

**Greater Memphis Alliance
for a
Competitive Workforce (GMACWorkforce)**

2016 Labor and Education Alignment Program (LEAP)

L.E.A.P Memphis

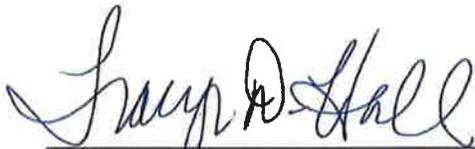
Greater Memphis Alliance for a Competitive Workforce (GMACW)

In Partnership with

**Workforce Investment Network, Tennessee College of Applied Technology Memphis, Southwest
Tennessee Community College, Bartlett High School, Shelby County Schools, Greater Memphis
Medical Device Council**

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Funding Requested: \$650,000.00



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Abstract

The Memphis region is home to one of the largest medical device manufacturing clusters in the United States, and is federally designated as a 'manufacturing community' for its medical equipment and supplies manufacturing sector by the U.S. Department of Commerce, EDA "Investing in Manufacturing Partnership (IMCP)." This cluster has an outsized economic impact on Shelby County generating approximately \$46,054,313 in local tax revenue annually. However, the growth of this cluster remains seriously inhibited by the low availability of a skilled workforce with hundreds of well-paying positions consistently unfilled, due to the low supply of skilled tradesmen.

While GMACW and our partners continue to build workforce systems to support the medical device sector, another variable furthers the need to address the skills gap. The Memphis Regional Mega site sits poised to attract an industry that will potentially draw approximately 70% of its workforce from Shelby County and the surrounding area. The opportunity to attract world-class industries to this site will be directly influenced by the ability to provide a well-trained workforce. Consequently, the inability to staff current industries works to severely retard efforts to attract new industry to this site. To further the urgency of the workforce supply and demand misalignment, the possible siphoning effect of a new Mega site employer on the current medical device workforce could create problems of cataclysmic proportion for the economy of the region and the entire state of Tennessee.

In support of this sector and in anticipation of the Memphis Regional Mega site, GMACW seeks to encourage and facilitate the alignment of local workforce requirements and education capacity within the machine tool career path by leveraging the TN Promise and TN Reconnect programs. In cooperation with the Workforce Investment Network (WIN), Tennessee College of Applied Technology Memphis (TCAT Memphis), Southwest Tennessee Community College (Southwest), Shelby County Schools (SCS), and Bartlett High School, GMACW seeks to create dual enrollment courses in Machine Tool Technology within two area high schools (Bartlett High School and Southwest Career and Technical Center) and in the process build a pipeline of adult learners entering into a Machine Tool Technology program.

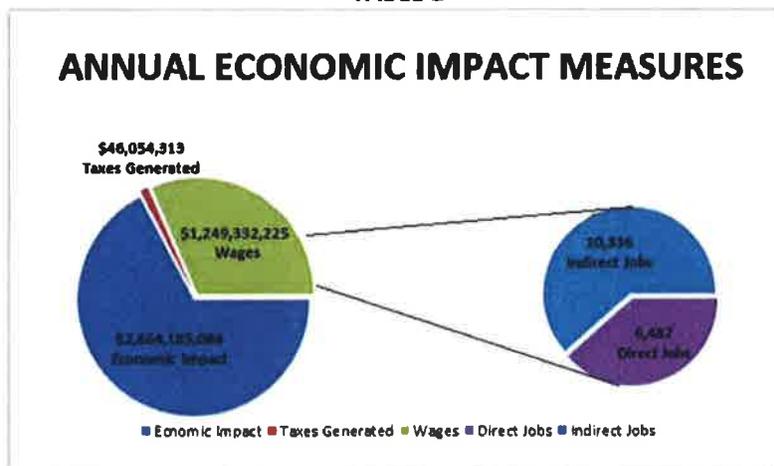
The creation of these programs is in direct response to the private industry need within the Medical Device Industry. The Greater Memphis Medical Device Council (GMMDC), comprised of approximately 47 medical device manufacturers, has endorsed the National Institute of Metalworking Skills (NIMS), as the industry credentials of choice for employment in this sector.

GMACW will leverage the workforce system built under the first LEAP proposal to build workforce training programs that will increase the supply of credentialed Tennesseans for in-demand jobs within the Medical Device sector. Due in part to the manufacturing councils and a comprehensive database of current and projected demand built by the first rendition of LEAP, GMACW seeks to build a complete pipeline for both TN Promise and Reconnect recipients who will earn the credentials and skills required to grow and attract businesses in the medical device sector and potential industries for the Memphis Regional Mega site.

SECTION 1: Program Need

Localized Data demonstrating the need for action: According to the Greater Memphis Medical Device Council (GMMDC), consisting of 47 local medical device manufacturers, the one variable that has inhibited existing company growth and new company start-ups is the inability to field a skilled workforce. In support of this sector, an economic impact analysis was conducted by Younger and Associates in November 2015¹. The study was initiated by the GMMDC under the auspices of the Bartlett Chamber of Commerce and the Economic Development Growth Engine for Memphis (EDGE). This study included 50 companies in the Medical Device Sector with 47 companies located within Shelby County and 3 located in De Soto County, MS. Table 1 below summarizes the impact measures.

TABLE 1



The key findings of this study make clear that the contribution of this sector has an outsized impact on the Shelby County economy. According to the study conducted by Younger Associates, the 47 Shelby County companies within this sector make up only 0.24% of the business establishments in the

¹ Younger Associates. November 2015. "Economic Impact Analysis: Greater Memphis Medical Device Industry".

county while supporting 3.5% of all employment in the County. Another key finding concluded that the economic output of the Medical Device Industry makes up 3.7% of the Shelby County Gross Domestic Product (GPD). Lastly, the study highlighted that the job multiplier effect for this sector is among the highest for Shelby County with 1.67 indirect jobs created for each new direct job. With every direct position created within the sector, the supporting industries respond in their hiring practices.

To further the importance of this sector to Shelby County and Tennessee, the 2016 economic outlook provides a strong case for building a world class workforce around this sector.² The current employment picture of manufacturing in the state shows a growth rate of 1.9%, outpacing the nation's 1.1% growth rate. An important and consistent theme throughout this report shows the growth rate for durable goods manufacturing, which includes the medical device sector, growing at a much higher rate than the non-durable goods sector. The current economic environment shows the durable goods sector employment grew by 3.0% in 2015. The growth within this subset of manufacturing is the main data point that provides an overall positive growth expectation into the short and long term trend.

According to the short-term outlook of this study, manufacturing employment will continue to increase but at a slower rate of 0.7% in 2016 and 2017. While this data point may seem like slow growth, it is important to take a more in-depth review of where the growth in manufacturing will be experienced. The growth in manufacturing will be experienced in the durable goods sector, expanding by 1.5% in 2016 and 2017. According to this report, the gains made in the durable goods sector will offset the losses in the non-durable goods manufacturing sector. Therefore, the importance of supporting the manufacturing companies that produce durable goods needs to be a primary focus of the state to ensure positive growth. Additional data points to a short-term³ need of approximately 200

² Murray, Mathew. 2016. "An Economic Report to the Governor of the State of Tennessee." Center for Business and Economic Research.

³ TN Dept. of Labor & Workforce Dev, Div. Emp. Sec, R&S. Downloaded: 07/11/2016 8:47 AM

skilled medical device workers with a long-term⁴ employment need of approximately 740 skilled medical device workers.

