- ▶ 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 way to increase awareness 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 marketing associated with career readiness and skilled craft trades
- ▶ Evaluating the standards for membership and operations to the existing 10 Regional Workforce Development Councils
- ▶ Considering the realignment of counties that comprise each Regional Workforce Development Council, as required to meet the needs of employers

SUMMARY OF WORK

Since its inaugural meeting in July 2014, the Council has completed the following items:

- ▶ Conducted seven council meetings
- ▶ Established duty-specific committees
- ▶ Created the Alabama Workforce Council Resource Guide in partnership with Auburn University's Economic & Community Development Institute
- ▶ Received workforce reports from the education sector
- ▶ Assessed current workforce efforts and determined best practices
- ▶ Consulted with industry experts and evaluated workforce development programs in other states
- ▶ Hosted Regional Workforce Development Council leadership discussion forum
- ▶ Streamlined Regional Workforce Development Council operating guidelines
- ▶ Developed guidelines for success and accountability in recommendations

To effectively address the specific advisory duties outlined by the Governor’s Task Force, the Council was divided into smaller committees that combined similar or related duties together. Those duty-specific committees are:

- ▶ Education and Industry Collaboration
- ▶ Marketing and Promotion
- ▶ Workforce Structure and Alignment
- ▶ Public/Private Partnerships

These committees met and communicated regularly via in-person meetings, conference calls, and web seminars. Committees endeavored on their own exploratory informational sessions and assessments, heard from additional industry experts and reviewed current efforts and best practices. Each of the members brought a wealth of personal industry knowledge and experience, combining that with information received during council and committee meetings throughout the last six months, to guide their recommendations.

The Council has sought input from educators, industry experts, and, most importantly, those institutions to which the recommendations are directed: the Alabama Community College System, the Alabama Department of Education Career and Technical Education, the Alabama State Board of Education, the college and university presidents of Alabama’s four-year institutions and the Regional Workforce Development Councils. Due to the numerous state and local departments and agencies that are involved in workforce development activities, the following state departments and organizations were also engaged in ongoing workforce development discussions: Office of the Governor, Legislative leaders, Department of Commerce, business and industry, trade associations, chambers of commerce, career coaches, human resources business personnel and other workforce and economic development leaders.

The Council also engaged Auburn University’s Economic & Community Development Institute to assess the current workforce development operating structure. Dr. Joe Sumners and Matt Ulmer created a resource guide to illustrate the mission and purpose of each of the state’s

major providers of workforce development programs and services. A flowchart detailing the current structure of the Alabama workforce development entities was developed in an effort to illustrate the nature of reporting lines and operations for various state agencies. Their findings highlighted how Alabama’s many workforce development programs have succeeded in meeting labor force needs across the state, but also pointed to a number of instances of duplication of efforts by several agencies, boards, councils and programs. Sumners and Ulmer recommended investigating new ways in which these initiatives could be more collaborative in their efforts by increasing integration and removing any existing barriers preventing them from doing so.

SUMMARY OF RECOMMENDATIONS

The following is an overview of the recommendations submitted by the Council to Governor Bentley on January 31, 2015. The remainder of the enclosed document further articulates actions required, timelines for implementation, potential funding mechanisms, governance structures and other relevant information for each recommendation listed below.

- ▶ Establish a Statewide Longitudinal Data System
- ▶ Create a Statewide Awareness Campaign
- ▶ Develop a One-Stop Shop Online Resource for the Alabama Workforce Development Information
- ▶ Fund Additional PK-12 Career Coaches
- ▶ Activate a Career Fair and Trade Show Strategy
- ▶ Support Legislation that Promotes Public/Private Partnerships
- ▶ Develop a Public/Private Partnerships Best Practices Resource Guide
- ▶ Review the current workforce development functions and, by executive, legislative or otherwise necessary action, establish a more streamlined, centralized and accountable organizational structure for coordination and management
- ▶ Codify and Fund the Regional Workforce Development Councils
- ▶ Review the Structure and Alignment of Workforce Investment Boards



CONCLUSION

These recommendations represent not only the result of months of work and many years of industry expertise—but also, a forward-thinking approach to meeting the needs of Alabama’s workforce and economy in coming years. Ultimately, these recommendations seek to grow our economy and separate Alabama from other states in terms of skilled labor. With the support and collaboration of workforce development programs throughout the state, sharing best practices and setting clear, strategic short and long-term goals, Alabama can better prepare the next generation of students for successful careers in 21st century skilled jobs and for further education. Coordination among education, industry and the Regional Workforce Development Councils will be imperative in focusing on local needs and in building support and coordinating strategic efforts for the deployment of each of these recommendations.

The members of the Council are confident that upon adoption of these recommendations, more students will graduate with an increased awareness and understanding of the opportunities in higher education or skilled careers, and of what steps will be required to pursue those career paths. Both students, adults and parents will be better prepared for continuing education,

with fewer needing to devote time and resources to remediation. Moreover, all Alabama residents will have additional information on and access to career opportunities that are available, where to go for job retraining, and what resources and funding might be available for education and skill programs.

Ultimately, by adopting these recommendations, and by continuing with the many, successful education and workforce development programs already in place, Alabama should see improvement across several key metrics, including:

- ▶ Improved high school graduation rates
- ▶ Higher levels of skill attainment and educational achievement overall
- ▶ Higher workforce participation rates
- ▶ Increases in average per capita income
- ▶ Greater economic growth (state GDP)

THE STATE OF ALABAMA'S WORKFORCE 2015

For two decades, Alabama has been a champion on the economic development playing field, landing a long list of high-profile projects from global automakers like Mercedes-Benz, Hyundai, Honda and Toyota, aerospace giants like GE Aviation, Boeing and Airbus, and advanced manufacturers like Remington and Polaris, as well as fostering growth and providing resources for small businesses. These successes have made Alabama a magnet for investment from around the world, triggering the creation of more high-paying jobs in the state.

Between 2011 and 2013, Alabama's economic development efforts have secured new facilities and expansion projects involving more than \$14 billion in capital investment and creating over 55,000 jobs. Final results for 2014 are still being tabulated, but the year included Remington's announcement that it would build a manufacturing facility that would employ more than 2,000 people and a series of aerospace-related announcements that showcase Alabama's capabilities in that growing field. Then, 2015 began with an announcement for plans of a Polaris off-road vehicle production facility that would create more than 1,700 jobs.

These projects are spurring a transformation in Alabama, which is becoming a center of next-generation advanced manufacturing as companies such as GE Aviation, Toyota, and Carpenter Technology expand their activities in the state. Fueling this transformation is Accelerate Alabama, the strategic economic development growth plan adopted by Governor Bentley in 2012. Accelerate Alabama identifies 11 industry clusters whose growth prospects make them ripe for recruitment: aerospace and defense, automotive, agricultural products and food production, steel and metals, forestry products, chemicals, distribution and logistics, biosciences, information technology, enabling technologies (such as robotics and nanotechnology), and corporate operations.

Targeting Accelerate Alabama's sectors provides the state's economic development team with a strategic framework and a sharpened focus as it works to identify and pursue prospects. Efforts to capitalize on Alabama's potential in aerospace, for example, are beginning to build strong momentum. Later this year, Airbus will complete its A320 family passenger jet facility at the Mobile Aeroplex, propelling Alabama's aerospace

sector into a new realm. Following its announcement in 2012, Airbus plans to invest \$600 million in Alabama and create at least 1,000 jobs. More aerospace projects have followed. In one significant project, GE Aviation announced last year that it planned to initiate mass production of a 3-D printed jet engine part at its plant in Auburn—a first for the company, and an endorsement of Alabama's workforce. In addition, Science and Engineering Services LLC launched a \$70 million project to expand its Huntsville manufacturing operation, where it refurbishes and maintains helicopters, creating 450 new jobs.

Alabama has enjoyed success in other sectors as well, most notably in the automotive industry. Alabama's auto assembly plants, operated by Mercedes-Benz, Hyundai and Honda will produce more than 1 million automobiles in 2015, solidifying the state's reputation as an auto-manufacturing powerhouse. Toyota's engine plant in Huntsville is in the midst of a fourth expansion that has pushed employment to 1,200. Alabama's network of 560 auto suppliers continues to expand, adding jobs and investment across the state. Since 2013, more than 6,600 new auto-related jobs have been announced in Alabama, along with more than \$1.5 billion in new capital investments, according to estimates by the Economic Development Partnership of Alabama.

Alabama's workforce training programs are a major reason the state can support this growth. In particular, the capabilities of AIDT, a division of the Alabama Department of Commerce that acts as the state's chief job training agency, are recognized worldwide. In 2014, AIDT opened a \$7 million facility at the Mobile Aeroplex that will prepare a skilled workforce for the Airbus A320 assembly facility. Last year, AIDT also kicked off a \$9 million expansion of its Alabama Robotics Technology Park, a one-of-a-kind facility near Decatur that allows Alabama companies to send their employees for free training on the latest robotics equipment and automation software. In 2014, AIDT opened a training center in Birmingham for construction and manufacturing workers. To put it simply, AIDT is at the top of its field. Over the years, it has worked with more than 3,000 companies and helped to recruit, select and train over 400,000 individuals.

OPPORTUNITIES FOR CONTINUED SUCCESS

In a January 2015 interview with Made In Alabama, Alabama Labor Commissioner Fitzgerald Washington said that in 2014, “Alabama experienced the highest annual percentage of job growth since 2007. We are continuing to recover from the devastating effects of the recession, and our rate of annual job growth reflects that.” Governor Bentley added, “Our construction sector, which has seen large losses over the past few years, continues to grow. Our efforts to recruit jobs will continue until we are able to provide an opportunity for every Alabamian to have a job.”

To remain competitive in today’s advanced industrial landscape, Alabama cannot afford to be content with past successes. The state must continue its efforts to ensure an adequate pipeline of skilled talent is available to meet the evolving needs of industry.

Opportunities for continued success exist in our ability to counter the following:

- ▶ Alabama’s job growth is projected to outpace labor force expansion in coming years, potentially constricting the pipeline of available skilled talent across the state.
- ▶ At the same time, job requirements are rising, with employers across Alabama increasingly looking for employees who have more education and skill certifications than in the past.
- ▶ Alabama is facing a Baby Boom retirement wave, which could result in thousands of hard-to-replace skilled individuals leaving the state’s workforce, potentially dealing a blow to some manufacturing and construction companies that depend on their talents.
- ▶ Alabama’s low population growth and labor force participation rates make it unlikely that the state’s workforce will expand organically at the pace that’s needed to replace the waves of retiring employees or fill all of the new jobs being created by new and expanding businesses in Alabama in coming years.

These workforce challenges demand immediate action, because some say the pressures are already being felt.

