

DOES OUR WORKFORCE SYSTEM WORK?

February 15, 2019

8:30	Welcome and Pass the Gavel	R. Preston Bolt, Jr. Hand Arendall Harrison Sale, LLC <i>Outgoing PARCA Board President</i>
	Introductions and Remarks	Larkin Martin Martin Farm <i>Incoming PARCA Board President</i>
	What Do We Mean by Workforce Development?	Ryan Hankins Executive Director, PARCA
	Workforce Development as a Driver of Economic Mobility and Resilience	Raphael Bostic, Ph.D. President and Chief Executive Officer <i>Federal Reserve Bank of Atlanta</i>
	Workforce Development and the Future of Work	Chauncy Lennon, Ph.D. Vice President for the Future of Learning and Work <i>Lumina Foundation</i>
10:30	Break	
10:45	Aligning Alabama's Workforce System: Questions & Conversation Moderated by Thomas Spencer <i>Senior Research Associate, PARCA</i>	Lori Bearden Assistant Director of Federal Workforce Programs <i>Alabama Department of Commerce</i> Nancy Buckner Commissioner <i>Alabama Department of Human Resources</i> Jane Elizabeth Burdeshaw Commissioner <i>Alabama Department of Rehabilitation Services</i> Nick Moore Director of the Governor's Office of Education and Workforce Transformation <i>Office of Governor Kay Ivey</i> Fitzgerald Washington Secretary <i>Alabama Department of Labor</i>
Noon	ALBERT P. BREWER LEGACY LUNCH	
	Welcome and Introductions	Larkin Martin Martin Farm
	2018 in Review	Ryan Hankins PARCA
	Keynote Address	The Honorable Kay Ivey, Governor of Alabama

In order of appearance.

PRESTON BOLT



Preston Bolt is a member of the law firm Hand Arendall Harrison Sale LLC, based in its Mobile office, and is chair of the firm's public finance practice group. His practice is devoted primarily to tax-exempt financings for governmental, non-profit and commercial projects and he also assists clients with commercial financing trans-

actions. He also represents both government bodies and private companies in connection with economic development and other public-private initiatives.

In addition to PARCA, Preston is Chairman of the A+ Education Partnership and is a past chairman and current board member of Leadership Alabama and the Mobile Area Education Foundation. He also previously served as a board member and chairman of the Mobile Area Chamber of Commerce, Mobile United, the Mobile Public Library and the Mobile Ballet. He presently serves on a number of other boards, including the Bellingrath-Morse Foundation and the National Maritime Museum of the Gulf of Mexico.

Preston is a native of Anniston and a graduate of the University of Alabama and the Vanderbilt University School of Law. He is a member of the Alabama State Bar, the National Association of Bond Lawyers and the American College of Bond Lawyers and is listed in both Best Lawyers in America and Chambers USA in the area of public finance.

LARKIN MARTIN



V. Larkin Martin manages her family's row crop farming operation in northern Lawrence County. In addition to her farming responsibilities, Ms. Martin holds and has held a number of positions off of the farm. She is currently a Director of Rayonier Inc., a NYSE traded timberland REIT based in Jacksonville, FL and Truxton Trust in

Nashville, TN. She is also Vice Chairman of The Farm Foundation, a Chicago based public charity that promotes objective analysis on issues critical to the future of agriculture, food systems and rural communities. She is a member of the Board of Directors of Africa Harvest, an NGO based in Kenya that helps to bring innovative agricultural technologies to smallholder farmers in Africa and the Soil Health Institute in Cary, NC.

A partial list of past responsibilities include serving as a Director and past Chairman of the Federal Reserve Bank of Atlanta, a Director and past Chairman of The Cotton Board, the national check-off program for cotton, a Director of The Alabama Chapter of The Nature Conservancy and a graduate and Director of Leadership Alabama. Ms. Martin was named an Eisenhower Fellow in 2012.

After graduating from Vanderbilt with a BA degree and prior to returning to the farm Ms. Martin lived in Washington, DC and held jobs in at the US Treasury Department and with Arthur Andersen. She is married to John Thornton and they have 4 children.

RYAN HANKINS



Ryan Hankins is the second executive director of PARCA, the Public Affairs Research Council of Alabama.

He is active in local and statewide nonprofit work and has served on numerous boards and committees, including the Alabama Association of Nonprofits, the Birmingham-

Jefferson Food Policy Council, the Medicaid Citizens' Advisory Board, the Bold Goals Workforce Development Council, and is past president of the Alabama Association of Free Clinics. He serves on advisory boards for the Masters of Public Administration at Auburn University and both the Masters of Social Work and Department of Human Development and Family Science at Samford University.

