



GREATER MEMPHIS ALLIANCE FOR  
A COMPETITIVE WORKFORCE



# 2017 Annual Report

## Greater Memphis Alliance for a Competitive Workforce

# Who We Are

The Greater Memphis Alliance for a Competitive Workforce was created in 2015 out of the Memphis and Shelby County Regional Economic Development Plan and the Greater Memphis Chamber's Chairman's Circle. Managed by Economic Development Growth Engine (EDGE), GMACWorkforce brings together educational institutions, workforce and community agencies, economic development entities, and employers to help solve Greater Memphis' skills gap.

GMACWorkforce facilitates collaboration among local industries, education and training providers, and nonprofit service providers. These efforts will improve the ability of the Memphis region to develop a workforce with the skills and competencies employers need.

GMACWorkforce works to create an effective pipeline of highly skilled workers tailored to the needs of area businesses through the collaboration of its partner organizations, while also working every day to build career pathways between individuals and the area's high demand positions.

## Mission & Vision

### MISSION

To close the skills gap by:

- Driving better alignment of training and education programs with employers' skill requirements
- Delivering innovative new strategies and tools to help Memphis citizens navigate career pathways successfully

### VISION

To provide employers access to the talent they need to compete and people access to the skills they need to get good jobs

*Through the collaboration of its partner organizations, GMACWorkforce works every day to build career pathways between the unemployed and the area's open high-skill positions. Together, we work to eliminate the skills gap in Memphis, so that all residents can experience the prosperity that comes from having a good job.*

## Greater Memphis Alliance for a Competitive Workforce

# Alignment with EDGE

In April 2017, the Economic Development Growth Engine (EDGE) Board of Directors voted unanimously to accept the Greater Memphis Alliance for a Competitive Workforce's (GMACWorkforce) proposal to align itself with EDGE. GMACWorkforce will join the Memphis and Shelby County Port Commission, the Depot Redevelopment Corporation, the Industrial Development Board, and Foreign Trade Zone 77 as entities managed and supported by EDGE.

"In today's world, workforce development is one of, if not the most critical factor in the community's long-term economic vitality and the financial success of our citizens," noted Willie Gregory, GMACWorkforce's original Board Chairman and Director for Sustainable Business and Innovation for Nike. "I'm proud of all that GMACWorkforce has accomplished, particularly in such a short amount of time. As we were building the program, it became increasingly obvious that GMACWorkforce would be even more effective if we could align ourselves with a major economic development organization on the front lines of advancing the City and County's economy. EDGE will be an excellent partner," said Mr. Gregory.

The GMACWorkforce alignment with EDGE will further strengthen the connection between the region's workforce and economic development efforts and better link local residents to good paying jobs.

"Economic development depends heavily on the workforce and the availability of that workforce. If our citizens aren't trained for the jobs we provide for the community, their quality of life is severely impacted, as well as the companies we attract," said EDGE Board Member, Cary Vaughn. "As an economic development organization, we are largely dependent on the success of our workforce partner. With EDGE working in tandem with GMACWorkforce, we are approaching economic development from a regional collective perspective and helping our core mission."

## CORE FUNCTION 1

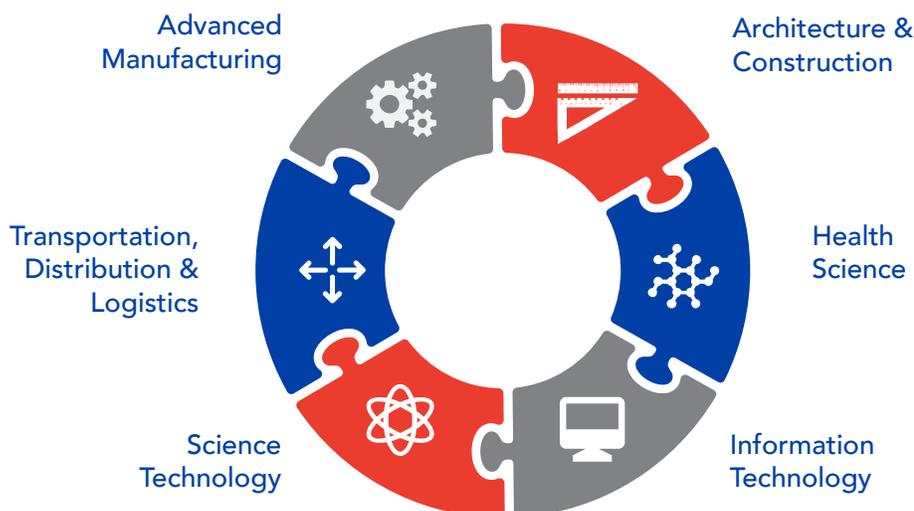
# Generate & Publish Workforce Trends Data