For example, Secretary Greg Canfield of the Alabama Department of Commerce, said that companies are becoming more particular about the skills of prospective employees because of the increasing levels of technology found in workplaces — a trend that is not going to disappear.

“It all depends on the sector, and often times depends on the type of job,” Canfield told Birmingham television station ABC 33/40. “Because jobs have become more technically oriented, they’re looking for workers who possess good math and science problem-solving skills. They don’t have to be scientists, they don’t have to be engineers. But they do need to possess some technical proficiency to be able to problem solve.”

Analyzing the full range of long-term workforce trends, Dr. Samuel Addy and his colleagues at the University of Alabama’s Culverhouse Center for Business and Economic Research have managed to put hard numbers to the workforce challenges confronting the state.

In a 2013 report, Dr. Addy and his team warned that Alabama could face a large shortfall of qualified workers in coming years unless state leaders take concrete steps to properly align the workforce supply and demand equation. The shortfalls predicted in their report indicate that, without corrective action, many businesses across the state could have a difficult time finding individuals who possess the skills and educational credentials needed to fill the jobs becoming available.

In March 2014, Dr. Addy projected that worker shortfalls in Alabama would approach 115,000 in 2020 and 219,000 in 2030—numbers sufficiently large enough to cause concern for the researchers. “The state must therefore focus on worker skills and the projected shortfalls as the top priorities through 2030,” they wrote in their 2014 “State of the Workforce” report.

The Public Affairs Research Council of Alabama, a non-partisan think tank based in Birmingham, said in a 2014 report that Alabama needs to devise strategies to produce a “bigger, better-skilled and better-educated workforce” if the state’s economy is going to realize full potential for its citizens. “It is a situation that is

going to require changes not only from the educational establishment but also leadership from business and industry,” the report said.



COUNTERING A ‘MISMATCH’

Analysts and economists have stated that it’s essential for educational attainment levels to rise so Alabama residents can continue to compete with their counterparts in other states in this respect.

Last year, an analysis prepared by the Business Education Alliance and PARCA highlighted the need to continue to address the “skills-gap” in Alabama. The groups’ “Obstacles Into Opportunities” report stated: “Experts project that by 2020 almost two out of every three jobs will require some sort of postsecondary credential, from a certificate to a graduate or professional degree. But Alabama’s workforce today is far short of the educational attainment that will be needed. This mismatch may already be affecting our ability to achieve a desirable employment-to-population ratio, but it surely will constrain our future economic success if not corrected,” the report adds.

Researchers at the University of Alabama recently noted that 60 percent of the state’s 20 fastest-growing occupations now require at least an associate’s degree, while 35 percent of those occupations require a bachelor’s degree or higher. “Skill and education requirements for jobs keep rising,” the researchers said.

Their conclusion is backed up by a study from Georgetown University that projects there will be 790,000 job openings between 2010 and 2020 in Alabama, and an increasing share of them will require education beyond high school or a recognized industrial credential, reflecting a national trend.

“The United States is more educated than ever: In 1973, workers with post-secondary education held only 28 percent of jobs; by comparison, they held 59 percent of jobs in 2010 and will hold 65 percent of jobs in 2020,” says Georgetown’s 2013 report, called “Recovery: Job Growth and Education Requirements Through 2020.”

The message could not be more clear: demand for better-educated, highly skilled employees is accelerating rapidly across 21st century workplaces, including those in Alabama. Meanwhile, the jobs available to people without educational credentials are becoming harder and harder to find.

This development represents a challenge for many states, including Alabama, where 45 percent of today’s employees possess only a high school diploma or less, according to PARCA. Moreover, the Lumina Foundation, a research organization that focuses on higher education issues, says 33 percent of Alabamians have earned an associate’s or a bachelor’s degree, lower than the U.S. average of 39 percent.

Boosting the educational attainment of Alabama’s workforce would have the effect of spreading prosperity across Alabama through higher earnings and improved job security – meaningful benefits that would be long-term and sustainable. Consider these figures from the U.S. Bureau of Labor Statistics:

- ▶ On average, high school graduates in the U.S. earn 38 percent more than non-graduates, and they are 36% more likely to remain employed than their counterparts.
- ▶ Earnings for a person holding an associate’s degree are 65 percent higher than for someone who doesn’t have a high school diploma, while the chance of becoming jobless drops by half for the associate’s degree holder.

- ▶ A bachelor's degree translates into earnings that are 2.3 times higher than a high school dropout can command, with an unemployment rate that's about one-third as high as someone without a high school diploma.

Reversing Alabama's "underemployment" problem would also help lift wages. An underemployment rate of 23 percent for 2013 means the state had nearly 460,000 working Alabamians occupying jobs that underutilize their experience, training, and skills, according to University of Alabama research. Thirty-seven of Alabama's 67 counties had an underemployment rate higher than the state average at that time.

Essentially, underemployment represents economic potential that is not being realized. In other words, as the state continues to develop strategies to get these individuals into high-paying jobs, the end result would provide a major boost to the state's economy, adding billions of dollars to the state's GDP, further funding education and workforce development programs.

LABOR FORCE PARTICIPATION

A persistent workforce challenge for Alabama has been its low labor participation rate—the share of the state's total working age population that holds a job or is actively looking for employment. An analysis by *Governing* magazine found that Alabama's labor participation rate had fallen to 57 percent in 2012 from 61 percent in 2007, before the Great Recession began. The U.S. rate also has been falling, hitting almost 64 percent in 2012, the lowest figure since 1981, according to the magazine.

Economists believe that many Alabamians laid off during the economic downturn have simply not returned to the workforce because they became disillusioned after a futile job search and didn't obtain adequate training to develop the skills demanded in the 21st century workplace. This has contributed to the decline in Alabama's labor force participation rate, which was further impacted by a national recession.

According to Dr. Addy, there are several reasons for Alabama's low participation rate. For one thing, the number of single-income households in Alabama is higher than average. Further compounding the problem, tens of thousands of "old-line" manufacturing jobs, particularly in metals and textiles, have simply disappeared in Alabama, disrupting the lives of older workers. Today, only 10,000 Alabamians work in the textile industry, down from 120,000 two decades ago.

Getting more of these people into jobs, however, would provide a remedy to the existing workforce challenges. Just raising Alabama's labor force participation rate by 6 percentage points to match the U.S. average would mean an additional 120,000 people employed in Alabama, according to an estimate by Dr. Addy. That's the equivalent of creating a new robust industry sector in Alabama's economy.

Dr. Mark Heinrich, chancellor of the Alabama Community College System, has long been a proponent for efforts to increase the state's labor participation rate. Developing strategies and policies to get more people into Alabama's workforce is even more important when you consider the number of baby boomers beginning to move out of the workforce, he has stressed.

"A large percentage of skilled workers across Alabama are approaching retirement age, and it is a critical priority that the next generation of workers receive the training they need to fill the job openings that are going to be created," Chancellor Heinrich said.

The surge of baby boomer retirements poised to ripple through the U.S. economy has prompted the Bureau of Labor Statistics to project that the nation's rate of job-growth is going to slow. The challenge in Alabama is that in coming years, without significant population growth or enhancements to career readiness programs, Alabama could find that more of its residents are retiring from the workforce than are entering after graduation.



EXPANDING THE PIPELINE

Many economists, analysts, and business leaders believe Alabama needs to develop a bigger pipeline of skilled talent to counter these workforce trends and continue the state's march toward greater prosperity. Alabama's workforce development programs—already considered among the nation's best—are seen as a key piece of the puzzle.

In fact, recalibrating workforce development efforts to produce workers with greater levels of education and skill is being increasingly viewed as critically important to Alabama's future vitality as well as its economic development prospects.

"Alabama is known for its economic development successes, from autos to aerospace," the PARCA "Charting a Pathway to Progress" report says. "These results stem from such assets as our business-friendly attitude, a team approach, a highly regarded workforce training program, and a willingness to compete in offering financial incentives.

"Increasingly, however, the initiative in economic development is shifting toward workforce preparedness. Companies are seeking out states that have an adequate supply of skilled and well-educated workers," the report adds.

ALABAMA WORKFORCE COUNCIL RECOMMENDATIONS

EDUCATION AND INDUSTRY COLLABORATION COMMITTEE



The Education and Industry Collaboration Committee is tasked with evaluating ways to create a feedback loop for industry and education. The committee works with and through various education and industry groups, organizations, and trade associations to advise the education community on how it could assist industry in preparing students or job candidates to enter the workforce. This committee is also tasked with establishing best practices and developing procedures for the state to collect workforce development data from various state agencies, educational institutions, and private businesses, and to organize and manage the data in an easily accessible, centralized repository.

MEMBERS

MIKE BRUNER

International Paper

MAC BUTTRAM

Former State Representative

WILL FERNIANY, PHD

UAB Health System

BLAINE GALLIHER (VICE-CHAIR)

Windom Galliher & Associates

ALLEN HARRIS

Bailey-Harris Construction

SANDRA KOBLAS

Austal Ship Building

TIM MCCARTNEY (CHAIR)

McCartney Construction Company, Inc.

KASEY MYERS

CSP Technologies, Inc.

RECOMMENDATION:

Establish a statewide longitudinal data system

PURPOSE:

The statewide longitudinal (or P-20W) data system (the “System”) would collect data from state education agencies, the Department of Labor, industry, and other parties to evaluate education and workforce trends. The System would serve as the centerpiece of the education and industry “feedback loop” (discussed below), which would enable the free flow of information between state agencies, education and industry.

The purpose of the System and feedback loop process is to provide better information to businesses currently operating or considering expansion in the state, potential businesses considering moving to the state, economic developers, and state and local education leaders so that the state can be more competitive in the overall education arena and business marketplace. The collection of this analytical data could serve as a driver to improve the state’s educational outcomes, assist with education and workforce development marketing efforts, assess the efficiency of current programs, and align funding with programs that have proven results. The System would not be focused on the progress of individual students, and no individual level information would be made available from the System. Instead, the System would provide insight into how effectively our state is providing critical education and workforce skills on an aggregate level.

Alabama’s current process for gathering and reviewing information about the college and career readiness of its students involves segmented efforts by various education and workforce agencies that operate without any interaction or communication and duplicate efforts without obtaining the most important information that they need to serve the students of this state. According to the Data Quality Campaign 2014 survey of states, forty-six other states currently operate statewide data repositories that integrate student information, and forty-one states have developed an education and workforce data

research agenda to help explore options for improving education and workforce outcomes using data from such systems. Alabama is the only southeastern state that has not built and implemented a state data repository, which puts the state’s students and businesses at a competitive disadvantage.

Creating the System would not increase the amount of data being collected by the state; instead the System would integrate the state’s existing information to put it to more effective use for the people of the state. The information provided into the System will be limited and appropriate to advancing education and workforce outcomes; sensitive information about religion, sexuality, political affiliations, mental or psychological assessments, and illegal or self-incriminating behavior will never be part of the System. Parents already have the right to opt out of such information being gathered about their children, and the Council recognizes Alabama families’ interest in preserving the private nature of such information.

