

FY2018 FIRST QUARTER REPORT

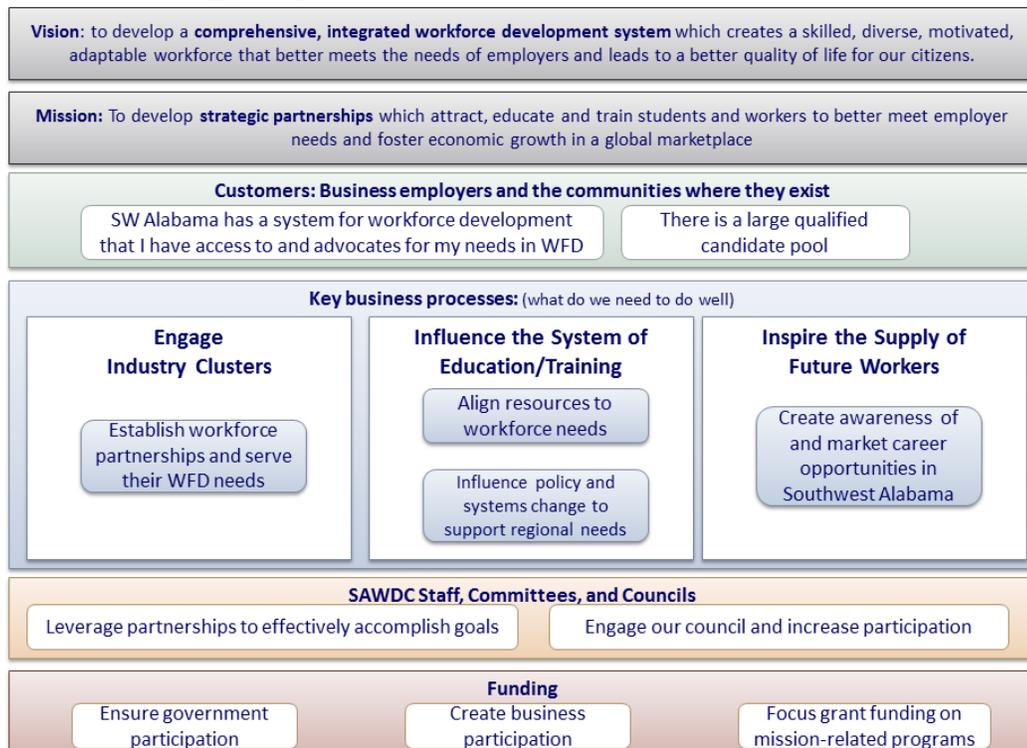
Southwest Alabama exists in an extremely competitive environment for business recruitment making the quality of the local workforce a high priority. There is a critical need to create and sustain reliable industry-specific pipelines of qualified workers. SAWDC Alabama Works drives greater alignment of programs, resources, and funding across the workforce development system in order to maximize the impact of available resources. Because workforce development is a critical need for the region, there is an urgency to building these collaborative systems, which is at the core of SAWDC Alabama Works' mission.



General Overview

The following pages provide a summary of activities for the quarter ending **December 31, 2017**. As a whole, SAWDC Alabama Works continues to operate utilizing a quality management tool, which ensures that strategic objectives are aligned, and the appropriate measures are in place to demonstrate progress against the organization’s goals. The SAWDC Strategy Map and Balanced Scorecard allow SAWDC to track its performance and report progress in a concise, meaningful way.

SAWDC Strategy Map



SAWDC Alabama Works Board of Directors for FY2018

Officers for the FY2018 include Lee Lawson, Baldwin County Economic Development Alliance, serving as Chairman; Jill Stork, Alabama Power, serving as Vice Chairman; Janice Rehm, USA Children’s & Women’s serving as Treasurer; and Sandra Koblas, Austal USA, serving as Past Chairman. New board members include Christopher Valdez, Segers Aero Corporation, and Stephanie Burt, Airbus FAL. For a full list of Board and Council members, click [here](#).



