The engagement will seek to answer the question of, "How can Mayor Wharton help create a system that decreases the mismatch between the current skill sets possessed by our workforce and the skill sets necessary for Memphis' current and future jobs?"

Mayors' Institute on Children and Families

City of Memphis Case Statement

June 4, 2012

I. PROBLEM STATEMENT

Mayor Wharton has identified four priorities for his first full term as mayor to make the City of Memphis a *City of Choice*. A *City of Choice* is one where middle income families choose to live, where all students have options for the future, where poor families move into the economic mainstream, and talented workers are developed, attracted, and retained. The four priorities of the Wharton Administration are:

1. **Create Safe and Vibrant Neighborhoods**: improve efficiency of transit and transportation systems, strengthen youth violence prevention efforts, and support arts and culture;

2. **Grow Prosperity and Opportunity for All**: support efforts to reduce poverty, increase local circulation of capital, and strengthen local small businesses, especially minority-run and women-owned businesses;

3. **Invest in Young People**: support development of cradle-to-career system, consult on strategy for investment in education, connect low-income people to services, and help ex-offenders find jobs;

4. **Advance a Culture of Excellence in Government**: assist City with performance management and help to coordinate ongoing strategic plans and initiatives in the City;

A key piece of Mayor Wharton' vision for creating a *City of Choice* falls under the priority of *Invest in Young People*. The goal of this priority to create a strong cradle-to-career system that yields a work-ready workforce. Mayor Wharton has been successful in recruiting over 10,000 new jobs to Memphis by getting companies like Electrolux and Mitsubishi to locate major manufacturing production facilities in Memphis. Based on these factories start to come online in 2013 and we do not have sufficient workers to fill the jobs with local talent. The key question proposed is:

How can Mayor Wharton help create a system that decreases the mismatch between the current skill sets possessed by our workforce and the skill sets necessary for Memphis' current and future jobs?

II. THE CHALLENGE

The Memphis workforce served by the Workforce Investment Network Area 13 (LWIA 13) is among the nation's poorest and lowest skilled. At the same time, new elected leadership and recent economic development efforts have successfully created thousands of high-quality jobs to be available now and over the next three years. The majority are entry-level jobs in the advanced manufacturing sector, requiring some post-secondary experience and basic mechanical competency. While at the lower-wage end of this sector, these jobs still offer higher salaries than entry-level positions in most other industries. However, many adults and dislocated workers served by LWIA 13 have low academic attainment and are unprepared to enter post-secondary training for available jobs – *challenging the local workforce system to meet the urgent needs on the demand side*.

There is no strategic partnership for the local high-growth advanced manufacturing sector to drive training programs that prepare the local workforce for these opportunities. And, while there is a strong local sector strategy for biosciences, there are minimal sector workforce partnerships serving sectors with sizable entry-level job opportunities. This mismatch between jobs and skills drives LWIA 13's high poverty and unemployment rates. Failure to build a qualified workforce for good, in-demand jobs also threatens Memphis' economic competitiveness by contributing to the threat of business failure, business relocation and a decrease in new business attraction. A number of causes fuel these issues, including:

1) *Inadequate local services*:

a) The service area, particularly Memphis, has a historically low-performing K-12 system with high dropout rates and low post-secondary readiness, which in turn drive low post-secondary completion. Based on an ACT college readiness score of 19 only 4% of Memphis City Schools' students are "college ready" (Minimum ACT score of 18 in English, 22 in Math, 21 in Reading and 24 in Science). Nationwide 25% students are deemed "college ready". Memphis City Schools had a "grades 9-12 dropout rate" of 12% in 2008. The national "grades 9-12 dropout rate" in 2007 was 4.4%. Only 23% of Memphians over the age of 25 have a college degree. As a result, a significant percentage of the workforce is in dire need of effective services to boost basic skills and work readiness as a foundation for occupational skills. Many LWIA 13 job seekers have high academic remediation needs and are unprepared for post-secondary occupational training programs. As a result, many of them are not reasonably likely to benefit from training vouchers funded by WIA formula funds, as few eligible training programs can "meet them where they are";

b) Minimal *industry-driven* training exists to meet all employers' needs. In addition, most post-secondary programs employ few proven practices to prepare remedial students for industry-recognized credentials, and no programs within LWIA 13 offer "stackable credentials" that could contribute to associate or 4-year degrees;

c) Inconsistent employability skills training is delivered in tandem with occupational training; and

d) Thousands of eager jobseekers are unaware of available high-quality, advanced manufacturing job opportunities and just how to access related training programs.