When reviewing the 2016 Comprehensive Workforce Analysis findings, funded by the first round of LEAP, the largest unmet need within the medical device industry is the machinist career path. The employers interviewed for this study state there are over 150 current opening for this skillset, with a demand of 50-60 per year after filling the 150 openings. The average annual wage for a skilled machinist in the Memphis region is 8.1% higher than the national average, reflecting the shortage of machinists in the region. The average wage in the Memphis area is \$44,865, with top machinist earning much more.⁵ Additional data supporting the growth of this sector is included within the data tab.

Clear linkages between grant activities and local needs: This LEAP 2.0 project clearly links grant activities to the local labor needs. In keeping with the spirit of LEAP, the supply side needs to be retooled and provided with additional strategic resources to solve the local needs of the medical device industry. Currently, TCAT Memphis offers training designed to supply the medical device industry with a skilled work force. The Machine Tool Technology program operated at TCAT Memphis is designed to graduate entry level machinist into the labor pool. The activities of this grant are designed to support the recent commitment made by TCAT Memphis to create machining programs at two area high schools: Bartlett High School and Southwest Career and Technical Center (a division of Shelby County Schools). TCAT Memphis has committed funds to establish two machine tool programs at Bartlett High School and Southwest Career and Technical Center. The equipment purchases total approximately \$400,000.00.

⁴ TN Dept. of Labor & Workforce Dev, Div. Emp. Sec, R&S. Downloaded: 07/11/2016 8:50 AM.

⁵ www.jobs4tn.gov/voznnet/lmi/occ/summary.aspx?enc=

Alignment with Tennessee's Drive to 55 goals: Gov. Haslam's Drive to 55 has made Tennessee the most innovative state in education and economic development. The TN Promise and Reconnect have provided the supply side incentive while the LEAP initiatives have created a demand side focus on outcomes. Linking educational outcomes with economic development is clearly at the heart of the Drive to 55 and this grant is uniquely designed to provide a demand driven training program to those who will be the recipients of TN Promise.

The establishment of dual enrollment machine tool technology programs within the secondary system will provide all participating students the opportunity to earn a TCAT certificate and up to three NIMS credentials including: 1. Safety and Measurement 2.CNC Operator: Milling 3.CNC Operator: Turning. Students who successfully complete these programmatic milestones will be eligible to receive immediate employment within the medical device manufacturing sector, articulate into TCAT programming to complete the machine tool program, or enter into an apprenticeship program within the medical device manufacturing sector. Emerging research provides strong support that the proposed dual enrollment courses can shorten time and increase college going and completion.⁶ These programs will provide early entry into a career pathways, thus accelerating certificate and degree completion.

GMACW also sees value in providing an avenue for those individuals who qualify for the TN Reconnect program. LEAP 2.0 will provide an avenue for Southwest Tennessee Community College to recruit adult learners into the Industrial Readiness Training (IRT) program. Through the life of LEAP 2.0 Southwest will recruit up to 200 adult learners into the IRT program with an overall goal of transitioning 30% into the machine tool program at TCAT Memphis. The cooperation between Southwest and TCAT

⁶ Lumina Foundation. "State Policy to Increase Higher Education Attainment". Accessed on July 10, 2016. <http://strategylabs.luminafoundation.org/higher-education-state-policy-agenda/core-element-2/develop-lower-cost-pathways-to-degrees/>

Memphis will provide an important model for the state while at the same time supporting the Drive to 55.

Section 2. Program Plan

Detailed timeline and overview:

- **Phase One: Planning and obtaining resources**
 - Month One
 - Convene LEAP 2.0 partners to set project goals and establish partner activities with timelines.
 - Identify equipment that TCAT Memphis will purchase to support LEAP 2.0 and Identify instructors and counselors that will be active participants in the establishment of the machine tool programs
 - Month Two
 - Convene LEAP 2.0 partners
 - Train all project participants as required.
 - Assist Southwest with IRT recruitment
 - Assist TCAT-Memphis in equipment selection
 - Develop a process that will streamline student engagement/enrollment to include; program marketing, dual enrollment registration and private industry participation.
 - Assist with coordinating the WIN CRC testing with Southwest and participating high schools.
 - Validate course curriculum with appropriate sector councils.
 - Month Three
 - Convene LEAP 2.0 partners
 - Identify and confirm companies' commitment to accept student in the TCAT work-based learning program
 - Create list of companies and the number of work-based learning positions available.
 - Develop survey to measure company satisfaction with WBL students
 - Begin first IRT course
 - Month Four
 - Convene LEAP 2.0 partners
 - Begin active enrollment into programs to include TCAT college and dual enrollment at identified high schools.
 - Ensure all equipment is in place at training sites.

- Finalize curriculum and instructor training.
 - Enroll interested IRT graduates into machine tool program.
- **Phase Two: Implementation**
 - Month Five through Thirty (30)
 - Convene LEAP 2.0 partners
 - Monitor student progress
 - Work with industry partners to assign TCAT students work-based learning opportunities.
 - Data Collection on student activities and results.
 - Continue to teach IRT courses and enroll interested graduates into machine tool program
 - Assist with coordinating the WIN CRC testing with Southwest and participating high schools
- **Phase Three: Measure outcomes and adjust**
 - Month 10, 16, 21, and 27
 - Analyze data and validate the following;
 - Curriculum
 - Instruction
 - Enrollment process
 - Company Satisfaction with WBL students

Clear alignment of workforce data and Drive to 55 goals: There is clear alignment of workforce data and Drive to 55 goals. The workforce data that has been highlighted above demonstrates the high-level of need for entry-level machinists. This LEAP project is designed to leverage the strengths of Drive to 55 by focusing on the TN Promise and TN Reconnect.

The dual enrollment portion of this LEAP project is designed to leverage the TN Promise funds to increase students entering the machining career pathway. Upon graduating from high school, these students can utilize TN Promise funds to enroll into the TCAT Memphis Machine Tool program. Following this education pathway will allow a high school graduate to be eligible for a Work-Based Learning (WBL) opportunity within three months of high school graduation by way of either the TCAT Memphis Cooperative work system or the GMMDC apprenticeship program that is currently being developed.

This LEAP project will also leverage the TN Reconnect to increase the pipeline of qualified employees. A particular strength of this project is partnering our community college with TCAT Memphis. Southwest will train approximately 200 individuals that qualify for TN Reconnect with a goal placing 70% in the workforce and articulating approximately 30% of completers into the TCAT Memphis Machine Tool Program where TN Reconnect can be used.

Measurable objectives for each phase of the project:

- **Phase One: Planning and obtaining resources**
 - Monthly minutes of all partnership meetings
 - List and cost of all leveraged resources
 - List of participating companies and number of WBL positions available
 - Validated curriculum used for machine tool program

- **Phase Two: Implementation**
 - Number of students enrolled in programs
 - Number of students placed in WBL
 - Number of students that have graduated from programs
 - Number of student hired within the field of study

- **Phase Three: Measure outcomes and adjust**
 - Survey results from private industry
 - List of adjustment made to overall process

Project governance and accountability plan: GMACW is under the governance of its Board of Directors which is comprised of the Mayors of Memphis and Shelby County, Greater Memphis Chamber President, Suburban Chambers Alliance President, Economic Development Growth Engine (EDGE) President, Memphis Tomorrow President, and other strategically selected business leaders. The GMACW President reports directly to the Board. The LEAP-Memphis Project Director will report directly to the GMACW President, thus there is a clear accountability chain to the business and public leadership of the greater Memphis region. John Churchill will continue his role as the Project Director for LEAP 2.0. Mr. Churchill has over 24 years of experience supporting fortune 500 company's talent requirements.

Role of proposed equipment request: No equipment is being requested.