Industry Partnership (“Cluster”) Model

Critical to our core mission, SAWDC Alabama Works has established and manages high-quality industry partnerships or clusters – a sound strategy for helping lower skilled individuals obtain and advance in good careers while at the same time ensuring that employers have high-quality skills that are needed to compete in today’s dynamic economy. SAWDC’s targeted industries – aviation, maritime, construction, manufacturing, and healthcare – were chosen due to the high demand and high growth prospects for these industries. Key elements of the cluster model are: the work is **industry led**; the work is driven by **sectoral workforce partnerships**; and the work is designed to serve **two sets of customers: businesses and workers**. SAWDC provides cluster management, project management, case management, and tracking services to the clusters.

Participant Outcomes

To date, SAWDC Alabama Works has served **1,982 jobseekers** managing **1,382 into jobs** – 93% of which were within the targeted industry – with **six and twelve-month retention rates** experiencing a slight uptick to **84% and 70%**, respectively. SAWDC Alabama Works has also served **208 incumbent workers**, who received an average **9% wage increase** post-training and reported **retention rates of 96% and 89% for six and twelve months**, respectively.

Jobseeker Outcomes as of 12/31/17

Total # Served	1,982	100%
Job Placement	1,382	70%
Enrolled in Training	1,508	76%
Completed Training	1,122	74%
Job Placement	1,029	92%
<u>Jobseekers Served by Cluster</u>	# Served	% of Served
Aviation	103	5.2%
Healthcare	217	10.9%
Manufacturing	121	6.1%
Maritime	1,541	77.7%
Total # Served	1,982	100.0%

Job Placement By Cluster		
Aviation	89	6%
Healthcare	168	12%
Manufacturing	33	2%
Maritime	1,092	79%
Total	1,382	100%

Job Placement - Targeted vs. Non-Targeted		
Targeted Industry	1,291	93%
Non-targeted Industry	91	7%
Total	1,382	

Pre-Program Status		
Employed	813	41%
Not Employed	1,169	59%
Total	1,982	

Pre-Program Hourly Wages		
No Wages Reported	1,060	
Most Recent Wages (<i>all reporting</i>)	922	\$ 12.05
Most Recent Wages (<i>job placement only</i>)	690	\$ 12.18

Post-Program Hourly Wages		
Employed	1,382	\$ 14.42
Increase Over Recent Wages (<i>all reporting</i>)		\$ 2.37
Increase Over Recent Wages (<i>job placement only</i>)		\$ 2.24

Wage Summary		
Pre-Program		\$ 12.05
Post-Program		\$ 14.42
6 Month Retention		\$ 15.46
12 Month Retention		\$ 17.10
Retention	6 month	12 month
Retained	1,105	881
Not Retained	150	248
Missing/Unknown	53	123
Total	1,308	1252
% Retained	84%	70%

The following chart, which covers all clusters, tracks 170 individuals, who completed training but were unsuccessful in obtaining a job in the targeted industry. This represents 8.5% of the total jobseekers served. One-half of the candidates were not recommended by the instructor due to a lack of employability skills (39%) or a lack of technical skills (11%).

Jobseekers: Completed Training - No Job Placement

Training Completed – No Job Placement Reasons	#	%
Lack of Employability Skills-NR	67	39%
Unable to Contact	44	26%
Lack of Technical Skills	19	11%
Did not meet company minimum standards	16	9%
Lack of industry demand for skill-set	11	7%
Undecided	9	5%
Advanced Training/Edu	4	2%
Total	170	100%

Cluster Reports

Maritime

The Maritime Cluster employers include shipyards, machine shops, fabrication shops, and contractors. Examples include Austal USA, BAE Systems, Horizon Shipbuilding, Ingalls Shipbuilding, Myer Marine, AlaFab, VT Halter, Tradesmen International, and Blakely Boatworks. SAWDC Alabama Works provides intensive case management in partnership with AIDT Maritime Training Center, cluster management, tracking, and maintains persistent attention to the workforce needs of the employer members. Because of overlapping membership, the SAWDC Project Manager, who is based out of the AIDT Maritime Training Center (AIDT MTC), works closely with both the Central Gulf Industrial Alliance (CGIA) and the Gulf States Shipbuilders Consortium (GSSC).