Extent of the Problem

As described above, the mismatch between jobs and skills drives high poverty in LWIA 13's service area, with poverty at 20.4% in Shelby County (189,239 people) and 11% in Fayette County (4,225 people), versus the national rate of 15%. In the City of Memphis, where most LWIA 13 clients reside, that rate jumps to 26.5% (171,000 people). Unemployment is high, with 9.4% unemployment in Shelby County, 10.6% in Memphis, and 11.1% in Fayette County, versus 8.3% nationally.[i]

On the demand side, estimates of hard-to-fill local manufacturing jobs indicate a minimum of 3,000 hires by 2014. The following is an overview of projected advanced manufacturing jobs available in LWIA 13 through 2018, all of which require some post-secondary experience.

Employer data gathered by LWIA 13's Business Services helps describe local problems filling these jobs. Employers regularly report that they must import qualified workers or poach them from competitors, which increases hiring costs and fails to cultivate the capacity of the available workforce. According to employers, filling a hundred positions frequently requires recruiting thousands of applicants, which comes along with inconsistent results and retention rates often lower than anticipated. Employers stress that many available entry-level jobs, while requiring some post-secondary experience, do not require a post-secondary degree. Yet, they report that adequate short-term training for these positions is not locally available. Finally, employers report dissatisfaction with foundational employability skills, including academic and social. Qualitative data is reinforced by employer surveys reporting low satisfaction with local training and low engagement with post-secondary institutions to develop industry-driven training programs.[ii]

Occupation	Projected Jobs by 2018 in LWIA 13
Production Operator	**4,330**
Production Technician	**90**
Machinist	**1,130**
Maintenance mechanic	**5,950**
Electrical & Electronic Equipment Assemblers	**700**
Team Assembler	**4,740**
Welders, Cutters, & Welder Fitters	**790**

Source: U.S. Dept. of Labor and ONET

Employer concerns with employability skills are demonstrated by local data. Only 70% of students graduate from the Memphis City Schools, which serves the majority of people in LWIA-13. Of those, only 4% are college-ready. The majority of students at Southwest Tennessee Community College, the local 2-year public college, require academic remediation and the College's two-year completion rate is only 5%. As a result, the population served by LWIA-13, particularly Memphis, has a relative low post-secondary attainment rate of adults over age 25.

	City of Memphis	Shelby County (including Memphis)	U.S.
Adults over age 25	**408,280**	**589,983**	**204,288,933**
% Associate's degree	**5.6%**	**6.2%**	**7.6%**
% Bachelor's degree	**14.5%**	**17.9%**	**17.7%**
% Graduate or professional degree	**8.4%**	**10.4%**	**10.4%**
% High School graduate or higher	**83.1%**	**86.6%**	**85.6%**
% Bachelor's Degree or higher	**23.0%**	**28.2%**	**28.2%**

Unfortunately, these statistics are evident in LWIA 13 customers. Since July 1, 2011, LWIA 13's One Stop has provided core services to nearly 15,000 adults and dislocated workers, the majority of whom have low basic skills. Since July 1, 2011, only 14% of the 2,400 LWIA 13 customers assessed with the ACT KeyTrain pretest have achieved results predictive of a Silver (roughly equating to 9th grade level) Career Readiness Credential (CRC) or higher. Given that most area advanced manufacturing employers expect job seekers to hold at least a Silver CRC, these job seekers face significant barriers to employment, even if supported by LWIA 13-funded intensive services and training. A testament to the struggles, the most recent cumulative-four-quarter PY 2011 entered employment rates for LWIA 13 adults to be 58.6% and dislocated workers 62.8%.