Structure of work based learning program: While this project is focused on the creation of new dual enrollment programs within the secondary system, it will also provide a work-based learning pathway for those students who enroll in TCAT Memphis. TCAT Memphis has a long history of cooperative work relationships within the medical device field. Moreover, TCAT Memphis has had successful cooperative work agreements with Big River Manufacturing, Engineered Medical Systems, Pro Med Concepts, and Tegra Medical. The TCAT cooperative work program has a strong record of success, allowing students who have completed at least 50% of the education program to work in the field as part of the curriculum. The students are graded by the employer on the tasks conducted while working. The students must report to campus at least six hours per week and will be assessed based on the feedback from the employer. The high school graduates who are able to earn all three credentials while in high school will qualify for a cooperative work agreement within four months of graduating high school. The TCAT cooperative work system is included for review (see appendix C).

The GMMDC, in partnership with GMACW and TCAT Memphis, is also developing a Department of Labor approved apprenticeship program that will allow CNC operators to work within the medical device industry while attending TCAT Memphis to increase medical device specific skills including finishing, polishing, and manual machining. Through this apprenticeship program, students graduating from the proposed LEAP dual enrollment program could enter into the apprenticeship upon graduating high school earning approximately \$18.00 per hour and complete the apprenticeship program within three years, with a potential annual salary of over \$60,000. The GMMDC will control the DOL apprenticeship job tasks, while TCAT Memphis will provide the training portion.

Section 3. Strength of Partnership

Detailed description of each mandatory partner's role in implementation of the identified program:

Greater Memphis Alliance for a Competitive Workforce: Leads the LEAP-Memphis project and will be

responsible for meeting stated goal and objectives. GMACW will ensure clear communication between all partners of LEAP 2.0 and facilitate the sharing of resources of educational partners.

Workforce Investment Network: WIN will provide National Career Readiness Certificate (NCRC) testing services to targeted high schools throughout Shelby County. The National Career Readiness Certificate (NCRC) workforce credential, offered by ACT, (the same company whose exams qualify students for college entrance), compliments degrees and other certifications earned by the workforce. Working with local schools as part of ACT's Work Ready Communities initiative, WIN will help students earn an NCRC. WIN will also assist in the recruitment process for the IRT courses being administered by Southwest.

Greater Memphis Medical Device Council: The GMMDC will act as the lead industry entity throughout the life of the grant. This organization will advise in all aspects of the proposal including equipment purchases, equipment installation, curriculum design and increasing cooperative work opportunities for qualified graduates. The GMMDC will also develop a Department of Labor approved apprenticeship program that will allow dual enrollment completers a pathway into a large number of member medical device companies.

Tennessee College of Applied Technology Memphis: TCAT Memphis has committed to current TCAT funds to purchase approximately \$400,000.00 of equipment to establish two dual enrollment programs at Bartlett High School and Southwest Career and Technical Center. The specific equipment list has been included for review. TCAT Memphis will provide overall program course supervision, instructor training, curriculum, and facilitate the awarding of credentials.

Southwest Tennessee Community College: Southwest will provide fiscal support for LEAP project. Southwest will also train up to 200 Shelby County adults in the Industrial Readiness Training (IRT) program as a feeder into the Machine Tool Technology.

Shelby County Schools: SCS will provide matching funds for the Project of approximately \$75,000.00. SCS will employ one full-time faculty member to support the proposal. SCS will work to align their CTE programming with postsecondary programs and support the creation of dual high school programs in partnership with postsecondary institutions.

Bartlett High School: BHS will provide matching funds for the project of approximately \$75,000.00 annually. BHS will employ one full-time faculty member to support the proposal. BHS will work to align their CTE programs with postsecondary programs and support the creation of dual high school programs in partnership with postsecondary institutions.

Capabilities of each mandatory partner in ensuring project success: GMACW has the support of the Memphis leadership including the Memphis Mayor, Shelby County Mayor, Greater Memphis Chamber, Memphis Tomorrow, EDGE, PeopleFirst Partnership, Shelby County Schools, postsecondary institutions, employers, and employer organizations. Additional capabilities of key partners in the LEAP-Memphis project are contained in the Consortium for Employer-Education Alignment MOU located in Appendix C.

Southwest Tennessee Community College will be the fiscal agent for the project. As the largest community college in Tennessee, Southwest has the financial systems in place to provide fiscal support for this project. A small sum is budgeted to offset the costs of project fiscal management.

Letters of support and or commitment from local and area employers: Please see attached letters.

Section 5. Sustainability

Detailed description for sustaining the program beyond the 30-month funding period: The Greater Memphis Alliance for a Competitive Workforce is the workforce component of the Greater Memphis Regional Economic Development Plan which was developed with support from the Brookings Institution. As such, GMACW has the support of the employers, the philanthropic community, the Memphis

Economic Development Growth Engine (EDGE), the political structure, and other strategic partners.

GMACW will utilize a braided funding model that will include both private and public sector funding to support and sustain this project. The braided funding model will ensure that the components of LEAP 2.0 will be sustained indefinitely. The secondary and post-secondary machine tool technology programs will be sustained by, and supported by:

1. Leveraging private sector dollars to compete for State and federal funding.
2. The Shelby School (SCS) System, with over 43,000 students in career and technical education programs, has significant funding streams allocated to these programs. The Superintendent of SCS has committed to alignment of sector CTE programs which will be spearheaded by the establishment of the Machine Tool Technology program.
3. The Bartlett School System has significant funding streams allocated to these programs. The Superintendent of Bartlett High School has committed to alignment of the sector CTE programs which will be spearheaded by the establishment of the Machine Tool Technology program.
4. The post-secondary component of this project will be maintained by tuition and fees, state funding, and other revenues to the institution.

Detailed plan for maintaining and sharing resources among all program partners beyond the 30-month funding period: GMACW provides a strategic structure that will coordinate communications and the sharing and utilization of resources. A Memorandum of Understanding has been completed between the strategic education partners, see Appendix C. This MOU provides a detailed plan for the sharing of resources including faculty, equipment, laboratories, and curriculum and ensures a communication process.

To further strengthen this LEAP project, the educational partners have leveraged reoccurring funds to support the heart of the education. By TCAT Memphis purchasing equipment and the

secondary schools using current instructional staff the programs will continue after the life of the grant. These programs will also be used as a catalyst to show CTE success- which will assist in the spread of this model.

Appendix A: Data List

Table 1: Occupational Projections (Short-term) for Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic in Tennessee in 2015-2017

Occupational Projections Table

The table below shows the short term employment projections for Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic in Tennessee for the 2015-2017 projection period.

2015 Estimated Employment	2017 Projected Employment	Total 2015-2017 Employment Change	Annual Avg. Percent Change
510	560	40	4.30%

Source: TN Dept of Labor & Workforce Dev, Div. Emp. Sec, R&S
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Table 2: Occupational Projections (Short-term) for Computer-Controlled Machine Tool Operators, Metal and Plastic in Tennessee in 2015-2017

Occupational Projections Table

The table below shows the short term employment projections for Computer-Controlled Machine Tool Operators, Metal and Plastic in Tennessee for the 2015-2017 projection period.

2015 Estimated Employment	2017 Projected Employment	Total 2015-2017 Employment Change	Annual Avg. Percent Change
2,460	2,620	160	3.10%

Source: TN Dept of Labor & Workforce Dev, Div. Emp. Sec, R&S
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Table 3: Occupational Projections (Long-term) for Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic in Tennessee in 2014-2022

Occupational Projections Table

The table below shows the long term employment projections for Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic in Tennessee for the 2014-2022 projection period.

2014 Estimated Employment	2022 Projected Employment	Total 2014-2022 Employment Change	Annual Avg. Percent Change	Total Percent Change
430	570	140	3.70%	34.00%

Source: TN Dept of Labor & Workforce Dev, Div. Emp. Sec, R&S
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Table 4: Occupational Projections (Long-term) for Computer-Controlled Machine Tool Operators, Metal and Plastic in Tennessee in 2014-2022

Occupational Projections Table

The table below shows the long term employment projections for Computer-Controlled Machine Tool Operators, Metal and Plastic in Tennessee for the 2014-2022 projection period.

