

Southeast Region Phase II Strategic Action Plan Summaries

Center Overview

Mission. The Southeast Transportation Workforce Center (SETWC) coordinates existing regionally based programs, plans, and processes and strategically creates partnerships to ensure that students and persons seeking workforce reentry, career transition, or career advancement understand and take advantage of ladders to success within the regional transportation workforce.

Vision. SETWC envisions the work of the center in concert with regional partners leading to a right-sized, career-ready transportation workforce being produced in the southeast region through increasing awareness and access to opportunities, required education, skills, and training.

Focus Areas

- Women in Transportation
- Military/veteran transition to workforce
- Freight and logistics

Phase 1: Priority Occupations

Priority occupations identified through Phase I research for the Southeast Region Job Needs and Priorities Report are listed in Table 1.

Table 1. Southeast Region Priority Occupations (Source: Phase I JNPR)			
SOC Code	SOC Occupation Title	Southeast Percent Change 2012-2022	National Percent Change 2012-2022 ^b
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	30.4%	6.0%
53-3021	Bus drivers, transit and intercity	15.5	9.8
49-3031	Bus and Truck Mechanics, Diesel Engine Specialists	10.1	8.6
17-2051	Civil Engineers	21.4	16.8
11-3021	Computer and information systems managers	9.5	15.3
53-1031	First-line supervisors of transportation and material-moving machine and vehicle operators	10.9	8.6
53-3032	Heavy and Tractor-Trailer Truck Drivers	13.8	11.3
53-7062	Laborers and freight, stock, and material movers, hand	12.7	11.0
13-1081	Logisticians	26.1	21.9
15-1142	Network and Computer Systems Administrators	17.2	11.7
47-2073	Operating Engineers and Other Construction Equipment Operation	16.9	18.9
15-2031	Operations Research Analysts	24.7	26.6

Phase II Strategic Action Plan Overview

SETWC’s draft strategic action plans reflect the programs and impacts that the SETWC wishes to make on the transportation workforce and the various systems that support this region. The actions align with SETWC’s mission, vision, focus areas, as well as the priority occupations identified in the SETWC Phase I Job Needs and Priorities Report. A summary of the programs is provided in Table 2, with potential partners identified in Table 3. Detailed strategic action plans are provided in Tables 4-6.

Table 2. Southeast Region Action Plan Summary

Program	Priority Occupations	Continuum Stage
Action Plan 1: Transportation Magnet School Blueprint	<ul style="list-style-type: none"> ▪ Aircraft Structure, Surfaces, Rigging, and Systems Assemblers ▪ Bus and Truck Mechanics, Diesel Engine Specialists ▪ Civil Engineers ▪ Computer and Information Systems ▪ Logisticians 	<ul style="list-style-type: none"> ▪ High school
Action Plan 2: Women in Transportation: Career Retraining, Re-entry, and Transition	<ul style="list-style-type: none"> ▪ All 	<ul style="list-style-type: none"> ▪ High school students ▪ College and university students ▪ Public sector professionals ▪ Private sector professionals
Action Plan 3: Choosing Transportation: Collaboration Across the Pipeline	<ul style="list-style-type: none"> ▪ All 	<ul style="list-style-type: none"> ▪ High school students ▪ College and university students ▪ Public sector professionals ▪ Private sector professionals