III. HISTORICAL CONTEXT

Key steps that the city has taken to date include:

Creating the Office of Talent and Human Capital: Started by Mayor Wharton in May 2009, the mission of the Office of Talent and Human Capital is to secure the City of Memphis' competitive position in the knowledge economy by supporting innovative strategies, tactics, and initiatives that focus on retaining, recruiting, and developing the nations' most talented workforce. To date the Office of Talent and Human Capital secured the Strong Cities, Strong Communities engagement, a pilot project led by the Domestic Policy Council intended to help lay the foundation for economic growth and test a new type of relationship between local and federal government, specifically with the White House and 13 federal agencies. Additionally, the Office:

- serves as the government partner for the Lumina Foundation Latino Student Success grant and host for a recent convening of mayors from Latino Student Success grant sites,
- created an Urban Fellows program for current college students to receive college credit for completing unique projects in City of Memphis government,
- connects the city to National League of Cities' Education Policy Advisors' Network and Post-Secondary Success City Action Network, and
    - served as host for the Opportunity Challenge, an initiative focused on developing all talent within a city and putting all talent to work, (Seeing that CEOs for Cities branded talent as one of five areas of vital importance in improving American cities CEOs for Cities, fostering talent is essential for growth.)

Revitalizing the Workforce Investment Network: Upon Mayor Wharton's arrival at City Hall in 2009, LWIA 13 was in danger of being taken over by the State of Tennessee.

In 2007, LWIA 13 had to return $437,987 because for two years it failed to spend it, a first in Tennessee. The money -- federal dollars funneled through state government -- was earmarked for training dislocated workers, people who had been laid off or were eventually going to be. A report by an outside consultant released in 2008 found an "internal struggle" over "trust, authority, roles and responsibilities, organizational structure and communication" had consumed the agency.

In 2009, LWIA 13 and the city Office of Youth Services worked together on the city's Summer Youth Employment Program. The $4.9 million the city received from the American Recovery and Reinvestment Act to boost enrollment in the summer jobs program was passed through the state to LWIA 13. Many young people who participated in the program were not paid the proper amounts, and the city launched a review of the program's operations. The head of the

city's Youth Services and Community Affairs office, which administered the program, resigned. After all the problems, the state, the Greater Memphis Chamber of Commerce and Memphis Tomorrow urged the city to give up control of LWIA 13.

But after meetings with Wharton and his staff, the state allowed the city to maintain control of the office. In December 2009, the state released $11 million it had withheld from LWIA 13 since 2008.

Since April 2010, LWIA 13 has secured an additional $2.2 million in grants. In fiscal years 2011 and 2012, LWIA 13's strategic plan was approved by Tennessee Department of Labor and Workforce Development without conditions -- a first for the office.

Proposing Life Sciences Legislation with Shelby County government (part of 2012 legislation packet): Life Sciences are one of the primary growth industries in the nation and account for one in four jobs in in Shelby County. The legislation seeks to:

- Create a Medical Device Council that serves as the "voice" for the local industry, addressing issues that pertain to health and growth of the industry.
- Create a Life Science Center for Innovation & Technology with two missions:
  - Serve as the training center for existing and prospective employees for the medical device industry. The Center would be administered by the Medical Device Council with complete oversight of its curriculum. After an initial start-up phase of two years, in year three, the center would be 100% self-sustaining.
  - Serve as a center for Innovation and Entrepreneur Training with full prototyping capabilities.

Working to Rationalize Cradle-to-Career Strategies: Memphis is one of six cities selected for the Strong Cities, Strong Communities engagement, a pilot project led by the Domestic Policy Council intended to help lay the foundation for economic growth and test a new type of relationship between not just local and federal government but also with the White House and 13 federal agencies. Specific to education, the City of Memphis asked Strong Cities to provide support on rationalizing its numerous cradle-to-career strategies. The Department hired a consultant to work with the City from September 2011 through the end of December. Working closely with Douglas Scarboro in the Office of Talent and Human Capital, Strong Cities found that Memphis has a strong foundation upon which to build a coherent cradle-to-career strategy but is hampered by four major capacity issues:

- No unified vision of student success;
- Few clearly defined performance metrics and targets;

- Scarce actionable or up to date data that would allow adjusting of implementation;
- Lack of community leadership that can be held accountable.

In response to the four capacity issues identified, the team hosted a data meeting that brought together all education stakeholders in the City to forge a consensus on what measures should be tracked, helping to coordinate and strengthen the many efforts underway.

Forging Partnerships and Connections to National Innovations: The Strong Cities team also helped forge a partnership between two strategies that were previously unconnected and uncoordinated: PeopleFirst-an initiative steered by the corporately run organization Memphis Fast Forward- and the local STRIVE Network affiliated grassroots group. The two groups have merged and are using the "Collective Impact Model" to guide their work. The team also facilitated the invitation of an unsuccessful Promise Neighborhoods applicant to this year's grantee conference, helping connect Memphis to innovations happening across the country. The team has also been a resource for best practices to many local Community Development Corporations, non-profits, and faith-based educational organizations.