The security, privacy and confidentiality of the information contained in the System are of primary importance. No personally identifiable information will be accessible from the System to anyone except the System staff members, who will be required by law to undergo security clearance and background checks, and who will face criminal liability for any breach of their obligation to protect the security, privacy and confidentiality of the data. The System will be prohibited by law from sharing any personally identifying information with anyone, including other state agencies and the federal government. Further, the System will be legally prohibited from using or providing its data for commercial use, thereby preventing the sale of any such information.

All information that is provided from the System to education leadership, qualified state agencies and researchers must be de-identified, which means that any information that would allow identification of the individual would be removed. Each person with access to de-identified information will also be subject

to mandatory security clearance and background checks. The only information that the general public, policymakers and education leadership would receive from the System would be aggregated information presented in a generalized, summary format. Alabama should implement more stringent privacy, security and confidentiality protection laws for the System than are currently imposed by existing federal or state law.

These recommendations will assist the state in providing better educational and workforce opportunities to students, parents and adults in Alabama, requiring collaboration between education and industry to be effective. Using the System, education and industry should provide feedback to one another by reviewing and improving curricula, sharing metrics and hiring criteria, using transparent and industry-recognized accreditations and certifications, creating internships, extracurricular opportunities and apprenticeships, and aligning resources with effective programs. As part of this process, industry would provide feedback via surveys and one-on-one communications coordinated by the Regional Workforce Development Councils. The Regional Workforce Development Councils would serve as a conduit to provide information from business and industry to the appropriate education leaders. Based upon feedback received, the Regional Workforce Development Councils would also work with education leaders to develop programs that will meet industry's needs and encourage the education community to revise and enhance programs in collaboration with industry recommendations and based upon expressed needs.

REQUIREMENTS FOR IMPLEMENTATION:

The committee's recommendations could be implemented by an executive order or by legislation, but the preferable method is by legislation. An executive order may be an appropriate first step, as it would allow implementation to begin immediately while legislation is being drafted and shepherded through the legislative process. However, this proposal will eventually require legislation to ensure that the System is properly and permanently funded. Any legislation should include the following components: (1) require transparency for the public about the data collected and the procedures

for data management, (2) create baseline privacy and security protections (including an annual policy review and update based upon developments in data security and privacy best practices), (3) prohibit the use of data for any non-educational and non-workforce purposes, and (4) establish a governance structure with a governing board representative of the providers of data and other constituencies, including parents and educators.

AFFECTED STATE ENTITIES:

- ▶ Alabama Commission on Higher Education
- ▶ Alabama Department of Children's Affairs
- ▶ Alabama Department of Labor
- ▶ Alabama Department of Postsecondary Education
- ▶ Alabama State Department of Education
- ▶ Four-year and Independent Colleges
- ▶ Regional Workforce Development Councils
- ▶ State Department of Veterans Affairs

SHORT-TERM OR LONG-TERM:

The committee's proposal incorporates both short-term and long-term goals, with the short-term goal being the issuance of an executive order and/or passage of legislation and the long-term goal being the eventual implementation of the System and the coordinated operation of the feedback loop process.

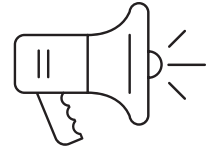
IMPLEMENTATION TIMELINE:

The short-term goals should be pursued throughout 2015. The committee recommends that a governance board be created and that the longitudinal System be operational by the end of 2016. The Committee recommends a phased-in implementation of the feedback loop process to begin by 2017.

RECOMMENDATION COST:

The initial costs to establish the System are estimated at approximately \$3 million. Ongoing costs to operate and manage the system with five staff members are estimated at approximately \$700,000 per year (inclusive of benefits).

MARKETING AND PROMOTION COMMITTEE



The Marketing and Promotion Committee is tasked with evaluating the best ways to increase awareness and educate students and job candidates about available opportunities in various industry sectors, such as hiring more career coaches to inform students about a career path that best suits their skill set. This committee is also tasked with evaluating the benefit of increasing the marketing associated with career readiness and skilled craft trades. The committee reviewed options for establishing an online portal that will serve as a “one-stop shop” where students or job candidates can go online and review detailed information about career and educational opportunities available in various industry sectors across the state.

MEMBERS

DR. PHILIP CLEVELAND (VICE-CHAIR)

*Alabama Department of Education Career
& Technical Education*

NORMAN CROW

D.T. & Freight Company

DALE GREER

Cullman Economic Development Agency

MICHELLE HURDLE (CHAIR)

Airbus Americas, Inc.

PHIL JOHNSTON

Mercedes Benz, U.S. International

RANDY JORDAN

Bryant Bank

MIKE KITCHENS

ACIPCO

JERRY MAYS

Former Mayor of Phil Campbell

RECOMMENDATION:

Create a statewide awareness campaign

PURPOSE:

The awareness campaign will work to change generational misperceptions about careers in the skilled trades and raise awareness about long-term career opportunities in the State of Alabama. The campaign will serve as the marketing centerpiece for the state's workforce development efforts to educate students and adults about career pathways and opportunities, and then direct them to a one-stop shop online resource for more information about educational programs, industry websites and other workforce development programs.

REQUIREMENTS FOR IMPLEMENTATION:

Sustained yearly funding is required.

AFFECTED PARTIES:

Ultimately, all state workforce development efforts will be linked to this site and receive additional positive attention through the online portal to which the campaign directs them. Funding would be administered through the Alabama Department of Commerce, which presently acts as the State's lead economic and workforce development champion in coordination with the Governor. Campaign asset approval would come from members of the Alabama Department of Commerce and the Alabama Department of Education Career and Technical Education.

SHORT-TERM OR LONG-TERM:

The development of the campaign and initial messaging rollout will be developed and executed in the short-term. The campaign itself will be a long-term, ongoing initiative.

IMPLEMENTATION TIMELINE:

Upon approval of this recommendation, the phases of development for the campaign can begin immediately. The campaign can be created by a marketing and advertising partner within three to six months upon

approval and funding of this recommendation, with rollout of all branding and advertising in the following six to twelve months.

RECOMMENDATION COST:

The campaign will require an estimated \$2 million per year in sustained funding. Year one costs will focus primarily on the development of the campaign and creation of campaign assets (such as the campaign brand and identity, TV spots, digital and print collateral, etc.). Remaining year one funds, and subsequent yearly funding, will be used for highly targeted digital advertising via social media and other outlets, and deployment of a strategic public relations effort.

RECOMMENDATION:

Develop a “one-stop shop” online resource for Alabama’s workforce development information.

PURPOSE:

This should serve as the single online resource for all information about state workforce development efforts and career opportunities. Separate portals within the main site will deliver content relevant to each of the identified target demographics such as students, adults seeking to re-enter the workforce, parents and educators.

The Council has identified the existing Alabama Department of Education Career and Technical Education website as the appropriate and most effective portal for this information. The site currently serves in a similar capacity to a lesser extent but is functionally difficult to navigate. The new updated and expanded site will be developed on a modern web platform that is easily navigable, editable and, most importantly, engaging. The site’s content will be delivered in a creative and informative format that is familiar to how the 21st Century consumer interacts with information online. To support the site serving as a pathway to get more information, other workforce development programs (for example Accelerate Alabama, Go Build, Manufacture Alabama, Amazing Alabama, etc.) will be linked from the main portal so that visitors can easily be directed to those resources if interested and each organization becomes digitally aligned with the state’s workforce development efforts through the Alabama Workforce Council.

REQUIREMENTS FOR IMPLEMENTATION:

Creating the one-stop shop requires funding for the website design and development and coordination with the Alabama Department of Education Career and Technical Education (which has already agreed to be a part of this effort).

AFFECTED PARTIES:

The Alabama Department of Education Career and Technical Education website will serve as the one-stop shop online resource portal. Dr. Philip Cleveland, Director of the Alabama Department of Education Career and Technical Education, has been involved in all discussions on this subject and fully supports the committee’s recommendation to modernize the existing site. Other state workforce development efforts will also be linked to this site and receive additional positive attention through the online portal to which the campaign directs them.

SHORT-TERM OR LONG-TERM:

In the short-term, the committee recommends launching a transitional micro-site that matches the campaign’s branding and messaging as the full site is being developed and campaign is launched. Launch of the full site will be a longer-term goal.

IMPLEMENTATION TIMELINE:

The phases of development for the website can begin immediately once funding has been allocated. The microsite can be developed within 3-5 months, with the full site taking approximately one year.

RECOMMENDATION COST:

The one-time fee for website design and development will cost approximately \$250,000. This cost covers the creation of the transitional microsite, an assessment of the current Alabama Department of Education Career and Technical Education website and all current digital assets by existing workforce development initiatives, design and development of the updated site. Minimal costs that will occur to host the site and for ongoing maintenance will be covered under funding allocated for the awareness campaign.

RECOMMENDATION:

Fund additional PK-12 career coaches.

PURPOSE:

Career coaches have continued to play a vital role in state efforts to educate students about careers in the skilled trades. Where traditional school counselors are overburdened with their varied responsibilities, career coaches are industry experts who serve as boots-on-the-ground ambassadors with the sole responsibility of guiding students through various career pathways. The state is currently short-staffed and filling the remaining number of coaches would meet the Department of Education's school attendance criteria by ensuring these career coaches are in schools consistently and frequently. To ensure that a career coach is in each high school in the state at least one day each week, funding for the salaries of 44 additional career coaches is needed to meet the Alabama Department of Education Career and Technical Education's request of 80 total career coaches.

Funding would be allocated to permanent salaries of career coaches and creation of toolkits for career coaches to use in schools. The digitization of the fifteen Alabama SUCCESS guides currently used throughout the state is also included in this request to create a portable, digital, engaging tool for career coaches and the Department of Education to deploy freely throughout the state.

Built into the funding mechanism will also be required hiring, reporting and accountability standards for each of the coaches to be developed in conjunction with the Alabama Department of Education Career Technical Education.

REQUIREMENTS FOR IMPLEMENTATION:

Sustained yearly funding is required.

AFFECTED PARTIES:

Alabama Department of Education Career and Technical Education, which will act as the administrator of the funds and be responsible for training and accountability.

SHORT-TERM OR LONG-TERM:

Hiring the additional coaches will serve as both a short and long-term goal. The digitization of the Alabama SUCCESS guides will begin immediately.

IMPLEMENTATION TIMELINE:

The hiring process for career coaches will begin immediately since the state currently has a process in place already. Filling the requested 44 additional positions will be ongoing. The digitization of the Alabama SUCCESS guides will occur over the course of 1 year.