Table 3. Potential Partners for Southeast Region Action Plans

Program	Partners
<p>Action Plan 1: Transportation Magnet School Blueprint</p>	<ul style="list-style-type: none"> ▪ Shelby County Schools ▪ AutoZone ▪ City of Memphis – Engineering ▪ Commercial Advisors ▪ Cummins MidSouth ▪ FedEx Express ▪ Garret Morgan Clearinghouse project leadership ▪ Greater Memphis Alliance for a Competitive Workforce ▪ Greater Memphis Chamber of Commerce ▪ Institute of Transportation Engineers – TN Section (Memphis) ▪ JMAC Logistics ▪ Memphis Area Transit Authority ▪ Memphis Public Libraries ▪ Organization of Black Aerospace Professionals ▪ Peer Power ▪ People First ▪ Re Trans ▪ Tennessee College of Applied Technology ▪ Tennessee Department of Transportation ▪ Vaco Logistics ▪ Workforce Investment Board- Memphis
<p>Action Plan 2: Women in Transportation: Career Retraining, Re-entry, and Transition</p>	<ul style="list-style-type: none"> ▪ Big Brothers Big Sisters of the MidSouth ▪ Boys and Girls Club Technical Training Center – Memphis ▪ Carrier ▪ CN ▪ Frito Lay, Inc. ▪ Girls Inc. ▪ Peer Power ▪ US Army Corps of Engineers ▪ USDOT and the APEC Transportation Working Group ▪ Vaco Logistics ▪ Women’s Foundation for a Greater Memphis ▪ Women in Trucking ▪ WTS – TN ▪ WTS International

<p>Action Plan 3:</p> <p>Choosing Transportation: Collaboration Across the Pipeline</p>	<ul style="list-style-type: none"> ▪ AHS, LLC ▪ Butler Snow ▪ CN ▪ CI² Aviation ▪ Cornerstone Logistics ▪ FedEx Express ▪ FedEx Freight ▪ Intermodal Cartage Companies ▪ JB Hunt ▪ Journal of Commerce ▪ Mallory Alexander ▪ Memphis Area Transit Authority ▪ Peer Power ▪ Schneider National ▪ South Carolina Highway Construction/Transportation Workforce Task Group ▪ SSR, Inc. ▪ Tennessee Department of Transportation ▪ Tuskegee University ▪ Virginia Department of Transportation ▪ USDOT Southeast Region Office of Small and Disadvantaged Business Utilization ▪ Women’s Foundation for a Greater Memphis ▪ Women in Trucking ▪ WTS International ▪ University of Memphis Veterans Resource Center ▪ University of Southern Mississippi ▪ US Army Corps of Engineers – Memphis District ▪ Vaco Logistics ▪ Virginia DOT
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Action Plan 1: Transportation Magnet School Blueprint

Table 4. Action Plan 1: Transportation Magnet School Blueprint	
Data Field Name	Description
Section 1: Overview of Strategic Recommendation	
Recommendation Title	Transportation Magnet School Blueprint
Recommendation Highlights	<ul style="list-style-type: none"> ▪ Pilot project implementation in Memphis, TN within Shelby County Schools ▪ Development of a best practice and guidance document for implementing a transportation-STEM focused high school through collaborative partnerships ▪ Identification of strategies effective for increasing high school students’ interest in transportation careers
Description	<p>Shelby County Schools (SCS), SETWC, and numerous industry and community partners will work together to develop an innovative and truly collaborative approach to preparing students for transportation careers by developing a transportation magnet school, known as Transportation STEM (T-STEM) within the city of Memphis. The partners have selected the T-STEM theme as a response to local and regional need for a strong transportation/STEM workforce as Memphis’s status as “America’s Distribution Center” is recognized as a driver in all segments of the Memphis economy. The T-STEM project is designed to significantly revise student enrollment and academic programming in Memphis’s East High School, a Title I school with high minority group isolation (94% African American) despite its location in a socioeconomically and racially diverse neighborhood at the center of SCS’s service area. The program will prepare students to enter jobs or certification programs or to pursue advanced degrees in transportation immediately following high school. Additionally, a focus of the program will be to help students understand opportunities along the ladders of success, and to recognize the importance and value of workers across this continuum. The diverse team of partners will influence all aspects of the program design including curriculum, pedagogy, and career extensions and exploration. SETWC will facilitate partner engagement and will develop a best practice document and toolkit that can be used by other communities to replicate the program. SETWC will also conduct research to identify strategies that are effective for increasing students’ interest in transportation careers.</p>