Preparing for School Consolidation: The Strong Cities team is consulting with the Mayor's Committee on Education to identify the best ways to allocate City funding that was formerly obligated to the schools but will now be available in two years time for a different purpose as a result of the city and county school systems consolidation.

Some additional areas that have been identified for further assistance from the Department of Education include:

- **Coordinating FAFSA (Free Application for Federal Student Aid) Completion Efforts:** The City has asked the team to help directly link Memphis Shelby Achieves FAFSA efforts and the Department of ED's FAFSA completion project. Memphis Shelby Achieves already has a 98% completion rate for their participants but more could be done through coordination with the Department of ED's FAFSA efforts.

- **Supporting the Graduate! Memphis Project:** The Mayor has asked that the team help support and advise the new Graduate! Memphis project, in which the Plough Foundation invested $1.7 million. Run by Leadership Memphis and the Library system, the project is focused on increasing postsecondary attainment for adults and is inspired by the successful "Graduate! Philadelphia" initiative.

- **Support for Strategic Planning and Creation of a CITY STAT Performance Management System:** In response to the Mayor's request for help in coordinating the numerous ongoing efforts and being more strategic in the deployment of resources and time, the team conducted an inventory of the 42 strategic plans underway in the city. The team recommended the Mayor focus on four priorities and created a communications plan and operations plan to support the implementation of the four. The team also helped write the Mayor's State of the City speech where he announced the priorities and helped craft the logo that would be used to promote the priorities. The four priorities are (1) Create Safe and Vibrant Neighborhoods, (2) Grow Prosperity and Opportunity for All, (3) Invest in Young People, and (4) Advance a Culture of Excellence in Government.

  The team has been helping to create a CITY STAT Performance Management System modeled after HUD STAT, whereby progress within each of the four priority areas will be tracked using data that will be discussed at senior leadership team meetings.

While there are many efforts within Memphis focused on improving educational outcomes and building skills most are not focused squarely on realignment of job skills for current and future jobs.

IV. LOCAL, STATE AND FEDERAL CONTEXT

Local Context

Memphis is located in the southwestern corner of the State of Tennessee in the county seat of Shelby County. The city is located on the 4th Chickasaw Bluff, south of the confluence of the Wolf and Mississippi rivers. Memphis had a population of 662,897 according to the 2010 census,[1] making it the largest city in the state of Tennessee, the third largest in the Southeastern United States, and the 20th largest in the United States. The greater Memphis metropolitan area, including adjacent counties in Mississippi and Arkansas, had a 2010 population of 1,316,100.[1] This makes Memphis the second largest metropolitan area in Tennessee, surpassed only by metropolitan Nashville, which has overtaken Memphis in recent years. Memphis is the youngest of Tennessee's major cities.

Key Demographics

According to the 2006–2008 American Community Survey, the racial composition of Memphis was as follows:

- Black or African American: 62.6%
- White: 31.7% (Non-Hispanic Whites: 29.5%)
- Hispanic or Latino (of any race): 5.0%
- Asian: 1.7%
- Native American: 0.2%
- Native Hawaiian and Other Pacific Islander: 0.1%
- Some other race: 2.7%
- Two or more races: 1.2%

As of the census of 2000, there were 650,100 people, 250,721 households, and 158,455 families residing in the city. The population density was 2,327.4 people per square mi (898.6/km²). There were 271,552 housing units at an average density of 972.2 per square mi (375.4/km²). The median income for a household in the city was $32,285, and the median income for a family was $37,767. Males had a median income of $31,236 versus $25,183 for females. The per capita income for the city was $17,838. About 17.2% of families and 20.6% of the population was below the poverty line, including 30.1% of those under age 18 and 15.4% of those 65 or older.

The Memphis Metropolitan Statistical Area (MSA), the 42nd largest in the United States, has a 2010 population of 1,316,100 and includes the Tennessee counties of Shelby, Tipton, and Fayette, as well as the Mississippi counties of DeSoto, Marshall, Tate, and Tunica, and Crittenden County, Arkansas.