2014 Estimated Employment	2022 Projected Employment	Total 2014-2022 Employment Change	Annual Avg. Percent Change	Total Percent Change
2,600	3,210	600	2.60%	23.20%

Source: TN Dept of Labor & Workforce Dev, Div. Emp. Sec, R&S
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Table 5: Economic Impact Measures

The table below shows the overall economic impact the medical device industry provides in Shelby County.

Economic Impact Measures	
Jobs, Direct	6,487
Jobs, Indirect	10,336
Total Jobs	16,823
Wages (All Jobs)	\$1,249,332,225
Taxes Generated by Wages and Company Property Tax	\$46,054,313
Economic Impact	\$2,665,185,084

Source: Younger Associates. November 2015. "Economic Impact Analysis: Greater Memphis Medical Device Industry".

Appendix B: Budget

L.E.A.P-Memphis Budget

LEAP Program Competitive Grant

The grant budget line-item amounts shown below are applicable during the period September 1, 2016 - March 31, 2018

Line-Item Category	Year 1	Year 2	Year 3	Total
Personnel				
Project Director				
Salary	\$70,000	\$70,000	\$35,000	\$175,000
Benefits	\$21,000	\$21,000	\$10,500	\$52,500
Sub-Total	\$91,000	\$91,000	\$45,500	\$227,500
Grants & Awards				
Southwest Tennessee Community College	\$40,000	\$40,000	\$20,000	\$100,000
Workforce Investment Network	\$60,000	\$60,000	\$30,000	\$150,000
Greater Memphis Medical Device Council	\$25,000	\$25,000	\$12,500	\$62,500
Sub-Total	\$125,000	\$125,000	\$62,500	\$312,500
Supplies, Telephone, Postage & Shipping, Occupancy, Equipment Rental & Maintenance, Printing & Publications	\$10,000	\$10,000	\$5,000	\$25,000
Sub-Total	\$10,000	\$10,000	\$5,000	\$25,000
Travel, Conferences & Meetings	\$2,000	\$2,000	\$1,000	\$5,000
Sub-Total	\$2,000	\$2,000	\$1,000	\$5,000
Other - Non Personnel	\$2,000	\$2,000	\$1,000	\$5,000
Sub-Total	\$2,000	\$2,000	\$1,000	\$5,000
Indirect Costs	\$30,000	\$30,000	\$15,000	\$75,000
Sub-Total	\$30,000	\$30,000	\$15,000	\$75,000
TOTAL	<u>\$260,000</u>	<u>\$260,000</u>	<u>\$130,000</u>	<u>\$650,000</u>

Personnel Salary and Fringe Benefits **\$227,500**

Salary **\$175,000**

These funds will support a full-time Project Director. The Project Director's responsibilities are shown in Table 1.

Table 1

Table 1: Responsibilities of the L.E.A.P. - Memphis Project Director
Strategic communications among partners.
Implementation of activities and objectives within proposed timeframes and budgets.
Training and coaching local partners to implement and sustain grant strategies.
Supervision of Project Management Team staff.
Preparation of reports for the Executive Oversight Committee.
Preparation of all required reports to the Tennessee Higher Education Commission
Leveraging resources and strategies from current DOL grant.
Raising awareness of programs with stakeholders as part of the systems change strategy.
Ensuring adherence to project budgets.

Fringe Benefits **\$ 52,500**

Fringe benefits are calculated at 30% of salary costs. These will include 401k, health insurance, social security and Medicare payroll, taxes, etc.

Grants & Awards **\$312,500**

Southwest Tennessee Community College **\$175,000**

Southwest Tennessee Community College (Southwest) will be the fiscal agent for the L.E.A.P.-Memphis project and the amount of \$75,000 over thirty (30) months is requested support a partial FTE in their finance office for this support noted as indirect (Line 22) in summary budget. Southwest will also be responsible for administering the Industrial Readiness Training (IRT) program for approximately 200 individuals costing \$100,000.

Workforce Investment Network **\$150,000**

The Workforce Investment Network (WIN) is a strategic partner that will be responsible for increasing the number of Shelby County TN Promise and Reconnect participants, who possess an ACT Work Ready certificate.

Greater Memphis Medical Device Council

\$ 62,500

The Greater Memphis Medical Device Council (GMMDC) will serve as the lead industry entity throughout the life of the grant. The GMMDC will be responsible for developing work based learning opportunities as well as developing a Department of Labor approved apprenticeship training program.

Supplies, Telephone, Postage & Shipping, Occupancy, Equipment Rental & Maintenance, Printing & Publications

\$ 25,000

These funds will support expendables required for project execution, as well as occupancy costs for L.E.A.P-Memphis Project Director.

Travel

\$ 5,000

The funds support staff travel throughout the Greater Memphis region which include visits to regional employers and other partners. These funds will also support any required travel out of the region, such as Nashville.

Other - Non Personnel

\$ 5,000

These funds will be used for outreach throughout the life of the grant.

TOTAL

\$650,000

Matching Funds

Responsible Organization	Item	Amount
TCAT-Memphis	Equipment Purchases	\$400,000
Shelby County Schools	Machine Tool Instructor Salary and Benefits	\$187,500
Bartlett High School	Machine Tool Instructor Salary and Benefits	\$187,500
City of Bartlett	Renovations to Bartlett High School Machine Shop	\$ 60,000
		<u>\$835,000</u>

Appendix C
TCAT Cooperative Plan/MOU/Letters of Support

Tennessee College of Applied Technology - Memphis
COOPERATIVE EDUCATION AGREEMENT

This Cooperative Education agreement is made this _____ day of _____, by and between, _____ hereinafter referred to as the "Company," the TCAT Memphis, hereinafter referred to as the "College" and _____, hereinafter referred to as the "Student."

WITNESSTH

Whereas, it is to the mutual benefit of all parties to provide cooperative education work-based experiences for students enrolled in certain programs of the Center, the parties have agreed to the terms and provisions set forth below:

- I. Purpose – the purpose of this agreement shall be to provide practical work-based experiences through a Co-operative Education work-based assignment to the Student enrolled in the _____ program at the College.
 - A. Consideration for this agreement shall consist of the mutual promises contained herein, the parties agreeing that monetary compensation shall be paid to the student at a rate commensurate with entry-level employees completing the same task.
 - B. The co-op experience shall be provided at the Company's facility located at _____ hereinafter referred to as the "Facility."

II. Term and conditions – Pursuant to the above-stated purpose, the parties agree as follows:

- A. Term- The term of this Agreement shall be from _____ to _____ .

Either party may terminate this agreement upon giving _____ days' written notice to the other party. This Agreement may be renewed with the approval of all parties.

- B. Discipline – While participating in the Co-op at the Facility, the Student will be subject to applicable policies, including that of the other party.

The Student shall be dismissed from Co-op participation only after appropriate disciplinary policies and procedures of the Company have been followed; however, if the Student's presence poses an immediate threat or danger to the Company, the Company may remove the Student from the premises without delay.

- C. Specific responsibilities – The following duties shall be the specific responsibility of the designated party:

1. The COMPANY agrees to:
 - a. Provide work assignments/projects that will contribute to the Student's learning experience and will relate to the Student's technical area in accordance with the Training Plan.
 - b. Notify the Representative of any weaknesses or potential employment problems that the Student may have.
 - c. Evaluate the Student's job performance at the end of each month.
 - d. Sign and verify the Student's monthly evaluation and work record.