Cluster Management

During the first quarter of the fiscal year, GSSC held its semi-annual membership meeting in Ocean Springs, Mississippi. The goal of the meeting was to bring together shipbuilders, vendors, staffing groups, contactors, and



other Maritime Industry representatives together to discuss challenges and solutions as well as the evolution of the industry. The SAWDC Project Manager works closely with GSSC to provide support in the organization of the meeting including managing registration. Approximately thirty industry leaders and partners attended the Fall meeting.

Case Management

One of the main responsibilities of the SAWDC Project Manager is to prepare and position lower-skilled individuals to enter jobs and/or advance in their careers. The Project Manager works alongside AIDT at the AIDT Maritime Training Center with key employers and all individuals, who enroll in training at the center. With a caseload of up to 250 students per year, the Project Manager performs intakes and assessments on each client, develops individualized plans and formulates action plans to facilitate and monitor the progress of clients towards reaching their employment goals.

Since July 2012 when SAWDC Alabama Works began providing services to AIDT at the Maritime Training Center, the Project Manager has served **1,100 jobseekers** with **1,092 enrolling in training**. Of those enrolled, **817 (75% completed and 735 (90% of completers)** were successfully managed into jobs.

Industrial Construction and Manufacturing

SAWDC works hand-in-hand with the Central Gulf Industrial Alliance (CGIA) to accomplish its work associated with industrial construction and manufacturing sectors. With common goals and overlapping membership, the two organizations, which are co-located, work diligently to maintain a highly collaborative relationship in order to better serve industry.

CGIA held its ten-year anniversary general membership meeting on November 1st with close to 100 in attendance. SAWDC provided organizational support to the CGIA staff and was also recognized at the meeting by CGIA as a key contributor to the organization's success. The meeting was held at the Steeple in Mobile, AL and the agenda included CGIA updates, workforce development updates, a labor market update by Alpha Resources, a presentation to Evonik Industries, which was awarded the Safety Member of the Year, and results from the most recent CGIA Endorsement Program.

Due to an outpouring of requests for employers to serve on advisory councils for training programs across the region, SAWDC and CGIA established the Industrial Trades Advisory Council, which serves to bring industry and education partners together to focus on ensuring that education and training is aligned with employers' needs. On December 7th, SAWDC and CGIA held a combined forum, which included both the CGIA Instructor Safety Day and the Industrial Trades Advisory Council (ITAC) meeting. Held at Chevron in Pascagoula, Mississippi, the meeting, which was attended by CGIA members and instructors from training providers across the region, placed significant emphasis on safety in both the workplace and the training lab.

Aviation Cluster

The Aviation Cluster is an industry-led initiative created to better meet the needs of the aviation industry's current and foreseeable requirements for qualified and reliable talent. The Aviation Cluster employer members include Airbus Final Assembly Line (FAL), VT Mobile Aerospace Engineering, Continental Motors, Segers Aero Corporation, Aero Star, Carlisle Interconnect Solutions (formerly Star Aviation), Certified Aviation Services, and UTC Aerospace System. SAWDC Alabama Works provides cluster management, project coordination, case management/tracking, and maintains persistent attention to the workforce needs of the employer members.

Cluster Management

In an effort to continue to identify best practices in the area of aviation, representatives from SAWDC Alabama Works, VT MAE, and the Alabama Community College system traveled to Indianapolis, Indiana in November 2017 for the Talent Solutions Coalition-hosted Forum Series at the [Vincennes Aviation Technology Center](#) at the Indianapolis International Airport. Panel sessions featured presenters from major airlines, MROs, manufacturers, educational institutions and the Federal Aviation Administration. The forum was designed for employers in talent acquisition roles, educators responsible for workforce and industry partnership programs and leaders of economic development organizations interested in new ways to provide workable and practical industry talent solutions. Following the forum, participants toured AAR Corp's Indianapolis MRO facility and the Rolls Royce Heritage Trust museum.