Structure of Government

Memphis is governed by a mayor and 13 City Council members, six elected at large from throughout the city and seven elected from geographic districts. In 1995, the council adopted a new district plan which changed council positions to all districts. This plan provides for nine districts, seven with one representative each and two districts with three representatives each. The previous mayor of the city of Memphis was W. W. Herenton. He resigned from his office on July 30, 2009.[27] After Mayor Herenton's resignation, Myron Lowery served as Mayor Pro Tem for less than three months, one of the shortest terms in Memphis history. Former Shelby County Mayor A C Wharton Jr. is the current City of Memphis mayor.

In recent years, there have been often rancorous discussions on the potential consolidation of the unincorporated Shelby County and Memphis governments into one large metropolitan government. Consolidation was a referendum item on the 2010 ballot in Memphis and Shelby County, but failed with 85% of the county voting against it.

Educational Structure

The city is served by Memphis City Schools, while surrounding suburbs in other areas of Shelby County are served by Shelby County Schools. However, on March 8, 2011, residents voted to disband Memphis City Schools, effectively merging it with the Shelby County School District.[33] The merger will take effect at the start of the 2013-14 school year.

The Memphis City School System is home to over 200 elementary, middle, and high schools, as well as many private, college-prep schools.

Colleges and universities located in the city include the University of Memphis (a comprehensive state university), Rhodes College (formerly known as Southwestern at Memphis), Memphis College of Art, LeMoyne–Owen College, Christian Brothers University, Baptist College of Health Sciences (formerly known as Baptist Memorial Hospital School of Nursing), Memphis Theological Seminary, Harding School of Theology, a Reformed Theological Seminary satellite campus, William R. Moore College of Technology, Southern College of Optometry, Southwest Tennessee Community College, Tennessee Technology Center at Memphis, and the University of Tennessee Health Science Center, which includes colleges of Dentistry, Medicine, Nursing, Pharmacy, Graduate Health Sciences and Allied Health Sciences. Memphis also has campuses of several for-profit post-secondary institutions, including Victory University, formerly known as Crichton College, Concorde Career College, ITT Technical Institute, Remington College,[34] and University of Phoenix.

Court ordered funding of the education system and Advisory Council on Education

In 2011, a federal judge ended the first round of the school-consolidation legal battle by ruling that the Memphis City Schools charter was properly surrendered in February 2011 and that the current all-suburban-member Shelby County Board of Education is unconstitutional because it lacks Memphis representation.

U.S. District Court Judge Samuel "Hardy" Mays also ruled valid a new state law, known as Norris-Todd, aimed at guiding the merger of MCS and Shelby County Schools with the appointment of a 21-member transition committee. Mays said consolidation must be completed in time for the beginning of the 2013-14 school year.

The Mayor of the City and members of the Memphis City Council are taking a proactive stance to support the education of our community's children by creating an Advisory Council on Education with the mission of developing strategies to utilize those education dollars to support education initiatives that have long been unmet and unaddressed. Such strategies may include expanding Pre-K programs, creating after-school creative arts and learning centers, and/or programs to address the educational supports needs of children.

The Advisory Council on Education members are appointed by the Mayor and selected based on demonstrated leadership in the area of education, community-based programs, and their specialized knowledge about the needs in the Memphis community.

The Advisory Council on Education will advise the City of Memphis with four broad objectives and will specifically:

- Identify current and emerging issues involving education that have proven to be barriers to success for our community's children.
- Work with the concerns of educators, employers, higher education institutions and others, to identify initiatives to address such issues.
- Develop a community-based plan that supports education by mobilizing city resources to provide education support programs to students in the Memphis area.
- Design a proposed management structure that will support implementation of the plan.

On June 5, 2012, Mayor Wharton will meet with City Council about a 47 cent tax increase to balance a total budget, including school funding, of $696 million. Without school funding, the operating budget for fiscal year 2013 would be $628.3 million. The Council, however, may not approve this increase or may push for a tax decrease, limiting available funds for education.

State Context

The **Tennessee Higher Education Commission (THEC)** serves as the coordinating body for the 51 public colleges, universities, and technology centers, which collectively educate approximately 245,000 students. In addition, the Commission has a working relationship with over 36 independent institutions that educate almost 71,000 students. Beyond degree-credit instruction, the public and private institutions provide essential public services and conduct research that benefits the entire state.

Mayor Wharton has been the longest serving board member for THEC. As such, relations with the state are quite strong and have resulted in positive changes. For example, the state higher education funding formula was previously based solely on enrollment but was overhauled in recent years to focus instead on graduation rates.