- e. Provide adequate supervision by an experienced and qualified person and to avoid subjecting the Student-Trainee to unnecessary or unusual hazards;
 - f. Notify the Center of any illness or accident involving the Student.
 - g. Permit and expect the School's Co-Op Coordinator (TTCM Instructor) to visit the job site periodically to discuss the Student's progress and/or to observe him/her on-the-job;
 - h. Permit the student-trainee to leave the workplace to register for classes each term as scheduled;
 - i. Pay the Student-Trainee the prevailing wage paid similar employee and/or not less than the minimum wage allowable;
 - j. Provide for the Student-Trainee Workmen's Compensation as provided by law;
 - k. Comply with State and federal employment laws as appropriate to the Company.
2. The STUDENT agrees to:
- a. Complete and submit all forms (Application, Training Plan, Monthly Time Record, and Evaluation) to the Center as scheduled. These reports must be signed by the Company and the Student and be in the Center's possession no later than 3 days after the end of each calendar month.
 - b. Notify the Company and the Representative of any planned vacation or absence from work.
 - c. Inform the Representative of any problem that occurs while on the Co-op.
 - d. Pay all tuition fees on or before the day of registration for each Trimester.
 - e. Conform to the policies and regulations of the Company and the Center.
 - f. Notify the Representative immediately if terminated from the Co-op by the Company.
 - g. Submit any changes in the work schedule to the Representative.
 - h. Purchase any supplies, tools, etc., as required by the Company.
3. The COLLEGE agrees to:
- a. Provide an educational training program consistent with the established philosophy, objectives, and procedures of the TCAT Memphis and the Tennessee Board of Regents;
 - b. Prepare, with assistance of the Employer, a Cooperative Education Training Plan of work experiences for the Student-Trainee;
 - c. Visit the Student on-the-job once each evaluation period to insure training objectives are being met and to determine instructional needs;
 - d. Identify any Student deficiencies and work with Employer in correcting these deficiencies;
 - e. Provide the School with information regarding the Student's progress in accordance with evaluation procedures.
 - f. Evaluate and assign credit for Co-op work according to the official center calendar, not to exceed the maximum hours available for a regular full-time student.
 - g. Assist the Company in identifying Student deficiencies or employment problems.
 - h. Provide instructional support to correct any work deficiencies.
 - i. Keep the Student informed about changes in the Co-op Program plan, such as alternating training times between the center and the work place.
 - j. Visit the Student on the job at periodic intervals (no less than twice per Trimester). Visitation will be made by the Representative.
 - i. Maintain each participating Student on the program roll until such time the Student withdraws or is separated from the Center.
 - k. The Center reserves the right to make exceptions to the Co-op Policy that could be mutually beneficial to all parties.

- l. The Instructor reserves the right make exceptions to the Student Eligibility Policy concerning the Co-op program.
- m. Endeavor to establish and maintain a good working relationship with the Company.

D. Mutual Responsibilities -The parties shall cooperate to fulfill the mutual responsibilities:

- 1. Each party shall comply with all federal, state, and municipal laws, advice, rules, and regulations which are applicable to the performance of this Agreement.
- 2. The Student shall be treated as a trainee who has no expectation of receiving future employment from the Company or the Center.
- 3. The parties agree to comply with Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, and Section 504 of the Rehabilitation Act of 1973, Executive order 11, 246, and the related regulations to each. Each party assures that it will not discriminate against any individual including, but not limited to, employees or applicants for employment and/pr students because of race, religion, creed, color, sex, age, handicap, veterans status or national origin.

E. Miscellaneous Terms –The following terms shall apply in the interpretation and performance of this agreement.

- 1. Neither party shall be responsible for personal injury or property damage or loss except that resulting from its own negligence of its employees or from others from whom the party is legally responsible.
- 2. The delay or failure of performance by either party shall not constitute default under the terms of this agreement, nor shall it give rise to any claims against either party for damages. The sole remedy for breach of this Agreement shall be immediate termination.

In witness whereof, the parties, through their authorized representatives, have affixed their signatures below:

Student			
	Print Name	Signature	Date
Instructor			
	Print Name	Signature	Date
Company			
	Print Name	Signature	Date
Director			
	Print Name	Signature	Date

CONSORTIUM FOR EMPLOYER-EDUCATION ALIGNMENT

Memorandum of Understanding

Between

**Southwest Tennessee Community College, Arkansas State University Mid-South,
Tennessee College of Applied Technology-Memphis, William R. Moore College of
Technology and University of Memphis, hereinafter**

“THE COLLEGES”

And

Shelby County Schools (SCS)

And

**Workforce Investment Network (WIN) and Workforce Development Board of Eastern
Arkansas (WDBEA)**

And

Greater Memphis Chamber and Bartlett Chamber

And

Greater Memphis Alliance for a Competitive Workforce (GMACW)

The Colleges and SCS

- Whereas The Colleges and SCS represent the major public K12 and post-secondary assets in the Memphis region to provide workforce training and education for area employers; and
- Whereas each of The Colleges and SCS possesses valuable and often unique resources -- programs, faculty, equipment, facilities and staff-- that can be utilized to provide workforce training and education to support student advancement along industry career pathways; and
- Whereas joint utilization of these resources and better alignment of these resources with each other will result in increased efficiency and provide better support for regional employers, students and job candidates; and

CONSORTIUM FOR EMPLOYER-EDUCATION ALIGNMENT

- Whereas alignment of K12 and post-secondary programming and coursework with employer skill requirements and industry career pathways is necessary to ensure students and graduates will advance successfully in their careers and that employers can grow jobs in the Memphis region; and
- Whereas improved articulation and /or concurrent credit opportunities will increase the college going and completion rate for the Greater Memphis region; and
- Whereas employers are a major customer for The Colleges and SCS, and as such need and expect high quality workforce development services and efficient access to them.

Workforce Investment Network (WIN) and Workforce Development Board of Eastern Arkansas (WDBEA)

- Whereas WIN and WDBEA approve and provide funding to Certified Approved Training Providers; and
- Whereas WIN and WDBEA deploy federal and state resources that directly support local employers in hiring and training of workers.

Industry and Memphis / Bartlett Chambers

- Whereas local employers are frequently not getting their workforce needs met and training/education is often not industry-aligned, although; and
- Whereas the Bartlett and Memphis Chambers convene and provide support to the Greater Memphis Medical Device Council and the Transportation/Distribution/Logistics and General Manufacturing Councils; and
- Whereas the Greater Memphis Medical Device Council has requested “one stop shopping” for all of their workforce training, and other existing and to be established employer councils would benefit from the same.

GMACW

- Whereas GMACW is established to serve as a strategic partner to The Colleges and K12 system to build alignment between them and with the workforce skill requirements and career pathways of employers in Greater Memphis’ major industry sectors; and
- Whereas GMACW is also established to serve as a strategic partner to employers in major industry sectors, working with and through Sector Councils to assess the employers’ current and projected workforce skill requirements, document employment career pathways in the sectors, and identify, improve and/or create new workforce training and education solutions for them.