He is a graduate of Harvard Business School's Strategic Perspectives in Nonprofit Management Executive Education program, the Nonprofit Executive Leadership Institute, Leadership Birmingham, a 2015 Top 40 Under 40 Honoree, and a member of Leadership Alabama Class XXVIII.

Hankins holds a BA in religion and English literature, a Master of Divinity, and is pursuing a Ph.D. in public policy at Auburn University. He has completed additional studies at the University of Alabama, Birmingham and Oxford University.

He and his wife, Meredith, a speech language-pathologist at United Ability, are the parents of two school-aged daughters.

NANCY GOEDECKE



Nancy C. Goedecke is the Chairman of the Board & CEO of her family's 88-year old business. Prior to her role as Chair/CEO she served as Vice Chairman. Nancy also serves as a member of Mayer's Advisory Board, Executive Leadership Team and Strategic Natural Team. Other Mayer experience includes Telemarketing and

Inside Sales. Nancy is the oldest of the four children of Charles Collat and the late Patsy Weil Collat. Nancy, her siblings and their spouses make up what is known as the G3 (Generation 3) Group. G3 has been meeting consistently for the last 20+ years with Dr. Craig Aronoff of Kennesaw State University. Nancy was the first leader of that group.

In addition to being involved in the business, Nancy has spent a great deal of time volunteering in the community. She currently serves as chair of the board of directors of the Birmingham Branch of the Federal Reserve Bank of Atlanta and is also the 2019 Chair

of the board of the Birmingham Business Alliance. She also serves as a member of the boards of directors of Birmingham Zoo, Blue Cross & Blue Shield of Alabama, McKinney Capital, Public Affairs Research Council of Alabama, Smile-A-Mile, UAB Leadership Council and United Way. Nancy was recently chosen to be the first woman in the 93-year history of the United Way of Central Alabama (UWCA) to chair the organization's annual fundraising campaign. She has served other non-profits as well: American Heart Association, American Red Cross, Collat Jewish Family Services, Girl Scouts, Junior League, Pathways and YWCA. Nancy has received several local and national award recognitions. Most recently she has received Momentum's Woman of Leadership Award (2016), Girl Scout's Mildred Bell Johnson Lifetime Achievement Award (2016), AL.COM's Women Who Shape the State Award (2015), and the National Philanthropy Day United Way of Central Alabama Outstanding Civic Leader Award (2014). She is also a recipient of the Central Alabama Women's Business Center Alabama Roses Award; Girl Scout Women of Distinction Award and Junior League Shining Star Award.

Although her business and civic involvement are important to Nancy, her real passion is her family...husband Glenn, sons David and Scott, daughter-in-law Jayna, granddaughter Ava and grandson Alex.

RAPHAEL BOSTIC, PH.D.



Dr. Raphael W. Bostic took office June 5, 2017, as the 15th president and chief executive officer of the Federal Reserve Bank of Atlanta. He is responsible for all the Bank's activities, including monetary policy, bank supervision and regulation, and payment services. In addition, he serves on the Federal Reserve's chief monetary

policy body, the Federal Open Market Committee (FOMC).

From 2012 to 2017, Bostic was the Judith and John Bedrosian Chair in Governance and the Public Enterprise at the Sol Price School of Public Policy at the University of Southern California (USC).

He arrived at USC in 2001 and served as a professor in the School of Policy, Planning, and Development. His research has spanned many fields, including home ownership, housing finance, neighborhood change, and the role of institutions in shaping policy effectiveness. He was director of USC's master of real estate development degree program and was the founding director of the Casden Real Estate Economics Forecast.

Bostic also served USC's Lusk Center for Real Estate as the interim associate director from 2007 to 2009 and as the interim director from 2015 to 2016. From 2016 to 2017, he was the chair of the center's Governance, Management, and Policy Process department.

From 2009 to 2012, Bostic was the assistant secretary for policy development and research at the U.S. Department of Housing and Urban Development (HUD). In that role, he was a principal adviser to the secretary on policy and research, helping the secretary and other principal staff make informed decisions on HUD policies and programs, as well as on budget and legislative proposals.

Bostic worked at the Federal Reserve Board of Governors from 1995 to 2001, first as an economist and then a senior economist in the monetary and financial studies section, where his work on the Community Reinvestment Act earned him a special achievement award. He served as special assistant to HUD's assistant secretary of policy development and research in 1999. He was also a professional lecturer at American University in 1998.