Project Coordination

As reported previously, SAWDC, following a recent leadership trip to Wichita, KS, engaged [Tim Welsh](#) with the [Talent Solutions Coalition](#) - a division of the [National Center for Aviation](#) - to assist in charting the future course for the cluster. On October 30th, Dr. Welsh facilitated a workshop for the Aviation Cluster members (scheduled for October 30th and hosted by VT MAE) in order to fine-tune a [statement of work](#) centered around three areas:

1. Defining a Vision for Aviation Cluster's Talent Management Capabilities
2. Developing a Strategy for Needs Assessment
3. Creating an Aviation Talent Management Operating Plan

Aviation cluster members unanimously agreed that the next step would be a pilot program. As such, SAWDC in partnership with VT MAE, the Alabama Community College System and Talent Solutions Coalition (TSC) have designed Professional Services Project, which will commence in February 2018. The goal of the project is to benefit the aviation cluster as whole by sourcing aviation maintenance talent from multiple markets, enhancing the reliability of SAWDC Aviation Cluster talent pipeline by communicating specific job profile specifications to each participating talent provider, and completing a benchmark proof-of-concept pilot project with one SAWDC aviation cluster member to establish SAWDC's capability as a provider of talent solutions to its constituent employers.

Case Management

At present, the Alabama Aviation Center (AAC) has 120 students enrolled in some phase of training. In December, a total of five students successfully completed the two-year program to earn the Airframe and Powerplant license. One student was hired by VT MAE and three will onboard with VT MAE after the successful completion of the powerplant exam. The final student, unfortunately, was not recommended by the instructors due to the lack of employability skills. Transfer of the Alabama Aviation Center to Coastal Alabama Community is underway. It is expected that the accreditation process will be completed in the first quarter of the calendar year. The Project Manager continues to work closely with the AAC Director providing both case management and job placement services.

As previously reported, SAWDC Alabama Works along with Airbus, VT MAE and Coastal Alabama Community College awarded scholarships provided by the Sonnborne Charitable Foundation to two students – Alan Hopper and Prince Clausell IV - of the Alabama Aviation Center. Both students are graduates of the Mobile County Public School System and were dually enrolled through the Bryant Technical Center while in high school. The students were selected by industry following an application process and interviews. Originally, it was expected that both Alan and Prince would complete just the Airframe Mechanic portion of the training, but both have decided to pursue both their Airframe and Powerplant (A&P) license for a completion date of Fall 2018 at which time SAWDC Alabama Works will managed them into their new careers. Below is an update with comments provided by their instructors as well as the SAWDC Alabama Works Project Manager, who is working with each student at the Alabama Aviation Center.

“I have thoroughly enjoyed getting to know these students and understand their desire to work in the aviation industry. These students are obtaining a valuable education and expanding upon their soft skills. However, none this would have been possible if it were not for you all. Thank you for investing in the lives of these two deserving young men.” -Colton Cureton, SAWDC Alabama Works, Aviation Project Manager

“Allen and Prince worked as a team on a project to reassemble the wing of an aircraft and an outstanding job. This particular project takes the majority of the semester to complete, and I was really impressed at how well they performed during this activity.”- Instructor Kelley

Alan Hopper

- Overall GPA- 3.83
- Expected Graduation Date- Fall 2018
- Instructor Quote - “Allen is the perfect example of a student. He is a hard worker and has never missed or been late to a single class. Most of the time he is standing outside the classroom waiting for me to get here in the morning.” - Mr. Taylor, Instructor

Prince Clausell

- Overall GPA-3.66
- Expected Graduation Date- Fall 2018
- Instructor Quote- “Prince has shown valuable effort, which leads to great success in my class. I couldn’t ask for a better student” -Mr. Kelley, Instructor