Rationale for Recommendation	<ul style="list-style-type: none"> ▪ As recruitment to transportation education or training programs and careers was identified as a top priority of both education and public/private sector stakeholders, this recommendation will address the pipeline problem at the level of recruitment- both to jobs immediately following high school as well as higher education in transportation.
Section 2: Target Audiences	
Relevant Priority Jobs	<ul style="list-style-type: none"> ▪ Aircraft Structure, Surfaces, Rigging, and Systems Assemblers ▪ Bus and Truck Mechanics, Diesel Engine Specialists ▪ Civil Engineers ▪ Computer and Information Systems ▪ Logisticians
Primary Pipeline Focus	<ul style="list-style-type: none"> ▪ Recruitment
Target Audience	<ul style="list-style-type: none"> ▪ High school students
Section 3: Implementation Plan	
Action Lead(s) and Partnerships	<ul style="list-style-type: none"> ▪ Dr. Stephanie Ivey, Director of SETWC and Meredith Powers, Associate Director of Communications and Public Sector Coordinator will facilitate partnerships and lead the working group and professional development team for this project. SCS personnel will be the overall lead for the pilot implementation.
Steps to Implement	<ul style="list-style-type: none"> ▪ Planning for the 2017-18 AY will begin in October 2016 upon notification of Magnet Grant application status ▪ Assemble education, industry, and community partners to form working group and advisory council ▪ Develop program structure for Years 1-4 ▪ Develop curriculum for Year 1 (freshman) ▪ Conduct professional development for Year 1 ▪ Implement Year 1 and develop curriculum for Year 2 ▪ Conduct professional development for Year 2 ▪ Implement Year 2 and develop curriculum for Year 3 ▪ Conduct professional development for Year 3 ▪ Implement Year 3 and develop curriculum for Year 4 ▪ Conduct professional development for Year 4 ▪ Implement Year 4 ▪ Conduct evaluation (continuously) to determine effective strategies ▪ Develop magnet school blueprint and best practice report
Estimated Time to Implement	<ul style="list-style-type: none"> ▪ 5 years (Planning will be conducted in 2016-17, Year 1 implementation in 2017-18 with magnet school freshmen, and an additional grade will be added each subsequent year)
Funding Needed	<ul style="list-style-type: none"> ▪ SCS and SETWC have applied for a Magnet School grant from the US Department of Education, however; SCS has committed to developing this program at a reduced level (slower pace for adding program tracks) if the grant is not awarded.

Section 4: Communication Plan	
Communication/Outreach Strategies	<ul style="list-style-type: none"> ▪ SETWC staff will communicate with potential partners to engage them in the action plan. ▪ Project status will be highlighted regularly in SETWC newsletters to all stakeholders (education, public, private sectors) ▪ Results will be disseminated through professional organization presentations, publications, and through the NNTW
Process for Obtaining Buy-In	<ul style="list-style-type: none"> ▪ Most of the potential partners have already provided a letter of commitment for this project. For the partners to be meaningfully engaged, it is essential that each be provided an opportunity for input and meaningful participation and that early evidence of success is communicated effectively and throughout the project.
Section 5: Useful Resources	
Useful resources to successfully implement and sustain practice	<ul style="list-style-type: none"> ▪ The Garret Morgan Clearinghouse and Transportationcareers.org will be reviewed to develop initial concepts for academy curriculum.
Section 6: Example of Effective Programs	
Example(s) of Existing Effective Program	<ul style="list-style-type: none"> ▪ TransSTEM Academy at Cardozo High School in Washington, DC
Section 7: Impact	
Positive Outcomes of the Practice	<ul style="list-style-type: none"> ▪ It is anticipated that this Action Plan will lead to a model for development of similar effective programs in other communities in the Southeast Region or across the nation. The Blueprint will provide a step-by-step guidance document and best practice summary for others interested in developing a similar program.
Section 8: Challenges to Implementation	
Potential Challenges	<ul style="list-style-type: none"> ▪ Costs in implementing a new high school structure ▪ Initial recruitment of students ▪ Maintaining meaningful engagement of partners for the entire project period