Bostic was born in New York City in 1966 and grew up in Delran, New Jersey. He graduated from Harvard University in 1987 with a combined major in economics and psychology. He earned his doctorate in economics from Stanford University in 1995.

He has previously served on many boards and advisory committees, including the California Community Reinvestment Corporation, Abode Communities, NeighborWorks, the National Community Stabilization Trust, the Urban Land Institute, the Consumer Financial Protection Bureau, the American Real Estate and Urban Economics Association, the National Economic Association, and Freddie Mac.

The Federal Reserve Bank of Atlanta serves the Sixth Federal Reserve District, which covers Alabama, Florida, and Georgia, and parts of Louisiana, Mississippi, and Tennessee. The Bank has branches in Birmingham, Jacksonville, Miami, Nashville, and New Orleans.

CHAUNCY LENNON, PH.D.



Chauncy Lennon joined Lumina Foundation in the newly created role of vice president for the future of learning and work in 2018, helping build out new ideas to advance the foundation's attainment agenda.

Lennon came to Lumina after nearly five years as a managing director and head of workforce strategy at JPMorgan Chase & Co., where he drove the firm's \$350 million investment in philanthropic initiatives. He previously led grant portfolios at Ford Foundation related to economic advancement and workforce development. Since 2015, Lennon has served on the national advisory board of the College Promise Campaign, and the New York City Workforce Development Board.

Lennon is a graduate of Williams College. He was awarded a master's from the University of Chicago and a doctorate in anthropology from Columbia University.

LORI BEARDEN



Lori Frazier Bearden serves as an Assistant Director of Federal Workforce Programs at the Alabama Department of Commerce.

Lori has served as a Senior Policy Advisor to former Alabama Governor Robert Bentley with a policy portfolio in

Economic Development, Transportation and Human Resources, worked as a lobbyist and child advocate at the Alabama State Legislature for over five years, has written legislation that became state law, and has implemented state and federal programs at the Alabama Department of Senior Services, Alabama Department of Child Abuse Prevention, and the Alabama Department of Children's Affairs.

She has spent the last four years residing in Washington, D.C. and served as a Senior Policy Analyst at the U.S. Department of Labor working exclusively on the Workforce Innovation and Opportunity Act (2014), the first legislative reform in 15 years of the public workforce system.

She holds a B.S. in Political Science from Columbus State University, a Master of Public Administration from Auburn University, and is a Ph.D. Candidate in Public Administration & Public Policy at Auburn.

NANCY BUCKNER



Nancy Buckner was appointed Commissioner of the Alabama Department of Human Resources in 2008. She has served under three governors. Commissioner Buckner received the Excellence in Leadership Award from Casey Family Programs for the safe reduction of foster children in care. The Boys and

Girls Clubs Alabama Alliance presented her with the Woman and Youth Award. She serves on numerous boards and task forces and chairs the Mass Sheltering Task Force for the state.

Under Commissioner Buckner's leadership at the Department of Human Resources there have been numerous accomplishments in all six major program areas.

JANE ELIZABETH BURDESHAW



Jane Elizabeth Burdeshaw is the Commissioner for the Alabama Department of Rehabilitation Services (ADRS), having been appointed to the position by the Alabama Board of Rehabilitation Services in June 2016.

Since joining ADRS in January 1998, Burdeshaw has served as a case manager, vocational rehabilitation counselor, rehabilitation specialist, staff development and

training coordinator, and most recently, as the director of Human Resource Development and member of the ADRS Executive Leadership Team (ELT).

Commissioner Burdeshaw earned a bachelor's in psychology from Auburn University Montgomery and a master's in counseling and human development from Troy University Montgomery.

She lives in Titus, Alabama.

NICK MOORE



Nick Moore is a native of Enterprise, Alabama. He is a graduate of Enterprise High School, Enterprise State Community College, and Harvard University.

After graduating, Nick served as a 2012 Teach for America corps member in Lowndes County, Alabama, where he

taught U.S. History, Government, and Economics for three years at Central High School.

After his time in Lowndes County, Nick received a Teach for America fellowship covering education, health care, and workforce development in the Office of Representative Martha Roby. Nick served as Senator Luther Strange's Legislative Assistant for health care, education, and labor. Nick currently serves as Governor Kay Ivey's education and workforce policy advisor and he serves as the Director of the Governor's Office of Education and Workforce Transformation.

Nick and his wife, Emily, live in Montgomery, Alabama.