Then, therefore it is agreed by the undersigned that:

CONSORTIUM FOR EMPLOYER-EDUCATION ALIGNMENT

The Colleges, SCS, WIN, WDBEA and GMACW will form a “CONSORTIUM FOR INDUSTRY ALIGNED EDUCATION AND TRAINING”, through which:

GMACW will

- Serve as the administrator of the “Consortium”; and
- Generate and publish regular reports on local workforce skill requirements, hiring trends (current and projected) and labor market skills match; and
- In consultation with sector-based employer councils, document and publish “career maps” that enumerate detailed skill requirements for all job positions of careers within the major industry sectors; and
- Spearhead “Consortium” members in developing an **Employer-Education Alignment Plan (EEAP)** plan that will align their education and training programs around industry career maps and skill requirements, creating education pathways that begin in high school and culminate with a baccalaureate degree with employable “stop-out” points along the way. *Note: A key feature of successful career pathways is that each training institution carves out its role along the career training continuum and “articulates” its credits to the institutions handling training for other job positions on the career map. Shared facilities and faculty are also encouraged.*
- As part of the EEAP, identify training gaps and together with “Consortium” member develop innovative, industry-driven solutions; and
- Spearhead the “Consortium’s” development of a policy agenda and advocacy efforts for necessary changes at the federal, state and local levels in support of effective, industry-driven workforce development; and
- Spearhead local effort to bring in more outside resources for workforce innovations and employer-alignment; and
- Spearhead marketing effort to generate awareness of and enthusiasm for local high demand career and training opportunities and online guidance for how to access them.

The Colleges and SCS will

- Participate actively in the development and implementation of the **Employer-Education Alignment Plan (EEAP)** and;
- Strive to eliminate articulation barriers and support the transfer/transcript of prior student work and;
- Support concurrent credit initiatives with the K-12 system and;
- Seek to align their programs with data-driven requirements of regional employers and;
- Share resources-faculty, laboratories, equipment- to provide maximum utilization of resources as appropriate.

CONSORTIUM FOR EMPLOYER-EDUCATION ALIGNMENT

WIN and WDBEA will

- Participate actively in the development and implementation of the **Employer-Education Alignment Plan (EEAP)**; and
- Approve/certify training providers that are aligned with the EEAP; and
- Direct training resources to priorities enumerated in the EEAP.

Greater Memphis and Bartlett Chambers will

- Support the Memphis Medical Device Manufacturing Council (Bartlett) and convene and grow sector councils in TDL and General Manufacturing (Memphis), as well as other major industry sectors to be determined (Memphis), and both Chambers will champion GMACW as their strategic partner for industry-driven workforce solutions.
- Participate actively in the development and implementation of the **Employer-Education Alignment Plan (EEAP)**.

**There are some Shelby County training and education programs which are doing an excellent job meeting industry needs, and the Consortium will look to some of those, as well as to best practices outside of the community, as potential models for future programming.*

Employers serving on the GMACW Board of Directors representing the industry side of the Consortium include:

- Willie Gregory, Nike, and representative of the TDL Sector Council
- Debbie McKitten, DuPont, and representative of the Manufacturing Sector Council
- Gene Baker, Smith and Nephew, and representative of the Medical Device Manufacturing Council
- Christine Richards, FedEx and Co-Chair of the Regional Economic Development Plan
- Reid Dulberger, Economic Development Growth Engine (EDGE)
- Phil Trenary, Greater Memphis Chamber
- Blair Taylor, Memphis Tomorrow,
- Cary Vaughn, Suburban Chamber Alliance
- Seats reserved for representatives of additional industry sector councils as they are formed.

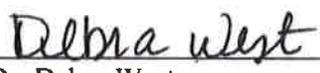
It is anticipated that other local K12 districts and post-secondary institutions will be added to the Consortium.

CONSORTIUM FOR EMPLOYER-EDUCATION ALIGNMENT



Dr. Glen Fenter
President, Greater Memphis Alliance for a Competitive Workforce

10/1/15
Date



Dr. Debra West
Chancellor, Arkansas State University Mid-South

10/1/15
Date



Dr. Tracy Hall
President, Southwest Tennessee Community College

10/1/15
Date



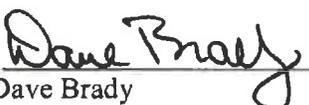
Roland Rayner
Director, Tennessee College of Applied Technology - Memphis

10/1/15
Date



Skip Redmond
President, William R. Moore College of Technology

10/1/15
Date



Dave Brady
Executive Director, Workforce Development Board of Eastern Arkansas

10-1-15
Date



Kevin Woods
Executive Director, Workforce Investment Network

10/1/15
Date

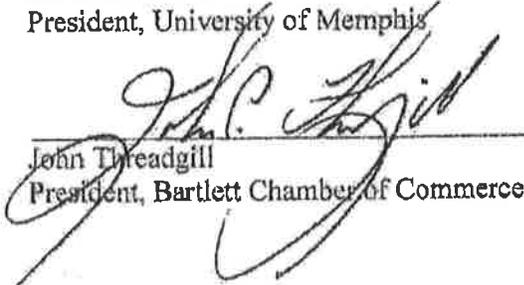
CONSORTIUM FOR EMPLOYER-EDUCATION ALIGNMENT



Dr. David Rudd
President, University of Memphis

11.13.14

Date



John Threadgill
President, Bartlett Chamber of Commerce

11/18/14

Date



Phil Trenary
President, Greater Memphis Chamber of Commerce

11-11-14

Date



Willie Gregory
Chair, Greater Memphis Alliance for a Competitive Workforce

11/11/14

Date



Dorsey Hopson
Superintendent, Shelby County Schools

11/10/14



July 22, 2016

Tennessee Higher Education Commission
404 James Robertson Parkway, Suite 1900
Nashville, TN 37243-0830

RE: LEAP 2.0 Application: LEAP 2.0 Memphis Project

Dear Grantor:

I am writing this letter in support of the LEAP 2.0 application, led by Greater Memphis Alliance for a Competitive Workforce, to encourage and facilitate the alignment of local workforce needs with education initiatives designed to address the medical device sector of Shelby County.

The Medical Device Sector in Shelby County is responsible for employing approximately 6,400 jobs with a total economic impact of over \$2 billion annually. This sector represents one of the most successful industry clusters in TN. The entry level career within this industries provides Shelby County residents a livable wage job while increasing the overall economic health of the area.

Local Workforce Development Area 13 (Workforce Investment Network) recognizes the need to support this industry clusters through the alignment of training program with industry demand. The ability to provide a well-trained workforce to this industry sector will provide an environment of growth and success. It will also demonstrate to other industries that developing a world class workforce is a top priority in TN.

It is for these reasons that the Workforce Investment Network fully supports this LEAP 2.0 project. If you have any questions, please feel free to contact me. I may be reached at 901-636-6811.

Sincerely,

A handwritten signature in blue ink that reads 'Kevin Woods'.

Kevin Woods,
Executive Director



SOUTHWEST

TENNESSEE COMMUNITY COLLEGE

P.O. Box 780 • Memphis, TN 38101-0780 • (901) 333-5000 • www.southwest.tn.edu

July 19, 2016

Mike Krause, Executive Director
State of Tennessee
Tennessee Higher Education Commission
404 James Robertson Parkway
Parkway Towers, Suite 1900
Nashville, TN 37243

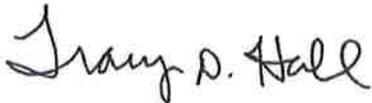
Dear Mr. Krause,

The Greater Memphis Alliance for a Competitive Workforce (GMACW) seeks to encourage and facilitate the alignment of local workforce requirements and education capacity within the machine tool career path by leveraging the Tennessee Promise and Tennessee Reconnect programs. In cooperation with a variety of workforce and educational partners, GMACW seeks to create dual enrollment courses in Machine Tool Technology with two local high schools and build a pipeline of adult learners from a Machine Tool Technology program.

Southwest Tennessee Community College is proud to serve as the fiscal agent for this program, and we are excited to collaborate with the partners which will lead to more certificate and degree attainment.

We look forward to receiving the funds to put this program in place.