RECOMMENDATION COST:

- ▶ \$2,500,000 for the remaining 44 career coach salaries
- ▶ \$10,000 per career coach for printed materials, trade show or classroom collateral and additional job related activities
- ▶ \$750,000–\$850,000 for the digitization of the remaining fifteen Alabama SUCCESS guides

RECOMMENDATION:

Activate a career fair and trade show strategy

PURPOSE:

Work with career coaches and the Regional Workforce Development Councils to identify career fair and trade show best practices, and from those recommendations, implement a coordinated on-site activation strategy for trade shows and career fairs throughout the state. This recommendation includes establishing ongoing Regional Workforce Development Council training forums, career cluster toolkits, and developing a portable booth setup and statewide branding of the career fairs to bring consistency of message.

The purpose of this recommendation is to focus and coordinate each of the disparate workforce development recruitment efforts throughout the state to establish an effective on-site solution that can be deployed throughout the year and will allow the sharing of printed materials and best practices between career coaches throughout the state.

REQUIREMENTS FOR IMPLEMENTATION:

Implementing a coordinated strategy requires collaboration between career coaches, Regional Workforce Development Councils and the Alabama Department of Education Career and Technical Education. Once a defined strategy has been articulated, funding will be necessary to execute the activation strategy.

AFFECTED PARTIES:

- ▶ Career Coaches
- ▶ Regional Workforce Development Councils
- ▶ Alabama Department of Education Career and Technical Education

SHORT-TERM OR LONG-TERM:

Career coaches already use an online tool to share best practices that can be shared with this committee

to identify tactics to support this recommendation. Upon allocation of funding, the committee will seek to bring together coaches, Regional Workforce Development Councils and representatives from the Alabama Department of Education Career Technical Education to discuss current efforts and ongoing needs in the short term to develop the long term strategy.

IMPLEMENTATION TIMELINE:

Meetings on the subject with all parties can begin immediately, with a rollout of the strategic plan 6–12 months following approval of this recommendation.

RECOMMENDATION COST:

- ▶ \$20,000–\$40,000 for trade show booth
- ▶ \$50,000–\$150,000 for event activation depending on levels of engagement

PUBLIC/PRIVATE PARTNERSHIPS COMMITTEE



The Public/Private Partnerships Committee is tasked with evaluating opportunities to establish public/private partnerships across the state. This committee should also evaluate options for creating industry-funded scholarship programs for community colleges, vocational programs, and dual enrollment programs.

MEMBERS

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Associated General Contractors

JED DOWNS (CHAIR)

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PHILIP “CHAP” JACKSON

Coosa Composites, LLC

DR. JOSEPH MORTON

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Honda Manufacturing of AL, LLC

RANDY ROGERS

Evonik Industries

DR. ART TIPTON

Southern Research Institute

FITZGERALD WASHINGTON

Alabama Department of Labor

RECOMMENDATION:

Support legislation that promotes public/private partnerships

PURPOSE:

The committee supports legislation that incentivizes affected constituencies to develop means to help build a skilled workforce in Alabama through public/private partnerships. Specifically, the committee supports legislation that encourages input and participation from all affected constituencies, such as industry associations, business owners, labor, and education.

Components of the Alabama General Contractors' proposed legislation, which is expected to be introduced in the 2015 Legislative Session, embody the type of public/private partnerships that would encourage growth of skilled workers in the skilled trades through constituent support and engagement and targeted educational institution support.

REQUIREMENTS FOR IMPLEMENTATION:

Legislation is often required to establish a public/private partnership; however, the Council does not recommend taking a lead role in the passing of any legislation.

AFFECTED PARTIES:

Any business or industry that wants to self-fund image enhancement, recruitment and training a skilled workforce.

SHORT-TERM OR LONG-TERM:

The committee sees the passage of legislation as a short-term goal that could have a lasting impact.

IMPLEMENTATION TIMELINE:

The affected business or industry will develop a timeline for implementation.

RECOMMENDATION COST:

The cost will be dictated and borne by the industry seeking to implement such a program.

RECOMMENDATION:

Develop a public/private partnership best practices resource guide

PURPOSE:

There are numerous public/private partnerships in Alabama within community colleges; however, there is not a database of these partnerships or any type of document highlighting best practices in the state. The committee seeks to bring a level of awareness to both industry and education of the public/private partnerships existing in the state and encourages the growth of such programs statewide.

The public/private partnerships best practices resource guide will be distributed among the state's community college presidents and vocational program coordinators to support the development of more public/private partnerships throughout the state. Additionally, this resource guide will be distributed to every Regional Workforce Development Council so that industry will be encouraged to develop public/private partnerships, such as mentorship, apprenticeship, or "earn and learn" programs.

REQUIREMENTS FOR IMPLEMENTATION:

Development of a public/private partnership best practices resource guide.

AFFECTED PARTIES:

Community colleges and local industries that want to engage in a public/private partnership.

SHORT-TERM OR LONG-TERM:

The committee has already begun assessing current efforts and developing content for the resource guide.

IMPLEMENTATION TIMELINE:

The committee determined it must assess the different public/private partnerships that have succeeded and failed in Alabama and that the community college presidents would be in possession of—or have access

to—this type of information. The committee met with every community college president in the state and asked them numerous questions. The committee plans to use the information gathered during these meetings to develop a list of existing public/private partnerships in Alabama. In 2015, the committee intends to review the questionnaires completed during the calls and meetings with the community college presidents and then discuss some of the best practices of public/private partnerships being accomplished at the community colleges. From the March–May 2015 timeframe, the committee expects to hear from those businesses and industries that currently have effective public/private partnerships. The committee then plans to produce a resource guide outlining best practices for the development of more public/private partnerships to create industry-funded scholarship programs for community colleges, vocational programs, and dual enrollment programs. The resource guide will be presented to the Alabama Workforce Council as a whole at its July 2015 meeting.

RECOMMENDATION COST:

The only costs that will be required for this recommendation are the costs dictated by any program implemented by the community college.

WORKFORCE STRUCTURE AND ALIGNMENT COMMITTEE



The Workforce Structure and Alignment Committee is tasked with reviewing ways to streamline and align the existing workforce development functions of the state, which includes a review of the current state agencies and departments with responsibility for workforce development functions, and submit recommendations to make these operations more efficient. This committee is also tasked with evaluating the standards for membership in and operations of the existing ten Regional Workforce Development Councils, as well as evaluating and making recommendations to realign the Regional Workforce Development Councils.

MEMBERS

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State Representative

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CLEVE POOLE

Pioneer Electric Cooperative, Inc.

TERRY WATERS

The Association of Edison Illuminating Companies

KEITH WEIL

Golden Dragon Copper Tubing

RECOMMENDATION:

Review current workforce development functions and, by executive, legislative or otherwise necessary action, establish a more streamlined, centralized and accountable organizational structure for coordination and management.

PURPOSE:

The State of Alabama's workforce development functions currently involve at least 14 agencies, departments, and offices of state government. As a result, there is no single individual or unit that is ultimately responsible for making decisions about the state's workforce development efforts or the manner in which state and federal funds are expended. In an effort to improve efficiency and effectiveness, the committee recommends that Governor Bentley review the current structure of the various workforce development functions and take any necessary action to address identified problems with a goal of a more streamlined, centralized and accountable organizational structure for coordination and management of workforce development.

REQUIREMENTS FOR IMPLEMENTATION:

Legislation or an executive order will be required to establish a permanent new organizational structure.

AFFECTED PARTIES:

- ▶ Workforce agencies and departments of state government completed surveys and are subject to future restructuring, if deemed necessary.
- ▶ The state legislature will be involved if restructuring or realignment of the workforce agencies or departments is needed.

SHORT-TERM OR LONG-TERM:

The committee's proposal incorporates both short-term and long-term goals, with the short-term goals being the analysis of the workforce agencies and department survey results and identification of their current funding streams and determine how those funds are being used.

Long-term, the Council will work with Governor Bentley to design a more streamlined, centralized, and accountable organizational structure.

IMPLEMENTATION TIMELINE:

By December 2015, final workforce structure and alignment recommendations will be submitted to the Governor's Office for consideration.

RECOMMENDATION COST:

The committee is unable to determine at this time the costs associated with the restructuring and realignment of the workforce agencies or departments; however, if agencies or departments are combined, there will typically be significant cost savings associated with that restructuring.

RECOMMENDATION:

Codify and fund the Regional Workforce Development Councils.

PURPOSE:

The ten Regional Workforce Development Councils were established to provide a direct link to the workforce needs of business and industry at the local level. These councils should be business-driven and business-led and work with their member counties and other local government entities to develop a regional strategic plan and comprehensive workforce development system that supports local economic and job development activities. However, due to numerous factors (such as lack of funding, accountability, organization, leadership, etc.), not all of the Regional Workforce Development Councils are performing as expected or desired.

Codifying the Regional Workforce Development Councils would provide permanency and accountability. A permanent funding source would allow all Regional Workforce Development Councils to hire an executive director, which has been proven to be the most beneficial component of successful Regional Workforce Development Councils. Each Regional Workforce Development Council should have a paid executive director whose full time job is to facilitate ways in which industry, education and government can meet the workforce needs in that region. By conducting a study of the Regional Workforce Development Councils, we determined best practices that should be implemented among the regions, identified county realignment opportunities that exist, and made changes to streamline the operational procedures and guidelines. Collectively, these recommendations would improve the effectiveness of the Regional Workforce Development Councils.

REQUIREMENTS FOR IMPLEMENTATION:

Legislation is needed to codify the existing Regional Workforce Development Councils and ensure sustained yearly funding.

AFFECTED PARTIES:

- ▶ Governor's Office of Workforce Development
- ▶ Regional Workforce Development Councils, including executive directors and staff

SHORT-TERM OR LONG-TERM:

Some of the Council's short term goals have been completed:

- ▶ Administered a questionnaire to each Regional Workforce Development Council and hosted a meeting for the leadership of all ten Regional Workforce Development Councils, the Governor's Office of Workforce Development, and the Council to meet and discuss current operations, best practices, challenges and obstacles
- ▶ Reviewed and streamlined the operating guidelines of the Regional Workforce Development Councils to increase efficiencies and effectiveness of operations

Other goals yet to be completed:

- ▶ Codify the Regional Workforce Development Councils
- ▶ Provide funding to each Regional Workforce Development Council for a full-time executive director, additional staff, or daily operations

IMPLEMENTATION TIMELINE:

By July 2015, the Regional Workforce Development Councils should be codified and a permanent funding source secured. Additional follow-up may be required throughout 2015 to ensure that each Regional Workforce Development Council is reforming its operations in accordance with the new procedures and best practices.

RECOMMENDATION COST:

\$1 million per year of sustained funding (\$100K allocated to each of the ten Regional Workforce Development Councils)

RECOMMENDATION

Review the structure and alignment of Alabama's Workforce Investment Boards.