Healthcare Cluster

In FY2018, a key focus will be to reinvigorate the health care cluster in both the rural and urban counties of the region with a focus on middle-skill jobs. SAWDC began its efforts in the first quarter of the fiscal year by convening rural health care employers to develop plans to address their immediate and coming needs, particularly in the areas of the region experiencing the highest unemployment rates. Employer members of the Rural Healthcare Cluster include Westgate Village managed by Crowne Healthcare, Thomasville Health and Rehab, and Camden Nursing Facility. Employers expressed a dire need for qualified Certified Nursing Assistants – a position that experiences high turnover rates. As such, the SAWDC Project Manager is in the process of facilitating two CNA training programs, which will take place in both Clarke and Conecuh County. Citizens that live in the surrounding counties of Clarke and Conecuh will have an opportunity to apply for the program. It is likely that each training program will consist of 15 trainees with employers making a commitment to hire by upon their successful completion. In order to effectively identify qualified candidates, SAWDC Alabama Works will be coordinate the Alabama Career Centers, who will serve to promote the training opportunities and assist with the recruitment process, and with the participating employers, who will establish the criteria for the program and subsequently interview and select the successful applicants.

Additional Updates

SAWDC Alabama Works Quarterly Council Meeting

On December 8th with over 80 in attendance, SAWDC Alabama Works hosted its quarterly council meeting at Bishop State Community College. Dr. Reginald Sykes, President of Bishop State Community, provided an update on the new the college’s new direction followed by Sydney Raine, who presented on the newly structure regional workforce board, Southwest Alabama Partnership for Training and Employment. Participants in the meeting were

then led through a facilitated strategic planning process, which will serve to inform Alabama's statewide educational attainment goals. Details on the State's initiative are below:

Alabama's Statewide Educational Attainment Initiative Alabama's statewide educational attainment initiative (currently known as the "65 by 2025 Initiative") was established by Executive Order in March of 2017 and is focused on preparing our workforce for the jobs of today and tomorrow. Following the formal establishment of this initiative, the Alabama Workforce Council appointed a subcommittee, the Statewide Educational Attainment Committee, to develop a strategic plan for achievement of the educational attainment goal. Under the leadership of the Attainment Committee, a strategic planning process is now underway to help develop priorities and strategies for increasing educational attainment statewide. A key component of the planning process is a comprehensive stakeholder engagement process to gather input and information from key stakeholders, including Regional Workforce Councils, across the state. Regional Workforce Councils, their membership and other key stakeholders across the state have a wealth of knowledge and experience related to educational attainment in our state. Input and participation from these stakeholders will be critical to the development and success of the strategic plan. Participation in the December 8th SAWDC Alabama Works Quarterly Council meeting provided a critical opportunity for stakeholders to participate in the strategic planning process. Following stakeholder engagement, the planning team will synthesize and analyze data from across the state and use it to develop a strategic plan with clear goals, priorities and objectives. The plan will be finalized and submitted to the Governor by April 30, 2018.

National Fund Recognizes SAWDC Alabama Works

Business leaders, funders, frontline workers and workforce development practitioners convened in Washington, D.C. in November 2017, to celebrate successful workforce development investments that have improved thousands of lives. The National Fund for Workforce Solutions marked their 10th Anniversary on November 29, 2017. The National Fund and its more than 30 local partners, including SAWDC Alabama Works, have engaged dozens of national funders, 800 local funders, and 5,000 employers to improve workforce systems and prepare tens of thousands of individuals for good jobs. The event celebrated the extraordinary collaboration within and across communities that raised \$320 million in workforce investments and hundreds of improvements to workforce systems, public policies, and business practices across the country. During the event, the National Fund recognized SAWDC Alabama Works along with the more than 30 backbone organizations that hosted and



supported workforce development collaboratives within their communities. Ranging from United Ways, Workforce Development Boards, community foundations, economic development organizations and independent nonprofits, these collaborative hosts provided the critical local infrastructure that facilitated a decade of changing lives. The National Fund for Workforce Solutions is a national network promoting economic opportunity and prosperous communities through investment and innovation through evidence-based practices and policies. Based in Washington D.C., the National Fund partners with philanthropy, employers, workers, public and private community organizations, and more than 30 regional collaboratives to invest in skills, improve systems, and generate good jobs.

2017 Year End Industry Survey in Progress

Each year, SAWDC Alabama Works conducts a comprehensive industry survey, which allows us to ensure that strategic objectives are aligned with industry needs. It is expected that a full report will be available in late February 2018.