Sincerely,



Dr. Tracy D. Hall
President

OFFICE OF THE PRESIDENT

Macon Cove Campus • Union Avenue Campus • Fayette Site • Gill Center • Maxine A. Smith Center • Millington Center • Whitehaven Center

Southwest Tennessee Community College, a Tennessee Board of Regents institution, is an affirmative action/equal opportunity college.



**TENNESSEE COLLEGE
OF APPLIED TECHNOLOGY**
MEMPHIS

Main Campus • 550 Alabama Avenue • Memphis, TN 38105-3604
901-543-6100 • FAX: 901-543-2461

Aviation Campus • 3435 Tchulahoma Road • Memphis, TN 38118-2718
901-543-6180 • FAX: 901-543-6183

July 15, 2016

Tennessee Higher Education Commission
404 James Robertson Parkway, Suite 1900
Nashville, TN 37243-0830

RE: LEAP 2.0 Application: LEAP 2.0 Memphis Project

Dear Grantor:

I am writing this letter in support of the LEAP 2.0 application, led by Greater Memphis Alliance for a Competitive Workforce, to encourage and facilitate the alignment of local workforce needs with education initiatives designed to address the medical device sector of Shelby County.

The Medical Device Sector in Shelby County is responsible for the creation of approximately 6,400 related jobs with a total economic impact of over \$2 billion annually. This sector represents one of the most successful industry clusters in Tennessee. The entry level career within this industry provides Shelby County residents a livable wage job while increasing the overall economic health of the area.

The Tennessee College of Applied Technology Memphis (TCAT Memphis) recognizes the need to support this industry cluster through the alignment of training programs with industry demand. The ability to provide a well-trained workforce to this industry sector will provide an environment of growth and success. It will also demonstrate to other industries that the development of a world class workforce is a top priority in Tennessee.

It is for these reasons that TCAT Memphis fully supports this LEAP 2.0 project. If you have any questions, please feel free to contact me at 901-543-6100.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Roland Rayner', with a long horizontal flourish extending to the right.

Roland Rayner
Director



July 21, 2016

Tennessee Higher Education Commission
404 James Robertson Parkway, Suite 1900
Nashville, TN 37243-0830

RE: LEAP 2.0 Application: LEAP 2.0 Memphis Project

Dear Grantor:

I am writing this letter in support of the LEAP 2.0 application, led by Greater Memphis Alliance for a Competitive Workforce, to encourage and facilitate the alignment of local workforce needs with education initiatives designed to address the medical device sector of Shelby County.

The Medical Device Sector in Shelby County is responsible for employing approximately 6,400 jobs with a total economic impact of over \$2 billion annually. This sector represents one of the most successful industry clusters in TN. The entry level career within this industries provides Shelby County residents a livable wage job while increasing the overall economic health of the area.

Bartlett City Schools recognizes the need to support this industry clusters through the alignment of training program with industry demand. The ability to provide a well-trained workforce to this industry sector will provide an environment of growth and success. It will also demonstrate to other industries that developing a world class workforce is a top priority in TN.

It is for these reasons that Bartlett City Schools fully support this LEAP 2.0 project. If you have any questions, please feel free to contact me. I may be reached at 901-202-0855

Sincerely,

Dr. David A. Stephens
Superintendent

Bartlett City Schools, 5650 Woodlawn Street, Bartlett TN 38134
www.bartlettschools.org Telephone (901) 202-0855 Fax (901) 202-0854

Bartlett City Schools offers educational and employment opportunities without regard to race, color, creed, national origin, religion, sex, age, or disability and adheres to the provisions of the Family Education Rights and Privacy Act (FERPA).



OFFICE OF THE CHIEF OF STAFF

160 S. Hollywood Street • Memphis, TN 38112 • (901) 416-5528 • www.scsk12.org

July 22, 2016

Tennessee Higher Education Commission
404 James Robertson Parkway, Suite 1900
Nashville, TN 37243-0830

RE: LEAP 2.0 Application: TCATs: Taking Charge of Applied Training in West Tennessee
Grant Application

Dear Grantor:

As Chief of Staff for Shelby County Schools (SCS), I am writing this letter in support of the LEAP 2.0 application, led by Greater Memphis Alliance for a Competitive Workforce, to encourage and facilitate the alignment of local workforce needs with education initiatives designed to address the medical device sector of Shelby County.

The Medical Device Sector in Shelby County is responsible for employing approximately 6,400 jobs with a total economic impact of over \$2 billion annually. This sector represents one of the most successful industry clusters in TN. The entry level career opportunities within this industry provides Shelby County residents a livable wage job while increasing the overall economic health of the area.

The Shelby County School District recognizes the ability to provide a well-trained workforce to this industry sector will provide an environment of growth and success. It will also demonstrate to other industries that developing a world class workforce is a top priority in TN.

It is for these reasons that the Shelby County School District fully supports this LEAP 2.0 project.

Sincerely,

Brian S. Stockton
Chief of Staff



GREATER MEMPHIS CHAMBER

July 20, 2016

Russ Deaton, PhD
Interim Executive Director
Tennessee Commission on Higher Education
400 James Robertson Parkway
Nashville, TN 38219

Dear Dr. Deaton,

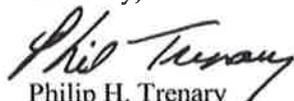
On behalf of the Greater Memphis Chamber and our business leaders, I am respectfully asking for your support for the 2016 TN Labor Education Alignment Program (LEAP) 2.0 grant proposal submitted by the Greater Memphis Alliance for a Competitive Workforce (GMACW). As a partner in GMACW, the Chamber represents the interests of the business community and the business sectors that contribute to the economic growth of our region.

The Memphis region has been federally designated as a 'manufacturing community' by the U.S. Department of Commerce for our medical equipment and supplies manufacturing sector. The key companies in this sector are our medical device manufacturers such as Smith & Nephew, Medtronic and Wright Medical Technology. These medical device companies formed the Greater Memphis Medical Device Council specifically to address their industry's lack of qualified, skilled workers. The number one employment need for all of these companies are machinists who are educated and trained to produce precision metal parts.

Without these skilled professionals, the industry cannot grow or expand, nor can we attract new companies to our region or help entrepreneurs create new medical device manufacturing opportunities. GMACW has proposed solid solutions that create dual enrollment programs between high school students and TCAT for a Machine Tool Technology program, and they have created career pathways for these graduating students to attend TCAT's machine tool program and/or enroll in a comprehensive work and learn machinist apprenticeship program. The apprenticeship program will also be available for adult learners who will add to a strong pipeline of skilled qualified workers for the medical device manufacturing sector.

These programs build on the success of the TN Promise and Reconnect Initiatives that work towards a goal of having 55% of Tennesseans equipped with a college degree or certificate by the year 2025. I hope you join me in supporting GMACW's proposal to provide solutions through education that help build a strong workforce for the Memphis region.

Sincerely,


Philip H. Trenary
President and CEO

PeopleFirst Partnership



July 20, 2016

Tennessee Higher Education Commission
404 James Robertson Parkway, Suite 1900
Nashville, TN 37243-0830

Dear Grantor,

On behalf of PeopleFirst Partnership, a non-profit in Memphis with a dedicated cradle to career agenda, it is my pleasure to write a letter supporting the Greater Memphis Alliance for a Competitive Workforce (GMACW) L.E.A.P. grant proposal. Our mission here at PeopleFirst Partnership is to grow a competitive work force by strengthening education from birth through the post-secondary attainment of a degree or credential. The GMACW grant proposal seeks to encourage and facilitate the alignment of local workforce requirements and education capacity within the machine tool career path by leveraging the TN Promise and the TN Reconnect programs.