Action Plan 2: Women in Transportation - Career Retraining, Re-entry, and Transition

Table 5. Action Plan 2: Women in Transportation – Career Retraining, Re-entry, and Transition	
Data Field Name	Description
Section 1: Overview of Strategic Recommendation	
Recommendation Title	Women in Transportation – Career Retraining, Re-entry, and Transition
Recommendation Highlights	<ul style="list-style-type: none"> ▪ Engagement of leaders from the transportation arena as well as workforce boards and women’s organizations to address barriers for women entering transportation ▪ Identification of strategies effective for increasing participation of women in transportation careers, particularly those seeing second careers through a data-driven decision process ▪ Development of resources to remove barriers to entry for women
Description	<p>Women are significantly underrepresented in numerous transportation occupations, and this lack of women is particularly prevalent at the highest levels of organizational leadership. SETWC has engaged partners from a variety of organizations in discussions of barriers and challenges to women entering, remaining, and advancing in transportation careers. This action plan will focus on establishing a clear set of initiatives to overcome these obstacles and increase representation of women at all levels of the industry, but particularly for women seeking career retraining, re-entry, or transition from military occupations. The APEC Women in Transportation Data Framework will be used as the starting point and scaffold for developing new products and programs to address gender gaps in transportation. The results may include training modules, best practice guidelines, innovative recruiting materials, and leveraging existing programs to create expanded opportunities for reaching and engaging women in transportation related training initiatives.</p>
Rationale for Recommendation	<ul style="list-style-type: none"> ▪ All stakeholders participating in the feedback process for this study indicated increasing representation of women in transportation was a high priority.
Section 2: Target Audiences	
Relevant Priority Jobs	<ul style="list-style-type: none"> ▪ All, but particularly those in STEM , supply chain, and technical occupations
Primary Pipeline Focus	<ul style="list-style-type: none"> ▪ Recruitment
Target Audience	<ul style="list-style-type: none"> ▪ Women seeking career retraining/re-entry ▪ Military veterans

Section 3: Implementation Plan	
Action Lead(s) and Partnerships	<ul style="list-style-type: none"> ▪ Dr. Stephanie Ivey, Director of SETWC and Meredith Powers, Associate Director of Communications and Public Sector Coordinator will facilitate partnerships and initiate working group. Specific tasks and outcomes leads will be determined once Action Plan is underway and partners are engaged.
Steps to Implement	<ul style="list-style-type: none"> ▪ Assemble leadership team for plan ▪ Invite working group members ▪ Conduct initial discussion amongst team members ▪ Identify short-term and long-term tasks to be included in Action Plan along with goals and anticipated outcomes ▪ Assign task leads and initiate projects in sub-teams ▪ Conduct quarterly check-in meetings to monitor progress towards goals ▪ Finalize projects and disseminate results
Estimated Time to Implement	<ul style="list-style-type: none"> ▪ 2 years with short-term tasks completed at the end of Year 1
Funding Needed	<ul style="list-style-type: none"> ▪ In-kind from team members (time)
Section 4: Communication Plan	
Communication/Outreach Strategies	<ul style="list-style-type: none"> ▪ SETWC staff will communicate with potential partners to engage them in the action plan. ▪ Project status will be highlighted regularly in SETWC newsletters to all stakeholders (education, public, private sectors) ▪ Results will be disseminated through professional organization presentations, publications, and through the NNTW
Process for Obtaining Buy-In	<ul style="list-style-type: none"> ▪ Engaging a dynamic and committed group of leaders ▪ Setting achievable yet meaningful goals for partnership ▪ Demonstration of effectiveness from Year 1 efforts
Section 5: Useful Resources	
Useful resources to successfully implement and sustain practice	<ul style="list-style-type: none"> ▪ APEC Women in Transportation Data Framework and Best Practice Report (http://www.nathaninc.com/resources/apec-women-transportation-data-framework-and-best-practices-report) ▪ SETWC Choosing Transportation 2015 Summit Summary
Section 6: Example of Effective Programs	
Example(s) of Existing Effective Program	<ul style="list-style-type: none"> ▪ Best practice examples in APEC report
Section 7: Impact	
Positive Outcomes of the Practice	<ul style="list-style-type: none"> ▪ It is expected that this action plan will result in improved outcomes for inclusion of women in transportation, particularly for those seeking career reentry and military transition.
Section 8: Challenges to Implementation	
Potential Challenges	<ul style="list-style-type: none"> ▪ Identifying low-cost opportunities for impact ▪ Maintaining meaningful engagement of partners for the entire project period