FITZGERALD WASHINGTON



Fitzgerald Washington has served as Secretary of the Alabama Department of Labor since 2014. During his tenure, the Department has launched a statewide marketing campaign, initiated a new job fair initiative that brings available jobs to Alabamians, and has participated in a new alignment of workforce regions that allows

for better distribution of state workforce resources.

Washington currently serves on the National Association of State Workforce Agencies (NASWA) Board of Directors representing Region IV and is a member of the National Association of Government Labor Officials (NAGLO).

Washington is a member of the Alabama Workforce Council, the Alabama Small Business Commission, the State Workforce Development Board and the Alabama Bicentennial 200 Commission.

Prior to his appointment as the Secretary of the Alabama Department of Labor, Washington worked for The Buffalo Rock Company for 15 years, serving as Corporate Marketing and Sales Director handling the company's multicultural marketing initiatives before being promoted to General Sales Manager in 2002.

Washington has served as a past Chairman of the Chamber of Commerce of West Alabama, where he helped create the Minority Business Council to foster growth and competitiveness of minority-owned businesses in West Alabama. Other community involvement includes the Druid City Business League, Black Warrior Council Board, BB&T Bank Advisory Board, Board of Visitors for the University of Alabama College of Continuing Studies, and DCH Health Systems Foundation Board of Directors.

Washington, his wife Peggy, and their children Karla and Fitzgerald reside in Tuscaloosa.

THOMAS SPENCER



Thomas came to PARCA in 2012 from The Birmingham News, after nearly two decades covering state and local government, politics, education, and the environment. His journalism earned national, regional, and state awards. As a Senior Research Associate at PARCA, Thomas provides in-depth analyses on

the state's most pressing government issues. Most recently, his work for PARCA has received national recognition from the Governmental Research Association: one for Outstanding Policy Achievement (2016) for a series of reports in partnership with the Business Education Alliance and A+ Education Partnership focused on improving education in Alabama; and, another for Distinguished Research (2018) for an examination of local governments in the Birmingham metro area and options for improving community cooperation. A Birmingham native, he is a graduate of the University of Virginia.

FRED BLACKWELL



After retiring from a professional career in human resources and governmental affairs, Fred Blackwell served as Chief Operating Officer for a global ministry with locations in the Democratic Republic of Congo, South Sudan, Uganda, Kenya, Romania, and the U.S. Blackwell and his late wife, Laurel, spent decades building bridges and helping

communities develop their capacities. Together, they co-authored *Skills For Success*, a curriculum that has been used in welfare-to-work training in 39 states and by Native American Indian Tribes throughout the country. He is a certified trainer and speaks across the country in both secular and faith-based settings. He has been recognized by local chapters of the Southern Christian Leadership Conference and the NAACP for his contributions to underemployed and unemployed people. He currently serves on the Boards of Directors for the Public Affairs Research Council of Alabama (PARCA) and the Business Council of Alabama.

He has been appointed by several governors to numerous boards and commissions. These have included the Governor's Commission on Welfare Reform, the Workforce Investment Act State & Local Boards, the Alabama Commission on Infrastructure, the Alabama Scrap Tire Commission, and the Governor's Commission on Existing Industry. This spring Blackwell will serve as the inaugural Public Service Lecturer for Public Service week at Auburn University. The event is part of Auburn University's Master of Public Administration (MPA) Program.

GOV. KAY IVEY, GOVERNOR OF ALABAMA



Growing up in the small town of Camden in Wilcox County, Alabama, and working on her father's farm taught Kay Ivey to value hard work and living within one's means. Her parents instilled values of faith, family, and community.

After graduating from Auburn University in 1967, Kay worked as a high school teacher and a bank officer. She served as Reading Clerk of the Alabama House of Representatives under Speaker Joseph C. McCorquodale and was Assistant Director of the Alabama Development Office, where she worked to spur job creation and economic development across the State.

In 2002, Kay became the first Republican elected State Treasurer since Reconstruction and she was re-elected in 2006. Kay was elected Lieutenant Governor in 2010, becoming the first Republican woman to hold the office in Alabama's history.

She again made history on November 4, 2014, by becoming the first Republican Lieutenant Governor re-elected to the office. The Lieutenant Governor's primary Constitutional duty is to preside over legislative proceedings of the upper house as President of the Senate.

Kay has been honored to receive numerous awards for her service to the State of Alabama, including the 2015 ALFA Service to Agriculture Award, Newmax's 50 Most Influential Female Republicans in the country and, most recently, the American Institute of Aeronautics and Astronautics (AIAA) 2016 Public Service Award.