GMACW is working in partnership with the Workforce Investment Network (WIN), the Tennessee College of Applied Technology Memphis (TCAT Memphis), Southwest Tennessee Community College (Southwest), Shelby County Schools (SCS) and Bartlett High School to create dual enrollment courses in Machine Tool Technology and to build a pipeline of adult learners from a Machine Tool Technology program. The creation of these programs is in direct response to private industry need within the Medical Device Industry.

GMACW will leverage the workforce system built under the first L.E.A.P. proposal to build workforce training programs that will increase the supply of credentialed Tennesseans for in-demand jobs within the medical device sector.

I hope you will give the GMACW L.E.A.P. grant application your utmost consideration. If I can be of further assistance, please feel free to call me at 901-507-4182.

Sincerely,

Lora Jobe
Executive Director PeopleFirst Partnership

Executive Director, Lora Jobe, PeopleFirst Partnership

Executive Director, Mark Sturgis, Seeding Success

Board of Directors:

Chairman, Barbara Prescott, PhD

Sandra Allen, Director, Le Bonheur Center for Children and Parents

Malika Anderson, Superintendent, Achievement School District

Austin Baker, President, HRO Partners

Dr. Steve Bares, President & Executive Director, Memphis Bioworks Foundation

Jim Boyd, Executive Director, Pyramid Peak Foundation

Shannon Brown, Senior VP, Chief Human Resources and Diversity Officer, FedEx Express

John Carson, President, Raymond James Financial

Nancy Coffee, President & CEO, New Memphis Institute

Roland Cole, Financial Advisor, Duncan-Williams

Mark Colombo, Senior Vice President, Solutions and Sales, FedEx Services

John Daniel, Executive Vice President & Chief Human

Resources Officer, First Horizon Financial Corporation

Edward Dobbs, President, Dobbs Management Service, LLC

Reid Dulberger, President & CEO, EDGE

Dr. Glenn Fanter, President, Greater Memphis Alliance for a Competitive Workforce

Scott Fountain, Senior Vice President & Chief Dev. Officer, Baptist Memorial Healthcare

Dr. Tracy Hall, President, Southwest Tennessee Community College

Carolyn Hardy, CEO Chism Hardy Enterprises, LLC

Dorsey Hopson, Superintendent, Shelby County Schools

Mayor Mark Luttrall, Shelby County

Keith Norman, Vice-President, Governmental Affairs, Baptist Memorial Health Care

Deano Orr, Executive Vice President, International Paper Foundation

Roland Rayner, Director, Tennessee College of Applied Technology, Memphis

Rev. Kenneth Robinson, M.D., President/CEO, United Way of the Mid-South

Dr. David Rudd, President, University of Memphis

Dr. Douglas Scarborough, Regional Executive, Federal Reserve Bank of St. Louis

Gary Shorb, CEO, Methodist Le Bonheur Healthcare

Teresa Sloyan, Executive Director, Hyde Family Foundations

Mayor Jim Strickland, City of Memphis

Blair Taylor, President, Memphis Tomorrow

Phil Trenary, President, Greater Memphis Chamber

Kesha Walker, Administrator, Office of Early Childhood & Youth, Shelby County Government

David Williams, President & CEO, Leadership Memphis

Kevin Woods, Executive Director, Workforce Investment Network



Shelby County Government

MARK H. LUTTRELL, JR.
MAYOR

July 21, 2016

Tennessee Higher Education Commission
404 James Robertson Parkway, Suite 1900
Nashville, TN 37243-0830

RE: LEAP 2.0 Application: LEAP 2.0 Memphis Project

Dear Grantor:

I am writing this letter in support of the LEAP 2.0 application, led by Greater Memphis Alliance for a Competitive Workforce, to encourage and facilitate the alignment of local workforce needs with education initiatives designed to address the medical device sector of Shelby County.

The Medical Device Sector in Shelby County is responsible for employing approximately 6,400 jobs with a total economic impact of over \$2 billion annually. This sector represents one of the most successful industry clusters in our county. The entry-level career within this industry provides Shelby County residents a livable wage job while increasing the overall economic health of the area.

As mayor, I recognize the need to support this industry cluster through the alignment of training program with industry demand. The ability to provide a well-trained workforce to the Medical Device Sector will provide an environment of growth and success. It will also demonstrate to other industries that developing a world-class workforce is a top priority in Shelby County and Tennessee.

It is for these reasons that I fully support this LEAP 2.0 project. If you have any questions, please feel free to contact me. I may be reached at 901-222-2004.

Sincerely,

Mark H. Luttrell, Jr.
Mayor



100 Peabody Place
Suite 1100
Memphis, TN 38103-3652
P 901-341-2100
F 901-527-9224
Info@growth-engine.org
www.growth-engine.org

July 21, 2016

Tennessee Higher Education Commission
404 James Robertson Parkway, Suite 1900
Nashville, TN 37243-0830

RE: LEAP 2.0 Application -- Memphis Project

Dear Grantor:

I am writing this letter in support of a LEAP 2.0 application for Memphis and Shelby County, led by the Greater Memphis Alliance for a Competitive Workforce. This plan will facilitate the alignment of educational initiatives with local workforce needs, particularly those of our large and vibrant medical device industry.

The 47 identified medical device firms in Shelby County are responsible for almost 6,500 direct jobs and an additional 10,300 indirect jobs – totaling \$1.25 billion in annual wages. The industry generates an estimated \$46 million in local taxes and has an overall annual economic impact of \$2.7 billion. Average wages in the local medical device industry are almost 165 percent of the County's annual average wage, and even entry level positions provide residents with a livable wage.

EDGE is the economic development organization for the City of Memphis and Shelby County Government. We provide funding for the Greater Memphis Medical Device Council and support the industry's expansion with tax incentives and other government programs. Having worked with Smith & Nephew, Medtronic, Wright Medical, MicroPort Orthopedics, Titan Medical and others, we understand that workforce constraints have already limited growth in our market. The ability to provide a well-trained workforce to this industry will directly contribute to their growth and success – with the benefit felt across West Tennessee. It will also demonstrate to other industries that developing a world-class workforce is a top priority in our state.

EDGE therefore supports this LEAP 2.0 project. If you have any questions, please contact me. Thank you.

Sincerely,

Reid Dulberger

Reid Dulberger
President/CEO
Chief Economic Development Officer Memphis/Shelby Co.
RDulberger@growth-engine.org



July 21, 2016

Tennessee Higher Education Commission

404 James Robertson Parkway, Suite 1900

Nashville, TN 37243-0830

Dear Grantor,

I am writing this letter in support of the LEAP 2.0 application, led by the Greater Memphis Alliance for a Competitive Workforce, to encourage and facilitate the alignment of local workforce needs with Education initiatives designed to address the needs of the Medical Device industry within Shelby County.

The Medical Device Industry in Shelby County employs more than 7,000 people and has a total economic impact of over \$2.5 billion annually. This sector represents one of the most successful industry clusters in TN. Entry level positions within these companies provide Shelby County residents with a livable wage, as well as excellent benefits and growth potential, while also increasing the overall economic health of the area.

The Greater Memphis Medical Device Council (GMMDC) recognizes the need to develop skilled employees for its members, and is working to do so through the alignment of training programs with industry demand. The ability to provide a well-trained workforce to these Medical Device companies will contribute to an environment of growth and success. It will also demonstrate to other industries that developing a world class workforce is both achievable and a top priority in TN.

The GMMDC will act as the lead industry entity by advising all aspects of the proposal including equipment purchases, equipment installation, curriculum design, and providing cooperative work opportunities for qualified graduates.

It is for these reasons that the Greater Memphis Medical Device Council fully supports this LEAP 2.0 project. If you have any questions, please feel free to contact me. I may be reached at 901.490.2578.

Sincerely,

Roy Smith

GMMDC Executive Director