PURPOSE:

Workforce Investment Boards are the entities responsible for planning and implementing provisions of the federal Workforce Innovation and Opportunity Act and for distributing funds for workforce development programs. They are tasked with assuring that public funds for workforce development are spent wisely to maximize return on investment. State Workforce Investment Boards are responsible for developing and designing a state Workforce Investment Act plan and for the "development and continuous improvement of the statewide system of [workforce] activities." They are also accountable for designating local workforce investment areas, monitoring Workforce Innovation and Opportunity Act performance, and distributing funds reserved for statewide activities. Local Workforce Investment Boards have many functions similar to the state Workforce Investment Board and are also responsible for coordinating Workforce Innovation and Opportunity Act-funded activities with economic development strategies and promoting the participation of private employers in the public workforce system.

Alabama currently has two county-specific Workforce Investment Boards (Jefferson and Mobile counties) and another statewide Workforce Investment Board. As a result, there is no consistency as to how the workforce investment dollars are distributed throughout the state. In addition, many counties are unable to access any workforce investment funds because they do not have a local Workforce Investment Board that understands their region and needs and because the state Workforce Investment Board is unable to meaningfully focus on specific areas of the state. By conducting a study to examine the operations of the Workforce Investment Boards, the state could determine whether the current structure is appropriate or whether realignment is required.

REQUIREMENTS FOR IMPLEMENTATION:

If it is determined that the Workforce Investment Boards should be restructured or that new local Workforce Investment Boards should be established, the Governor would be responsible for certifying the establishment of new Workforce Investment Boards, which could require legislation.

AFFECTED PARTIES:

Workforce Investment Boards

SHORT-TERM OR LONG-TERM:

Perform a study to determine if unifying and realigning the Workforce Investment Boards are needed.

IMPLEMENTATION TIMELINE:

Review and analyze the Workforce Investment Board operations and make recommendations on any changes needed by fall 2015.

RECOMMENDATION COST:

Unable to determine at this time the cost associated with the restructuring and alignment of the Workforce Investment Boards.

APPENDIX

- 1 Alabama Workforce Council Resource Guide developed by Auburn University's Economic & Community Development Institute**

ALABAMA WORKFORCE COUNCIL RESOURCE GUIDE



JANUARY 31, 2015



**ECONOMIC & COMMUNITY
DEVELOPMENT INSTITUTE**

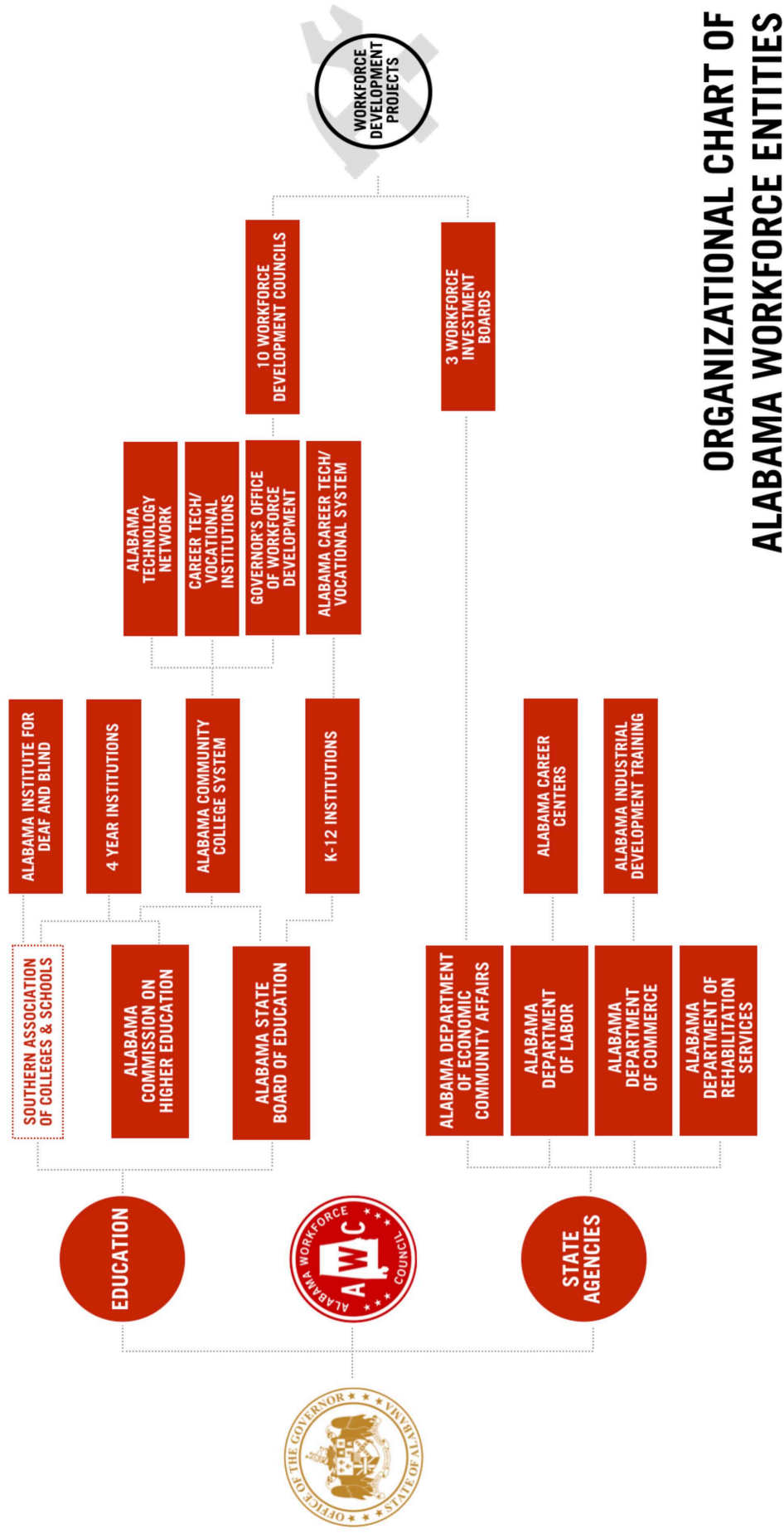
Auburn University & Alabama Cooperative Extension System

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ORGANIZATIONAL CHART OF ALABAMA WORKFORCE ENTITIES

ALABAMA WORKFORCE COUNCIL MEMBERS

Zeke Smith (Chairman) - Alabama Power
George Clark (Vice Chairman) – Manufacture Alabama
Rep. Alan Baker - State Representative
Tom Bates - Evonik Industries- Retired
Mike Bruner - International Paper
Mac Buttram - Former State Representative
Bill Caton - Associated General Contractors
Dr. Philip Cleveland - Alabama Department of Education Career & Technical Education
Norman Crow - D.T. & Freight Company
Michael Davis - Toray Carbon Fibers America, Inc.
Chuck Dilaura - Neptune Technology Group, Inc.
Jed Downs - Qualico Steel
Will Ferniany, PhD - UAB Health System
Blaine Galliher - Windom Galliher & Associates
Dale Greer - Cullman Economic Development Agency
Allen Harris - Bailey-Harris Construction
Kelvin Hill - Georgia Pacific
Jennifer Himburg - ALFA
Michelle Hurdle - Airbus Americas, Inc.
Philip “Chap” Jackson - Coosa Composites, LLC
Phil Johnston - Mercedes Benz, U.S. International
Randy Jordan - Bryant Bank
Dave King - Dynamics, Inc.
Mike Kitchens - ACIPCO
Sandra Koblas - Austal Ship Building
Jerry Mays - Former Mayor of Phil Campbell
Tim McCartney - McCartney Construction Company, Inc.
Dr. Joe Morton - Business Education Alliance AL
Kasey Myers - CSP Technologies, Inc.
Ray Perez - Honda Manufacturing of AL, LLC
Cleve Poole - Pioneer Electric Cooperative, Inc.
Randy Rogers - Evonik Industries
Dr. Art Tipton - Southern Research Institute
Fitzgerald Washington - Alabama Department of Labor
Terry Waters - The Association of Edison Illuminating Companies
Keith Weil - Golden Dragon Copper Tubing

WORKFORCE TRAINING SYSTEM

ALABAMA INSTITUTE FOR DEAF AND BLIND

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MISSION

AIDB is the nation's most comprehensive education, rehabilitation, and employment system serving children and adults who are deaf, blind, and multidisabled with a myriad of programs designed just for them.

PROGRAMS AND SERVICES

AIDB has five campuses and 8 regional centers throughout Alabama that work with both children and adults who are deaf, blind, and multidisabled with educational, business, and workforce development programs.

Alabama Industries for the Blind (AIB) started in 1932 as a sewing project for blind women who had graduated from the Alabama School for the Blind. Today, AIB employs over 300 people, 75 percent of whom are blind or have vision loss. A satellite production facility has been in operation in Birmingham since 1986, and AIB also operates Base Supply Centers on military bases in Alabama and Georgia. AIB is a National Industries for the Blind (NIB) affiliate and part of the AbilityOne Program. All employees receive at least the federal minimum wage with incentives paid for higher production.

E.H. Gentry Facility - Gentry is a full service education and rehabilitation facility. Established in 1968, the mission of the E.H. Gentry Facility is to help clients achieve economic and personal independence through employment training, college preparation classes and independent living skills. The E.H. Gentry Facility creates customized programs for deaf, blind and general services students by exploring personal and professional goals and then using the latest technology and training methods available. Students leave E. H. Gentry prepared for college, the workforce, or to live independently.

- **Employment Training:** The Gentry Facility allows students to experience the necessary tools and technologies needed to compete for the job of your choice. Several graduates are now

working at hospitals, daycare facilities, retail stores and in manufacturing plants. At Gentry, students can earn their Alabama Certified Worker's Certificate or their Career Readiness Certificate for WorkKeys. E.H.Gentry is an official testing site for the WorkKeys certificate.

- **College Prep:** The instructors at the E. H. Gentry Facility provides its students with the academic foundation, time management and organizational skills that will serve the students in their college years and beyond. Teachers assisted the students with a General Education Diploma (GED), pass the Alabama High School Graduation Exit Exam, or meet other college entrance requirements. Gentry students have gone on to attend colleges and universities throughout the country including numerous community colleges, and universities such as Alabama, Auburn, Troy, Jacksonville State, Gallaudet, or the National Technical Institute of the Deaf.