Federal Context

U.S. Department of Education Carl D. Perkins Career and Technical Education Act of 2006 Reform: Effective, high-quality CTE programs are aligned with college- and career-readiness standards as well as the needs of employers, industry, and labor. They provide students with a curriculum that combines integrated academic and technical content and strong employability skills. And they provide work-based learning opportunities that enable students to connect abstract concepts to real-life career scenarios and situations. The students participating in effective CTE programs graduate with industry certifications or licenses *and* postsecondary certificates or degrees that prepare them for sought after careers within high-growth industry sectors. At present, however, the *Carl D. Perkins Career and Technical Education Act of 2006* (*Perkins Act*), which is a principle source of federal funding for secondary and postsecondary career and technical education programs, is in need of reform in relation to four core principles:

- Effective **ALIGNMENT** between CTE and labor market needs to equip students with 21st-century skills and prepare them for occupations in-demand in high-growth industry sectors;
- Strong **COLLABORATION** among secondary and postsecondary institutions, employers, and industry partners to improve the quality of CTE programs;
- Significant **ACCOUNTABILITY** for improving academic outcomes and building technical and employability skills in CTE programs based upon common definitions and clear metrics for performance; and
- Increased emphasis on **INNOVATION** supported by systematic reform of state policies and practices to support CTE implementation of effective practices at the local level.

V. STAKEHOLDERS

- **City of Memphis -** Office of Talent and Human Capital, Office of Youth Services

- **LWIA 13 LWIA 13**

- **Higher Education Institutions:**
    - Southwest Tennessee Community College
    - Tennessee Technology Center at Memphis
    - University of Memphis

- **K-12 Schools:** The Memorandum of Common Purpose between the City of Memphis and Memphis City Schools (see addendum) dictates that both entities share an interest and aspiration in ensuring that every child in Memphis receives an effective and high quality education that creates opportunities for success in life and contributes to the success of our community. The MCS Superintendent has also expressed interest in exploring career academies/pipelines, though none currently exist.

- **People First** is a cradle to career effort with a mission to grow, attract and retain talent in Memphis/Shelby County. PeopleFirst consists of leaders from government, education institutions, nonprofits and corporations. As noted above, the core initiatives of PeopleFirst are to:
    - Determine cradle-to-career performance metrics
    - Identify and prioritize actionable, measurable initiatives with a game-changing impact on key performance metrics
    - Encourage collaboration among partners and stakeholders
    - Advocate for local and state policy reform and public/private sector investment to advance the agenda
    - Monitor implementation progress using reliable, measurable information
    - Communicate results to the community.

- **Building for the Future** (BFF) is a countywide community development partnership developed to address the dual problems facing Memphis and Shelby County: affordable housing and criminal recidivism. The program pools the resources of 10 agencies to support its operation: Memphis City Schools, Habitat for Humanity, Neighborhood Housing Opportunities, Tennessee Technology Center at Memphis, Carpenter's Local Union #345, Shelby County Public Defender's Office, First Tennessee Bank, Memphis Division of

Housing and Community Development, Center for Neighborhoods, and Shelby County Division of Corrections. The objectives of this collaborative are to build affordable housing for low to very-low income families, to give marketable construction skills to inmates so that they may find stable jobs upon release, and to keep program participants from reentering the criminal justice system. Since 1993, BFF has helped to revitalize three of the most distressed neighborhoods in Memphis by building 44 affordable new homes. BFF has also provided training for over 500 inmates and has reduced the crime rate by 60 percent for program participants. By the year 2000, more than 21,000 units in Memphis and Shelby County, Tennessee needed rehabilitation. More than 18,000 vacant properties needed developing and over 71,000 households would need to pay more than 30 percent of their income for housing.

- **YouthBuild Memphis** is a federally funded training program that targets 18- to 24-year-old at-risk youth. The organization's mission is to expand the supply of permanent affordable housing, provide education, and offer job training supplemented with counseling and the support services necessary to achieve economic self-sufficiency. HUD has funded six YouthBuild programs in Memphis. Five grants have been operated through the Tennessee Technology Center, and Shelby County recently received its first YouthBuild grant.