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During 2017, GMACWorkforce staff participated actively in several key data-driven, county-wide activities to help guide local workforce efforts. GMACWorkforce's Comprehensive Workforce Analysis and Labor Study, published at the end of 2016, continued to inform area government, community organizations, and local schools regarding current workforce needs and gaps. (<https://www.gmacworkforce.com/labor-study>) This study was funded in part by the Tennessee Labor Education Alignment Program (TN LEAP) and utilized a variety of data collection methods with workers, employers, workforce influencers, and community representative in Memphis and surrounding counties.

- **Memphis 3.0 Planning and Visioning**
  - Member of the Workforce and Entrepreneurship Cultivation Committee
- **State of the Non-Profit Sector Report (2017)**
  - Co-Chair of Employment, Workforce Development, Adult Education and Re-Entry Field Committee
  - Linked Memphis 3.0 workforce planning with supports provided by non-profits
- **"Pathways Tennessee" Regional Sector Pathway Identification**
  - Coordinator for Shelby and Fayette County Planning Teams
  - Identified key industry sectors using regional data and information provided by local leaders and the Tennessee Department of Education.
- **Shelby County Schools (SCS) Career and Technical Education (CTE)**
  - Member Design Team Task Force
  - Southern Regional Education Board (SREB) used GMACW Labor Study to align SCS CTE programs with local demand

### 6 Priority CTE Career Cluster Pathways identified for Secondary School Students:



## CORE FUNCTION 2

# Deploy an Online Career Navigation System – MemphisWorks

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### MemphisWorks Software Expansions and Enhancements

- Development of “Workplace Foundations for Leadership” comprehensive online workforce skills program developed with more than 50 hours of free content through 21 different modules for certification options
- Integration of SMS/Text Messaging provides automated and scenario-based messages that meaningfully engage a user to aid in learning and support
- Development of MemphisWorks online lessons plans for secondary school teachers to use in their classrooms
- Integration of “Text to Speech” functions so job postings and career cards ‘read aloud’ including Spanish language options increasing accessibility of site.

### MemphisWorks Special Projects

- Offline MemphisWorks pilot project being conducted at Shelby County Detention Center using a portable server. During a 12-week training program prior to release, the residents access job readiness online learning and gain badges for course completions, develop resumes, view and “favorite” local job listings. Pilot is being conducted in coordination with local non-profits and Workforce Investment Network (WIN). The project has attracted an invitation for a proposal from the Barbara Bush Foundation for Adult Literacy.
- Developed an on-line Medical Device Packagers training program that is fully integrated into MemphisWorks. This training was developed at the request and with the input of medical device companies and the Greater Memphis Medical Device Council. The 12 customized modules comprising the program are the first training of its type in the region and will result in an industry recognized credential. Launch of enrollments into the training will take place in 2018 and will target low income unemployed/underemployed individuals to support their employment in the medical device sector.
- MemphisWorks deployed in Arkansas, too, with enthusiastic launch in Marion High School among 709 students and 19 counselors/teachers.

### Memphis Works Ongoing Deployment

- Currently working with 7,000 individual users through case managed workforce development programs including in-school youth and adult job-seekers
- More than 725 active organizations and employers engaged and participating in MemphisWorks

## CORE FUNCTION 3

# Strengthen Employer/Education Alignment to Promote Pipeline of Skilled Workers

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Began implementation of \$6 million MOVE-HIRE (Medical device Occupations Value Education and Help In the Regional Economy) grant to support the Medical Device sector.

- Six tuition-free training programs targeted for unemployed / under-employed individuals: Machining, Finishing, Quality, Packaging, Logistics, and Engineering

Launched first Bachelor of Applied Science Degree in region – fully corresponds and aligns with associates of applied science degrees creating upward career and education mobility

- Completely on-line program with University of Arkansas Fort Smith
- Memorandum of Understandings signed with Southwest Tennessee Community College, Moore Tech, and ASU Mid-South for student matriculation

Collaborated between Arkansas State University Mid-South and Moore Tech in Machining and Welding to facilitate student skill development through program transfers.

Worked with Southwest Tennessee Community College and Arlington High School and Houston High School to facilitate the creation of a variety of dual enrollment programs such as:

- A new dual enrollment class in Advanced Integrated Industrial Technology between Southwest and two local high that enrolled more than 70 third-year high school students in 2017 and will grow to 150 students in 2018-2019.