On April 10, 2017, Kay was sworn in as the 54th Governor of the State of Alabama in the Old Senate Chamber in the Alabama State Capitol by Acting Chief Justice Lyn Stuart.

She is a member of the First Baptist Church of Montgomery, the Montgomery Rotary Club, and the Board of Directors of the Montgomery YMCA. Kay is also the first Girls State alumna to be elected to an Alabama Constitutional Office.

Economic Development

The targeted recruitment of industries that diversify the Alabama economy and provide expanding employment and higher wages for Alabama workers. Through marketing and active pursuit of prospects and projects, Alabama has wooed numerous companies, particularly in automotive and aerospace sectors. Alabama offers financial incentives, available industrial sites, lower labor costs, and worker recruitment and training.

Workforce Development

A systematic effort to improve the education and skills of Alabama workers to provide individuals with greater opportunity, to meet the demands of employers, and to make Alabama attractive to other businesses and industries looking to launch, relocate, or expand.

Career Technical Education (CTE)

Courses in K-12 and Community Colleges that provide training and skills needed in the workplace. Supported by federal, state, and local funding, CTE courses often prepare students for specific career fields.

Adult Basic Education

Provides free educational services to individuals who have not earned a high school diploma or a GED. The Alabama Community College System is the primary provider of these services which are designed to assess individual's academic level and provide a path to a diploma or GED. Can also serve as entry to job training.

Alabama Career Centers

With 46 locations around the state, career centers offer resources for finding jobs, training and education services. The centers are staffed or supported by employees of multiple partner state agencies: the Department of Labor, the Department of Vocational Rehabilitation Services, the Department of Commerce, and the Alabama Community College System. One-Stop Centers seek to integrate the various services under a single roof so clients can be guided into the most appropriate pathway, potentially drawing from multiple resources.

Employment Services (Wagner Peyser Act)

A national and local employment matching service, Department of Labor and state affiliates maintain a database of available jobs and connect employers and jobs seekers through the online searchable version of that database and through service to those who come into Career Centers. Also offers resume building and other job search aids.

Workforce Innovation and Opportunity Act (WIOA)

Enacted in 2014, WIOA is the federal legislation currently guiding the operation and reform of the federally supported workforce system. WIOA also facilitates the distribution of various pools of federal money intended to support workforce training. Individuals in these programs are assessed and, when appropriate, set up with individual training accounts that pay for training and for supports needed to participate in education and training.

WIOA Youth

Targets out-of-school youth and youth with significant barriers to employment between the ages of 16-24. Provides support for educational and occupational skills training, including work-based training opportunities and training linked to in demand careers.

WIOA Adult

Places Prioritizes eligible low income and welfare recipients and veterans or veteran spouses. Can provide assessment; career counseling, development of an Individual Employment Plan or establish Individual Training Accounts for entry into in-demand job fields, on-the-job training, and job readiness training.

WIOA Dislocated Worker

Intended for workers who lost jobs due to plant closures, company downsizing, or some other significant change in market conditions. Services include skill assessment, development of an Individual Employment Plan, labor market information, and job search and job placement assistance.

Vocational Rehabilitation

Provides specialized employment and education related services and training to assist teens and adults with disabilities to become employable. Services include skill assessments, counseling, training programs, job placement, assistive technology and transportation. Administered by the Alabama Department of Rehabilitation Services.

Temporary Assistance for Needy Families (TANF)

Time limited assistance to families with children when the parents cannot provide for the family's basic needs. Recipients are required to participate in the JOBS program, which moves the recipients through assessment into work or work-related activity such as subsidized/unsubsidized employment, job search, job readiness classes, skills training or GED classes. Administered by Alabama Department of Human Resources.

Supplemental Nutrition Assistance Program (SNAP)

Provides food aid to eligible, low-income individuals and families. SNAP has added a voluntary work readiness component that steers recipients to education, training, and job placement services. Administered by Alabama Department of Human Resources.

Child Care and Development Fund

Federal funds administered by the Alabama Department of Human Resources that help working families pay for childcare.

State and Regional Workforce Councils

A state council plus seven regional councils that provide policy advice, a voice for business in the needs of the workforce, and a coordinating body that brings together business, education, and state agencies. Identifies workforce needs, suggests strategies, and stimulates training and career interest programs to meet needs. In most of the state, the membership of the Regional Workforce Council overlaps with the local Workforce Investment Board.

State and Local Workforce Boards

A state board and seven regional boards with a specific composition spelled out in federal WIOA legislation. Has oversight responsibility over how, where, and with whom federal WIOA funds are spent.



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