- **Chamber of Commerce**

- **Private sector –**
  - Smith & Nephew
  - UTC - Carrier
  - Thomas & Betts
  - Wright Medical
  - Sharp Manufacturing Co. of America
  - Merck
  - SFI of Tennessee
  - Cargill Corn Milling
  - Cummins Inc.
  - Hershey Foods Corp.
  - Buckman
  - Interstate Brands Corp. Wonder-Hostess
  - Kellogg
  - Sloae LLC
  - American Snuff
  - Bryce Corp.
  - Mueller Industries
  - Nucor Steel Memphis Inc.
  - ThyssenKrupp Elevator Manufacturing
  - Valero Energy
  - K.T.G.
  - Hunter Fan
  - Buckeye Technologies

VI. KEY ASSETS

- **Mayoral leadership** and a clear vision that understands the necessity of high-quality education and relevant training to ensure long-term vibrancy of the local economy and the individual success of Memphis residents.

- **Close working relationship with the state:** Oversight of post-secondary education occurs through the Tennessee Higher Education Commission, on which the Mayor is a long-standing member.

- **Direct access to federal staff through the White House Strong Cities, Strong Communities Initiative**: As one of six cities participating in the Strong Cities pilot project, Memphis has been working with a team of federal representatives since September 2011. The City will also be host to one or more Strong Cities Fellows in the coming year.

- **Strong relationships between the city and local post-secondary institutions:** The CollegesofMemphis.com initiative affords the mayor the opportunity to regularly meet with college-area and university presidents**.**

- **Key partners at the table through Memphis' cradle to career initiative,** which are designed to grow, attract and retain talent in Memphis/Shelby County. This PeopleFirst initiative consists of leaders from government, education institutions, non-profits and corporations.

- **Funding opportunities for students and systems:** Memphis Shelby Achieves is a last dollar scholarship for Memphis and Shelby County students that are graduating from high school and continuing their education at a two year state institution located in Memphis. Last dollar scholarship recipients are paired with mentors. This effort is completely privately funded. In addition, the Advisory Council on Education that is developing recommendations regarding the City of Memphis' role in funding education after the school merger process is considering funding career and technical education, though it is unclear how much money, if any, will be available.

VII. KEY CHALLENGES

- **Misalignment of services with economic development policy and rules**: Lack of a coordinated workforce and economic development policy has led to job growth in high-growth sectors, such as manufacturing, without related investments in a qualified workforce pipeline. In addition, key policy obstacles to success include economic development incentives that don't invest in pre-employment training and uncoordinated funding streams for basic adult education and workforce-development training that serve the same clients.

- **Lack of information system and structural supports:** While there is growing collaboration between LWIA 13 and local economic development agencies, there is, as noted previously, minimal private-sector workforce partnership at the local, regional and state level. Without coordination it is difficult to leverage or streamline fragmented industry in need of assessment by a number of different entities. In fact, despite many employer outreach efforts by economic development and workforce development agencies, there is an urgent need for on-going proactive needs analysis in high-growth sectors to identify available jobs, necessary skills sets and training needs. Lack of coordination also makes it difficult to develop training programs responsive to cross-employer needs; leverage effective services across sectors; drive policy change; and braid funding to maximize shrinking resources.

- **Union concerns:** Local unions are wary of new career training efforts, which are seen as a threat to their apprenticeship programs.

- **Lack of infrastructure to support community college graduates:** There is currently no social/professional network in place to provide support and connections to community college alumni.

VIII. SUMMARY OF KEY DISCUSSION TOPICS

What are the best strategies for using the Mayor's bully pulpit and influence to create a system that decreases the mismatch between the current skill sets possessed by our workforce and the skill sets necessary for Memphis' current and future jobs?

Underneath this larger question lie the following:

1. How can the Mayor Wharton use his position to convene the key players on the supply side and demand side of the workforce?

2. How can the city get ahead of the curve for future economic development efforts by addressing not only the need to prepare adult workers in the short-term but also laying the groundwork for an effective career pipeline for youth in the education system?

3. What are successful ways to use data to make the case for training providers to consistently align current and future workforce needs?

4. How can Mayor Wharton effectively use or access funds during lean budget times for a problem that may be viewed as not a core service or immediate need?

5. How do you deal with the perceived threats to organized labor's preexisting apprenticeship programs?

6. How do you deal with the challenge of creating pathways to specific employment for hard to employ populations?

7. How do you effectively engage the greater community to create an alumni network for this population and provide access to useful networks?