Worked with Tennessee College for Applied Technology and Collierville High School to facilitate the creation of a dual enrollment program with sponsorship by local area industries

Sponsored a “Connect with Your Local K-12 School” day introducing more than 30 companies to area K-12 schools.

Fulfilling the \$9.8 million Trade Adjustment Assistance Community College and Career Training (TAACCCT) 4 Grant issued by the U.S. Department of Labor.

- In partnership with the Arkansas State University - Midsouth, GMACWorkforce is managing the TAACCCT 4 grant which works to expand local post-secondary capacity in selected manufacturing and transportation, distribution, and logistics programs.
- More than \$2.3 million was distributed to workforce capacity development programs and entities associated with transportation, distribution, logistics, and advanced manufacturing careers and occupations

## CORE FUNCTION 3

# Strengthen Employer/Education Alignment to Promote Pipeline of Skilled Workers (cont'd)

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Continued support of GMACWorkforce industry-led sector councils – Commercial Drivers License, Diesel Technology, Steel Fabricators, and Process Technology. K-12 partners now participating and using industry input to align their technical programs.

- Councils include participation of 102 industry representatives.

Working with State of Tennessee, Department of Education as the regional intermediary for Pathways TN, a program created by the Tennessee Department of Education that works to ensure all Tennesseans are prepared for high-quality, in-demand careers by promoting education-to-career learning pathways that are seamless, collaborative, and regionally relevant.

- Seamless alignment between education , post-secondary training and industry needs across two counties and seven school districts in Shelby and Fayette Counties

Continued to promote implementation of Industry Recognized Credentials by training providers such as Southwest Tennessee Community College, Tennessee College of Applied Technology to improve validation of skills for students and ensure competency alignment with industry.

- Enrollees earned more than 1,774 industry recognized credentials

Implemented KeyTrain online assessments and WorkKeys training with Workforce Investment Network (WIN) for Shelby County Schools Career and Technical Education (CTE) Programs to ensure basic skills preparedness of students.

- More than 1,000 students on-track to earn their National Career Readiness Certificate (NCRC) silver or higher designation supporting the WIN initiative of Memphis as a Work Ready Community.

## CORE FUNCTION 4

# Support Organizations in Developing Qualified Workers to Meet Employer Needs

GMACWorkforce works with other non-profits and employers to help them launch programs and activities to train, retain, and upskill current and future employees. Several notable projects during 2017 included:

- GMACWorkforce connecting the Assisi Foundation and HopeWorks implement the first Employer Resource Network (ERN) in the region with nine local companies. An ERN is a group of companies working together to place a rotating social worker / counselor on site every week. The counselor assists employees with issues that may cause them to be less productive or leave the workforce. The participating companies have formed a council to help give direction and leadership to the program.
- Career Readiness Training (CRT) Train the Trainer Workshops – GMACWorkforce staff certified 24 Shelby County Schools secondary and post-secondary teachers during 2017 in the Career Readiness Training Program.
- 4-H STEM Workforce Development Youth Education Program - Partnered with Agricenter International with the development and launch of its inaugural 4-H STEM Youth Education Program. During the five-week summer program, nine students received a stipend while working on community service projects and exploring STEM-Workforce careers.
- GMACWorkforce partnered with Turner Construction and Methodist/Le Bonheur Healthcare to provide a four-week class for a dozen students on Work-Ready Skills and Construction Trades Awareness. This pilot effort is being led by Turner Construction and is based on the expected increased demand for a qualified construction workforce over the next two years in the greater Memphis area. Recruitment was conducted by Workforce Investment Network (WIN), Advance Memphis, and HopeWorks.
- GMACWorkforce is developing a partnership with Agape to use MemphisWorks as part of the Agape Teamwork Initiative. In 2017, Agape was awarded a \$12.2 million multi-year contract from the Tennessee Department of Human Services to work with poor families in the Frayser, Raleigh, and Whitehaven communities providing support services and career counseling.
- GMACWorkforce continued to provide industry sector support to the Memphis Bioworks Foundation and its \$4 million U.S. Department of Labor grant entitled Memphis Delta F.O.R.C.E. Program. The project connects low- and middle-skilled parents to education, job training and appropriate supportive services for careers in Advanced Manufacturing, Health Care, and Information Technology.



**1,034**

employed workers now have access to a professional counselor to assist them with personal and work challenges.



**50+**

teachers certified by GMACWorkforce to teach Career Readiness Training during the last 3 years.