AIDB Regional Centers:

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Montgomery Regional Center

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Birmingham Regional Center

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Tuscaloosa Regional Center

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Tuscumbia Regional Center

N/A
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Tuscumbia, AL 35674
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Dothan Regional Center

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ALABAMA COMMISSION ON HIGHER EDUCATION

Dr. Gregory G. Fitch
Executive Director

Phone: (334) 242- 1998
Website: www.ache.alabama.gov

Mailing Address
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Montgomery, AL 36130-2000

Physical Address
100 North Union Street
Montgomery, AL 36104-3758

MISSION

The Commission seeks to provide reasonable access to quality postsecondary education for the citizens of Alabama.

PROGRAMS AND SERVICES

The Alabama Commission on Higher Education is the state agency responsible for the overall statewide planning and coordination of higher education in Alabama, the administration of various student aid programs, and the performance of designated regulatory functions. The Commission facilitates informed decision making and policy formulation regarding wise stewardship of resources in response to the needs of students and the goals of institutions. The agency also provides a state-level framework for institutions to respond cooperatively and individually to the needs of the state's citizens. In addition, ACHE is the state designated agency for the Student Data Base, which holds 8.5 million encrypted student records that are used in planning and support for all levels of education. ACHE also customizes workforce development information at several levels to include school, municipal, regional and statewide reports that identify area workforce interest and school/college graduation rates.

ALABAMA COMMUNITY COLLEGE SYSTEM

Mark A. Heinrich

Chancellor

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Montgomery, AL 36130-2130

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Email: mark.heinrich@dpe.edu

Website: www.accs.cc

Gene Dudley

Director, Career Technical Education

Department of Post-Secondary Education

135 South Union Street (36104)

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Montgomery, AL 36130-2130

Phone: (334) 293-4652

Email: gene.dudley@dpe.edu

MISSION

The Alabama Community College System, consisting of public two-year community and technical colleges and an upper division college seeks to provide accessible, quality educational opportunities, promote economic growth, and enhance the quality of life for Alabama citizens.

PROGRAMS AND SERVICES

Governed by the State Board of Education, the Alabama Community College System consists of 25 comprehensive community colleges and technical colleges; Marion Military Institute, one of five junior military colleges in the nation; and the Alabama Technology Network, an extensive workforce development initiative.

The ACCS institutions serve approximately 300,000 people annually, including ATN, workforce development, and adult education. Of those served, approximately 100,000 are enrolled in for-credit courses and programs.

The Alabama Community College System's commitment to access is characterized by statewide geographical locations, open enrollment, and low-cost tuition, as well as a variety of programs and services that remove barriers to college entrance, education pathways and workforce training opportunities. In addition, thousands of citizens statewide enjoy access to our facilities for community activities and enrichment programs. The Alabama Community College System is committed to providing a unified system of institutions delivering excellence in academic education, adult education, and workforce development.

The Alabama Community College System hosts the Governor's Office of Workforce Development (GOWD). This partnership for Alabama's workforce development activities enables the State to provide a wide range of career-technical courses and short-term training for job-specific certifications.

Alabama's workforce development efforts parallel the state's ongoing industry recruitment initiatives as-well-as responding to existing industries that need skills upgrades for expanded markets or process improvement training to make them more profitable or to avoid layoffs. Alabama has a diversified industrial base that brings with it many quality jobs. GOWD's objective is to develop and implement training programs that will accommodate all current and future workforce needs.

In addition, the Alabama Community College System:

- Manages the Career-Technical Dual Enrollment Program and the Early College Enrollment Program
- Manages a variety of credentialing and certification programs, including the State's Career Readiness Certification Program
- Promote and markets workforce development and career and technical education opportunities through a variety of media outlets, websites, etc.
- Develops, updates, and expands, as necessary, curricula and plans of instruction for all career and technical education programs and courses for use by ACCS institutions
- Collaborates with AIDT, ADECA, the Alabama Department Education, EDPA, BCA, Manufacture Alabama, the Alabama Workforce Council, and other organizations and agencies in implementing Alabama's Workforce Development System
- Coordinates the department's Rapid Response Program to provide education and training opportunities to employees who are facing layoffs due to plant closings or downsizing
- Develops and provides professional development training for faculty and administrators throughout the ACCS
- Manages and maintains the Prior Learning Assessment Program through the Partnership for Accelerated Learning through Visualization, Engagement, and Simulation (PAVES) funded through the Department of Labor.
- Develops and implements work-based learning programs, e.g. apprenticeship, internship, and earn & learn programs
- Provides for the delivery of career and technical education to the State's incarcerated population
- Collaborates with the AlaVetNet and the Alabama National Guard to provide career and technical training opportunities to veterans and members of the Guard.
- In cooperation with the Alabama Department of Education, provides Career Coaches to provide career guidance and counseling to high school students
- Provides leadership and coordination to facilitate and expand the Career Pathways Program
- Develops and validates the statewide articulation program for secondary career and technical education graduates.

WORKFORCE DEVELOPMENT: DEPT. POSTSECONDARY ED. (DPE) / ACCS

Career Technical Education Contact List for the Alabama CC System		7/16/14		
Name	Title	College	Phone	Email Address
Tara Brown	Project Technician	DPE	334-293-4702	tara.brown@dpe.edu
Linda Cater	Director of Health Programs	DPE	334-293-4553	linda.cater@dpe.edu
Ted Davis	Curriculum Development Specialist	DPE	334-293-4582	ted.davis@dpe.edu
Gene Dudley	Director of Career and Technical Education	DPE	334-293-4652	gene.dudley@dpe.edu
Roger Fortner	Director of Workforce Development	DPE	334-293-4712	roger.fortner@dpe.edu
Judy Graham	Workforce Development Liaison for Regions 3, 6, 9 & 10	DPE	251-510-1518	judy.graham@dpe.edu
Sharon Ingram	Secretary	DPE	334-293-4710	sharon.ingram@dpe.edu
Shalyndrea Jones	Secretary	DPE	334-293-4705	shalyndrea.jones@dpe.edu
Dave Laton	Assistant Director, Career/Technical Education	DPE	334-293-4581	dave.laton@dpe.edu
Lisa Rollan	Workforce Development Liaison for Regions 1, 4 & 7	DPE	334-293-4707	lisa.rollan@dpe.edu
Darlene Thompson	Workforce Development Liaison for Regions 2, 5 & 8	DPE	334-275-7646	darlene.thompson@dpe.edu
Charles Shepherd	Director, Workforce Development	Alabama Southern CC	334-636-9462	cshepherd@ascc.edu
Ann Clanton	Dean of Instruction	Alabama Southern CC	251-575-8204	aclanton@ascc.edu
Dr. Leslie Cummings	Dean of Instruction	Bevil State CC	205-387-0511x5716	lcummings@bscc.edu
Al Moore	Dean of Career Technical Education	Bevil State CC	205-648-3271x5405	amoore@bscc.edu
Max Weaver	Dean of Workforce Development	Bevil State CC	205-932-3221x5133	mweaver@bscc.edu
Dr. Kathy Thompson	Dean, Technical Education & Workforce Development	Bishop State CC	251-665-4099	kthompson@bishop.edu
Dr. Bettye Leslie	Carver Campus Director	Bishop State CC	251-662-5401	bleslie@bishop.edu
Bethany Clem-Shockney	Dean for Bus/CIS, Technologies & Workforce Development	Calhoun CC	256-306-2839	cbclen@calhoun.edu
Barbara Anne Spears	Dean of Instruction	Central Alabama CC	256-215-4311	bspears@cacc.edu
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Dr. John Reutter	Interim President/Director of Planning	Drake State Technical & CC	256-551-3119	john.reutter@drakestate.edu
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Ann Kelley	Instructional Resources and Community Education Director	Enterprise State CC	334.347.2623x2208	akelley@esc.edu
Dr. Patty Hughston	Dean of Workforce Development	Faulkner State CC	251-580-2101	phughston@faulknerstate.edu
Mandy Bezeredi	Career Technology Division	Faulkner State CC	251-580-2169	mbezeredi@faulkner.edu
Tim Green	Dean of Technical Programs	Gadsden State CC	256-549-8601	tgreen@gadsdenstate.edu
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Donald Sledge	Associate Dean of Career Technical Education	Lawson State CC	205-929-6442	dsledge@lawsonstate.edu
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Peggy Linton	Dean of Instruction	LBW CC	334-881-2259	plinton@lbwcc.edu
Tammye Merida	Associate Dean of Applied Technologies	LBW CC	334-493-5357	tmerida@lbwcc.edu
Dr. Mike Kenamer	Director, Workforce Development and Skills Training	Northeast Alabama CC	256-228-6001x2291	kennamer@nacc.edu
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Rose Jones	Associate Dean of Workforce Development	Northwest Shoals CC	256-331-5313	jonesr@nwscc.edu
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Linda North	Dean of Academics	Southern Union State CC	334-745-6437x5402	lnorth@suscc.edu
Wilford Holt	Dean of Workforce Development	Trenholm State Technical College	334-420-4367	wholt@trenholmstate.edu
Tony Holland	Dean, Instructional Affairs	Wallace CC- Dothan	334-556-2214	tholland@wallace.edu
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Beth Johnson	Dean of Academic Affairs	Wallace CC- Hanceville	256-352-8190	beth.johnson@wallacestate.edu
Raji Gouridine	Assistant Dean of Instruction	Wallace CC- Selma	334-876-9292	raji.gouridine@wccs.edu

ALABAMA TECHNOLOGY NETWORK (ATN)

Mr. Chester Vrocher
Acting Executive Director
P.O. Box 302130
Montgomery, AL 36130

Phone: (334) 293-4671
Email: cvrocher@atn.org
Website: <http://www.atn.org>

MISSION

To provide industry and business the tools, training, and resources to excel.

PROGRAMS AND SERVICES

The Alabama Technology Network of the Alabama Community College System links two-year colleges, the University of Alabama System, Auburn University and the Economic Development Partnership of Alabama together to solve the needs of the state's existing manufacturing industry. This link allows Alabama manufacturers to "make things better in their business." As Alabama's affiliate of the National Institute of Standards and Technology's Manufacturing Extension Partnership, our employees are able to provide training and services that meet local needs and provide innovative and cost-effective solutions. Through ATN's resources, we put our clients in touch with our experts to provide solutions to their business needs. ATN's 15 centers are strategically located throughout Alabama to provide local points of contact to manufacturers in need of assistance.