## CORE FUNCTION 5

# Attract External Funds for Workforce Development

GMACWorkforce strives to support and expand regional workforce efforts through the infusion of coordinated external funding and expertise to share with our partners. Local partners receiving funding from GMACWorkforce since 2015 include:

- Arkansas State University Mid-South
- Bartlett Area Chamber of Commerce
- Greater Memphis Chamber of Commerce
- Greater Memphis Medical Device Council
- Leadership Memphis
- Memphis Bioworks Foundation
- Southwest Tennessee Community College
- Tennessee College of Applied Technology
- University of Memphis, Herff College of Engineering
- William R. Moore College of Technology
- Workbay, LLC
- Workforce Development Board of Eastern Arkansas
- Workforce Investment Network

Out of area partners contracted by GMACWorkforce to provide technical assistance and programs locally:

- Corporation for a Skilled Workforce (Ann Arbor, MI)
- Manufacturing Institute (Washington, DC)
- Thomas P. Miller and Associates (Indianapolis, IN)
- University of Arkansas – Fort Smith (Fort Smith, AR)

During 2017, subcontracts issued under GMACW's \$6 million MOVE-HIRE grant totaling more than \$5.1M to local five post-secondary institutions (ASU Mid-South, Moore Tech, Southwest, TCAT, U of M) and five workforce/business partners (Bioworks, Bartlett Chamber, Greater Memphis Medical Device Council, Memphis Chamber, WIN). GMACWorkforce collaborated on the submittal of more than \$6 million in external funding proposals during 2017.

### 2017 Grant Proposals

Funding Agency	Grant Name/ Purpose	Lead Applicant	Amount	Status	Partnering
Delta Regional Authority	MemphisWorks Outreach	GMACW	\$48,000	Not Funded	GMACW Submittal
Department of Labor	Reentry Project - Adult	HopeWorks	\$2,000,000	Not Funded	GMACW Supporting Partner
Department of Labor	Reentry Project – Adult Intermediary	SeedCo	\$4,000,000	Funded 3 years	GMACW Supporting Partner
			\$6,048,000.00		

*During 2017 - \$3,564,986 provided to workforce partners \$9,862,951 provided to workforce partners for workforce development capacity expansion and improvements since 2015; including more than \$2.5 Million in classroom equipment and supplies.*

GMACWorkforce  
**FINANCIALS**

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Statement of Activities  
For the 18-Months Ended June 30, 2017

	June 30, 2017 TOTAL
<b>SUPPORT, REVENUE, AND RECLASSIFICATIONS</b>	
Contributions	\$975,000
Special Projects	\$1,600,000
Grants - LEAP	\$442,405
Grants - LIFT	\$47,672
Grants - America's Promise	\$53,913
Miscellaneous Income	\$7,113
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Total	\$3,126,103
Net assets released from restrictions	-
Total Support, Revenue, and Reclassifications	<hr/> \$3,126,103
<b>EXPENSES</b>	
Program services	\$2,530,072
General & Administrative	\$233,673
	<hr/>
Total Expenses	\$2,763,745
<b>CHANGES IN NET ASSETS, BEGINNING OF PERIOD</b>	
NET ASSETS, BEGINNING FOR PERIOD	\$946,570
PRIOR PERIOD ADJUSTMENT	\$100,000
NET ASSETS, BEGINNING OF PERIOD, RESTATED	<hr/> \$1,046,570
NET ASSETS, END OF PERIOD	<hr/> \$1,408,928



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## Major Programs

- 2016 Labor Study
- America's Promise Grant/MOVE-HIRE\*
- Industry Outreach, assessment, and training support
- MemphisWorks
- Trade Adjustment Assistance Community College and Career Training Program (TAACCCT) Grant\*

*\*funded by the U.S. Department of Labor*

## GMACWorkforce Board of Directors

### Chairman

Jackson Moore

### Secretary

Cary Vaughn

### Vice Chairman

Thomas Dyer

### Treasurer

Larry Jackson

## GMACWorkforce Staff

### President & CEO, EDGE and Related Entities

Reid Dulberger

### Interim Executive Director, Greater Memphis Alliance for a Competitive Workforce

Pauline Vernon

Cassandra Brown, *Project Accountability Manager*

John Churchill, *Vice President, Business Services*

Alan Gumbel, *Director, Grants & Special Initiatives*

Jerry Johnson, *Director, Finance and Administration*

Gerald Joyner, *Manager, Pathways Career Development & Navigation*

Danielle Schonbaum, *Manager, Continuous Improvement & Evaluation*

Tonya Starks, *Manager, Accountability & Administration*

Katina Williams, *Administration*

VeLecia Young, *Manager, Career Navigation & Business Services*

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