ATN Regional Centers:

Alexander City:

Central Alabama Community College
1675 Cherokee Road
PO Box 908
Alexander City, AL 35011-0908
Phone: 256-215-4305

Auburn:

Auburn University (ATN-AU)
Suite 147
Lowder Business Building
Auburn, AL 36849
Phone: 334-844-4659

Birmingham:

Jefferson State Community College
2601 Carson Road, JSMC
Birmingham, AL 35215-3098
Phone: 205-856-8000

Brewton:

Jefferson Davis Community College
205 College Drive
PO Box 787
Brewton, AL 36427
Phone: 251-809-1675

Eufaula:

Wallace Community College – Sparks
3223 S. Eufaula Avenue
Eufaula, AL 36027
Phone: 334-687-9405

Gadsden:

Gadsden State Community College
401 Korner Street
Gadsden, AL 35903
Phone: 256-549-8160

Huntsville:

University of Alabama in Huntsville
Von Braun Research Hall A-6
Huntsville, AL 35899
Phone: 256-824-6244

Muscle Shoals:

Northwest-Shoals Community College
011 George Wallace Blvd
Tuscumbia, AL 35487
Phone: 256-331-5385

Thomasville:

Alabama Southern Community College
PO Box 2000
30755 Highway 43 South
Thomasville, AL 36784
Phone: 334-636-9642

Tuscaloosa:

University of Alabama
PO Box 870318
Tuscaloosa, AL 35487
Phone: 205-348-8956

WORKFORCE DEVELOPMENT COUNCILS OF ALABAMA

Mr. Terry Waters
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<https://www.accs.cc/index.cfm/workforce-development/workforce-councils/>

MISSION

The ten Regional Workforce Development Councils establish direct links between the workforce needs of business and industry in their respective regions and the appropriate workforce development program(s). The councils are business-driven and business-led, and work with their member counties to develop a regional strategic plan and comprehensive workforce development system that supports local economic and job development activities.

Region 1

The Workforce Development Council of Alabama (WDCA) Region 1 serves the following counties: Colbert, Franklin, Lauderdale, Lawrence, Marion, and Winston.

Region 2

The Workforce Development Council of Alabama (WDCA) Region 2 serves the following counties: Cullman, DeKalb, Jackson, Madison, Limestone, Marshall, and Morgan.

Region 3

The Workforce Development Council of Alabama (WDCA) Region 3 serves the following counties: Bibb, Fayette, Greene, Pickens, Hale, Lamar, and Tuscaloosa.

Region 4

The Workforce Development Council of Alabama (WDCA) Region 4 serves the following counties: Blount, Chilton, Jefferson, Shelby, St. Clair, and Walker.

Region 5

The Workforce Development Council of Alabama (WDCA) Region 5 serves the following counties: Calhoun, Cherokee, Clay, Cleburne, Coosa, Etowah, Randolph, Talladega, and Tallapoosa.

Region 6

The Workforce Development Council of Alabama (WDCA) Region 6 serves the following counties: Dallas, Marengo, Perry, Sumter, and Wilcox.

Region 7

The Workforce Development Council of Alabama (WDCA) Region 7 serves the following counties: Autauga, Butler, Crenshaw, Elmore, Lowndes, and Montgomery.

Region 8

The Workforce Development Council of Alabama (WDCA) Region 8 serves the following counties: Bullock, Chambers, Lee, Macon, and Russell. The council is a registered 501c3 under the name East Alabama WIN. Their website is www.eawin.org
Executive Director: Al Davis adavis@eawin.org

Region 9

The Workforce Development Council of Alabama (WDCA) Region 9, also known as the Southwest Alabama Workforce Development Council (SAWDC) serves the following counties: Baldwin, Choctaw, Clarke, Conecuh, Escambia, Mobile, Monroe, and Washington.

Executive Director: Laura Chandler

Southwest Alabama Workforce Development Council – Region 9

605 Bel Air Boulevard, Suite 32

Mobile, AL 36606

Phone (251) 445-2090

Fax: (251) 445-2092

Email: ldchandler@sawdc.org

Region 10

The Workforce Development Council of Alabama (WDCA) Region 10 serves the following counties: Barbour, Coffee, Covington, Dale Geneva, Henry, Houston, and Pike.

WORKFORCE DEVELOPMENT COUNCILS OF ALABAMA

Chairs 2014-2015

Region 1

Chair – Jonathan Hinton
jonathan.hinton@southwire.com

Region 2

Chair – Pam Clay
pclay@dekalbada.com

Region 3

Chair – Phil Johnston
phil.johnston@daimler.com

Region 4

Chair – James McCrary
jmccrary@foundationbirmingham.org

Region 5

Chair – Bill Greene
greeneb@gadsdenida.org

Region 6

Chair – George Alford
galford@alfordandassoc.com

Region 7

Chair – Cleveland Poole
cpoole@pioneerelectric.com

Region 8

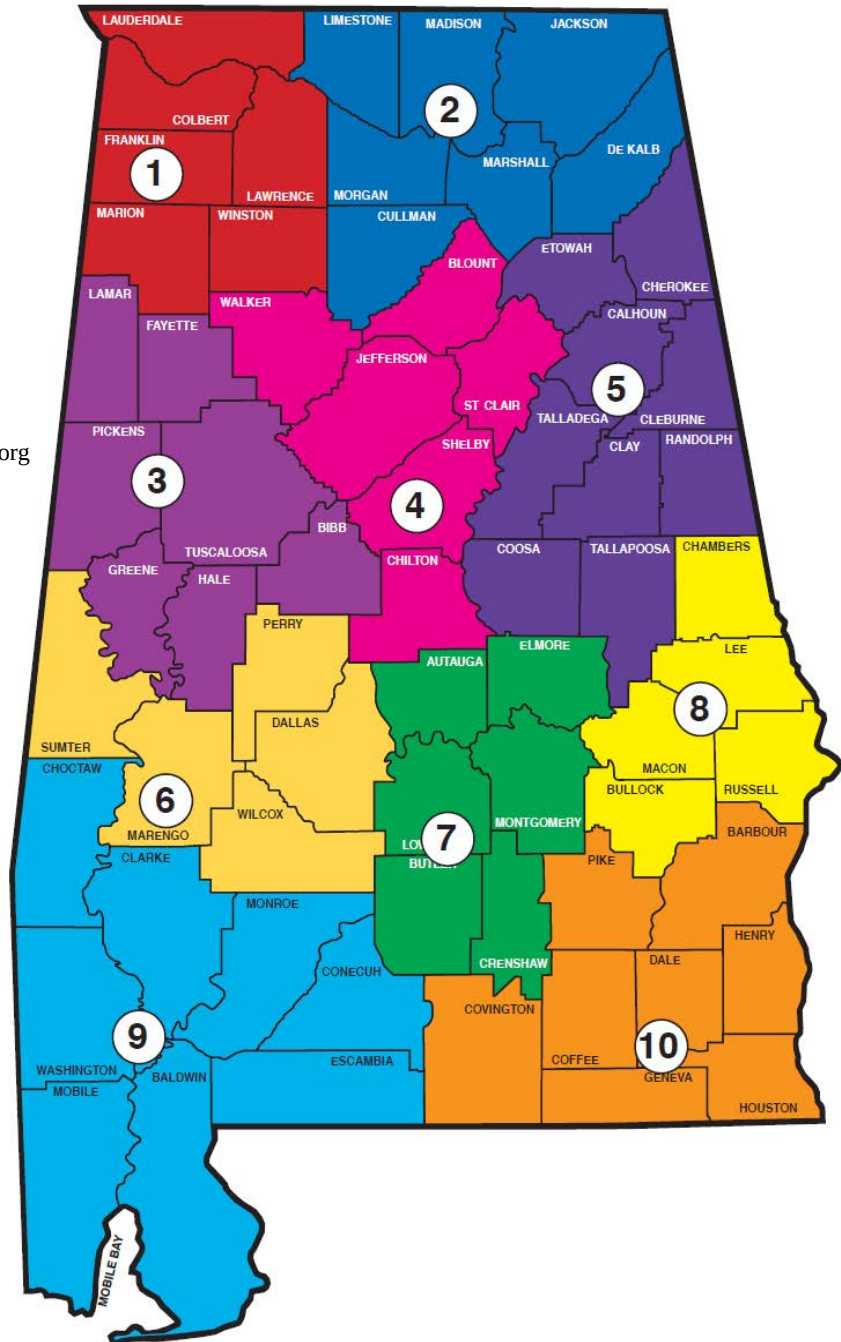
Chair – Aimee Sikes
asikesseohan@gmail.com

Region 9

Chair – Sandra Koblas
sandra.koblas@austalusa.com

Region 10

Chair – Michael Tew
mhtew@southernco.com



K-12 EDUCATION

ALABAMA CAREER & TECHNOLOGY EDUCATION (ACTE)

Dr. Philip Cleveland
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Montgomery, AL 36104-2101

Phone: (334) 242-9111
Email: pcleveland@alsde.edu
Website: <http://www.alcareertech.org/>

MISSION

Alabama's Career and Technical Education (ACTE) programs develop the talents and skills of students in classroom settings that are rigorous, progressive, and certified to international standards throughout Alabama.

PROGRAMS AND SERVICES

The primary focus of Career and Technical Education is to work with local and international businesses, in different career fields, to ensure students are equipped with the skills needed for lifelong success when they enter into the workforce. Students have an opportunity to explore career options in more than 215 courses offered statewide, and can earn advanced diplomas and college credit. The Alabama Career Information Network (ACIN) was created by the CTE to help students with career planning and financial aid. The CTE works closely with the Regional Workforce Development Councils to ensure the career tech courses offered reflect the needs of industries in Alabama and with the Go Build Alabama campaign.

ALABAMA COUNCIL FOR TECHNOLOGY IN EDUCATION

Theresa Zimmer
Acting President
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Montgomery, AL 36117

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Website: <http://www.alcte.org>

MISSION

The mission of ACTE is to promote an appreciation and understanding of technology and its applications in workforce and education.

PROGRAMS AND SERVICES

The Alabama Council for Technology promotes technology education by conducting technology fairs (regional and state-wide) focusing on technology and how it can be used in education and workforce development. Further the ACT provides educational resources through their website as well.

STATE AGENCIES

ALABAMA DEPARTMENT OF ECONOMIC & COMMUNITY AFFAIRS (ADECA)

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Director
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MISSION

ADECA's mission is to serve all Alabamians by effectively utilizing resources in order to meet economic and community needs. ADECA provides information on planning, economic development, employment, training and community services. ADECA administers federal funds to provide community grants for a variety of purposes. Through administering these funds, ADECA enables communities with considerable needs to build basic infrastructure, such as water and sewer systems.

PROGRAMS AND SERVICES

Appalachian Regional Commission (ARC): The development organization for the Appalachian program in Alabama functions within the Governor's Office. The Governor assigns administrative responsibilities for the development programs of the ARC to the Director of the Alabama Department of Economic and Community Affairs (ADECA). As such, the Director serves as an Alternate State Member of the Commission.

The ARC is a federal-state partnership that works with the people of Appalachia to create opportunities for self-sustaining economic development and improved quality of life.

The Appalachian Regional Commission's Area Development Program and Highway Program address the four goals identified in the Commission's strategic plan:

- Increase job opportunities and per capita income in Appalachia to reach parity with the nation
- Strengthen the capacity of the people of Appalachia to compete in the global economy
- Develop and improve Appalachia's infrastructure to make the Region economically competitive
- Build the Appalachian Development Highway System to reduce Appalachia's isolation

Each year ARC provides funding for several hundred projects throughout the Appalachian Region in support of these goals.

Office of Workforce Development: The Workforce Development Division of ADECA administers training programs for adults, dislocated workers, and youth under the Workforce Investment Act. The division offers the school-to-career program, migrant seasonal farm worker training programs, and the welfare-to-work training program for the State.

Resources for Economic Assistance Programs (REAP):

- *Renewal Community Program:* Alabama's Renewal Community program provides federal tax incentives/deductions for employers (businesses) located, locating, or expanding into designated renewal community census tracts within the State of Alabama. Incentives may be gained by employing residents of the designated renewal community, investing in equipment, construction of a facility, or purchasing an asset in the renewal community and retaining it for a period of five years. Alabama's designated renewal communities include Greene and Sumter Counties; Mobile, Mobile County, and Prichard; and the Southern Alabama Renewal Community (made up of Census tracts in Butler, Lowndes, Dallas, Hale, Monroe, Conecuh, Marengo, Perry and Wilcox Counties).
- *Delta Regional Authority (DRA):* The Authority encourages the development of new jobs and basic improvements to enhance quality of life. The DRA's works to strengthen economies by improving education, infrastructure, transportation and businesses with an emphasis on private enterprise. ADECA oversees the program in Alabama and works with local, state and regional agencies to implement DRA goals.
- *Community and Economic Development Programs:*
 - Community Development Block Grants (CDBG) include: Competitive Fund, Community Enhancement Fund, Planning Fund, and Economic Development Fund
 - Emergency Shelter Grant Program (CSBG)
 - Technical Assistance: ADECA provides information on contracting and tax incentive availability and potential contact points for further information. Additionally, its technical assistance section makes available information on business start-ups; loans and other small business related issues. In addition to assisting small business, the section also handles requests for information from local governments
- Other ADECA Divisions:
 - Communications and Information
 - Office of Water Resources
 - Energy, Weatherization and Technology
 - Financial Services
 - Law Enforcement and Traffic Safety
 - Surplus Property

ADECA Workforce Investment Programs

In accordance with the Workforce Investment Act, ADECA serves as the mechanism through which federal workforce investment monies are invested across the state. Funds are disbursed to the three workforce investment boards based upon a collection of formulas created by the Department of Labor and ADECA.

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Workforce Development Division
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Local Area 1 - Jefferson County Workforce Investment Area

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Jefferson County Office of Community & Economic Development
Suite A-430
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205-325-5761
hamiltonf@jccal.org

Local Area 2 - Alabama Workforce Investment Area

Mr. Mickey Hutto, AWIA Supervisor
Alabama Department of Economic & Community Affairs
Workforce Development Division
P.O. Box 5190
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Montgomery, AL 36104
334-242-5886
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Local 3 - Mobile Workforce Investment Area

Mr. Sydney Raine, President
Mobile Works, Inc.
515 Springhill Plaza Court
Mobile, AL 36608
251-432-0909
sraine@mobile-works.org

ALABAMA DEPARTMENT OF LABOR

Mr. Fitzgerald Washington
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Website: <http://dir.alabama.gov>

MISSION

The mission of the Department of Labor is to effectively use tax dollars to provide workforce development and protection services for a more positive economic environment for Alabama employers and workers.

PROGRAMS AND SERVICES

The Department of Labor provides services, which have considerable impact on the economic well being of all Alabamians. It houses Alabama's Career Center System, which provides one-stop employment and training services as mandated by the Workforce Investment Act.

There are five operational divisions in the department, which work to improve the quality of life for Alabama citizens as well as improve the business climate for Alabama employers:

Alabama State Employment Service (Web: <https://joblink.alabama.gov/ada/>)

There are 36 employment offices located throughout the state to provide hiring assistance with the ultimate goal of job placement. Through these offices, the Employment Service:

- Allows job seekers to register for work with the Alabama State Employment Service in order to create resumes, search job listings and apply for jobs
- Allows employers to post jobs and to search job seekers' resumes, including application and resume review, applicant processing, and testing
- Assists in job referral, employability development activities, and job development as well as occupational and training information

Unemployment Compensation (UC)

- Built around one central idea: a worker who loses their job, through no fault of their own, deserves financial help.
- Enables employers to keep their workforce together during short-term layoffs
- Aids individuals by providing them with basic sustenance money until they become re-employed.
- Both groups also profit because unemployment insurance helps stabilize local economies during a recession
- UC program administration is funded by Federal Unemployment Taxes (FUTA).

Workers' Compensation (WC)

- Humanizes the Alabama workplace through its protective effort for employees and employers
- Administers the Alabama Workers' Compensation law providing compensation for job related injuries and occupational diseases
- Expands and encourages safety in the workplace for all workers

Labor Market Information (LMI)

- Collects and analyzes labor market data for dissemination to employers, economic developers, those researching job markets, and other interested individuals
- Primary source responsible for providing information about Alabama's population, employment, unemployment, and wages.
- Uses data from the Bureau of Labor Statistics programs, including Current Employment and Wages, Local Area Unemployment Statistics, and Occupational Employment Statistics. The Bureau of Labor Statistics is the principal fact-finding agency for the Federal Government in the broad field of labor economics and statistics.

DEPARTMENT OF COMMERCE

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Secretary of Commerce
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The Alabama Department of Commerce's workforce development arm is AIDT. Please refer to the AIDT information below.

ALABAMA INDUSTRIAL DEVELOPMENT TRAINING (AIDT)

Ed Castile
Director
One Technology Court
Montgomery, AL 36116

Phone: (334) 280-4411
TDD: (334) 280-4475
Email: ecastile@aidt.edu
Website: www.aidt.edu

MISSION

The mission of AIDT is to provide quality workforce development for Alabama's new and expanding businesses, and to expand the opportunities of its citizens through the jobs these businesses create.

PROGRAMS AND SERVICES

AIDT encourages economic development through job-specific training. Training services are offered in many areas, and are provided at no charge to new and expanding businesses throughout the State. AIDT's services include:

- Total Training System
- Training Mobility
- Leadership Development

AIDT LOCATIONS

AIDT maintains permanent locations as well as project-based training facilities across Alabama.

The **Montgomery Center** is the home office for AIDT. It houses the administration and support services for all AIDT projects.

- One Technology Court
Montgomery, AL 36116
Phone: (334) 242-4158
Fax: (334) 242-0299

The **Huntsville Center** fulfills the training needs of automotive suppliers and other industries within the Northern Alabama Region.

- 2903 Wall Triana Hwy. Suite 1
Huntsville, Alabama 35824-1537
Phone: (256) 461-7550
Fax: (256) 461-8153

Alabama Robotics Technology Park (RTP) - is a collaboration between the State of Alabama, Alabama Industrial Development Training (AIDT), Alabama Community College System, and automation and robotics leaders across the nation.

- Info@alabamartp.org
RTP Phase I: (256) 642-2600
RTP Phase II: (256) 642-2610
Physical Address:
6505 U.S. Hwy.
Tanner, AL 35671
Mailing Address:
P.O. Box 2216
Decatur, AL 35609

Alabama Workforce Training Center (AWTC) - This center provides workforce development support for new, expanding and existing businesses for the Birmingham Metropolitan area through partnerships to include the AIDT, Birmingham Business Alliance (BBA), Alabama Technology Network (ATN), Departments of Secondary and Postsecondary Education and Construction Businesses.

- 3500 6th Avenue South
Birmingham, AL. 35222

Alabama Center for Advanced Woodworking Technology (ACAWT) - The center, which is housed in AWTC, provides workforce training specific to the woodworking industries. The organizations' mission is to facilitate the growth and development of Alabama's secondary wood processing industries.

- **Physical Address**
145 Highway 129
Haleyville, AL 35565
Mailing Address
P.O. Box 1129
Haleyville, AL 35565
Phone: (205) 486-3575
Fax: (205) 486-3593

The **Forest Products Development Center (FPDC)** Works with industry, government, academia, and granting institutions to find solutions to barriers that hinder product performance or prevent product entry for sustainably green biomaterials from our natural resources with the eventual end goal of assisting local industry.

- **Mailing Address**

P. O. Box 1996
Opelika, AL 36803

- **Physical Address**

Southern Union Community College
1701 Lafayette Parkway
Opelika, AL 36801
Phone: (334) 745-6437 ext. 5491

The **Mobile Center** fulfills the training needs of aviation, chemical, telecommunications and other south Alabama industries.

- 1854 Ninth St., Brookley Complex
Mobile, Alabama 36615-4200
Phone: (251) 432-3336
Fax: (251) 433-2675

The **AIDT Maritime Training Center** in Mobile was designed specifically to meet the growing demand for maritime industry related training in Alabama.

- 360 Addisco Road
Mobile, AL 36602
Phone: (251) 405-8698
Fax: (251) 405-8699

ALABAMA DEPARTMENT OF REHABILITATION SERVICES

Mr. Cary F. Boswell
Commissioner
602 S. Lawrence St.
Montgomery, AL 36104

Phone: 334-293-7500
Toll-free number: 800-441-7607
Fax: 334-293-7383
Website: www.rehab.alabama.gov/home

MISSION

The mission of the Alabama Department of Rehabilitation Services is to enable Alabama's children and adults with disabilities to achieve their maximum potential.

PROGRAMS AND SERVICES

Services are provided through 25 community offices, reaching residents in all 67 counties.

ADRS is comprised of four major programs:

Alabama's Early Intervention System, serving children from birth to age 3, coordinates services statewide for infants and toddlers with developmental delays.

Children's Rehabilitation Service, serving children and teens from birth to 21. CRS provides services for children and adolescents from birth to age 21 with special health-care needs and their families. Every county in Alabama is served through a network of 14 community-based offices. Staff members work closely with local school systems to enable children with disabilities to participate fully in school. The CRS Hemophilia Program serves Alabama's children and adults with this life-threatening blood disorder.

Vocational Rehabilitation Service, serving teens and adults. The department's largest division, VRS provides specialized employment- and education-related services and training to assist teens and adults with disabilities in becoming employed. The VRS-Blind/Deaf program provides assistance to Alabamians statewide through its Blind Services, Deaf Services and OASIS (Older Alabamians System of Information and Services) programs. VRS's Business Relations Program, known as READI-Net (Resources for Employment And Disability Information Network) works with thousands of Alabama businesses on disability-related issues, providing recruitment assistance, disability management, training, and employee retention services.

State of Alabama Independent Living/Homebound Service, serving individuals with the most-significant disabilities. SAIL provides a wide range of education and home-based services to assist people with the most-severe disabilities in leading independent lives at home, at school or in the workplace through seven community-based offices located throughout the state.