Action Plan 3: Choosing Transportation: Collaboration Across the Pipeline

Table 6. Action Plan 3: Choosing Transportation – Collaboration Across the Pipeline	
Data Field Name	Description
Section 1: Overview of Strategic Recommendation	
Recommendation Title	Choosing Transportation – Collaboration Across the Pipeline
Recommendation Highlights	<ul style="list-style-type: none"> ▪ Engagement of stakeholders across the transportation continuum in discussions regarding workforce challenges and opportunities ▪ Development of a forum for building partnerships to pursue workforce initiatives ▪ Providing a venue for sharing transportation career opportunities and creating networking opportunities between high school and college students and transportation professionals
Description	<p><i>Choosing Transportation</i> is an annual summit hosted by SETWC since its inception to provide a forum for transportation workforce stakeholders to network and discuss workforce issues. The Summit is supported through numerous education, community, and public and private sector partnerships to highlight transportation industry trends, cutting edge research and advances in technology, and workforce initiatives that enhance participation and increase diversity in transportation. The summit includes participation of and networking among individuals across the transportation pipeline (from high school through professional), resulting in sharing of best practices and increased awareness of career pathways and ladders of opportunity in transportation. This action plan will potentially include expansion of the existing summit to multiple locations, web-based extension of summit activities, and the introduction of additional partners to expand impact and continue the conversation and initiatives in multiple settings throughout the year.</p>
Rationale for Recommendation	<ul style="list-style-type: none"> ▪ Because recruitment was the most frequently described challenge for all regional stakeholders, this Action Plan addresses this across the transportation pipeline and provides opportunities for focus on specific occupation categories or underrepresented groups.
Section 2: Target Audiences	
Relevant Priority Jobs	<ul style="list-style-type: none"> ▪ All
Primary Pipeline Focus	<ul style="list-style-type: none"> ▪ Recruitment
Target Audience	<ul style="list-style-type: none"> ▪ High school students ▪ College students ▪ Public sector professionals ▪ Private sector professionals

Section 3: Implementation Plan	
Action Lead(s) and Partnerships	<ul style="list-style-type: none"> ▪ Dr. Stephanie Ivey, Director of SETWC and Meredith Powers, Associate Director of Communications and Public Sector Coordinator organize this summit each year. For 2017, they are assembling a steering committee to provide guidance and ideas for increasing impact and value.
Steps to Implement	<ul style="list-style-type: none"> ▪ Assemble steering committee (August 2016) ▪ Conduct monthly steering committee conference call (beginning in September 2016 and continuing through post-event) ▪ Develop Summit theme and program agenda (September 2016) ▪ Issue ‘Save the Date’ to regional stakeholders (October 2016) ▪ Issue invitations to speakers (October 2016) ▪ Program planning and logistics (September 2016-February 2017) ▪ Open registration (December 2016) ▪ Advertisement of Summit (December 2016 – February 2017) ▪ Conduct Summit (February/March 2017) ▪ Establish forum for community exchange for participants (March 2017) ▪ Prepare Summit report (March-April 2017) ▪ Release Summit report to stakeholders (May 2017) ▪ Begin planning for next Choosing Transportation Summit (June 2017)
Estimated Time to Implement	<ul style="list-style-type: none"> ▪ 1 year (continual)
Funding Needed	<ul style="list-style-type: none"> ▪ In-kind from steering committee members (time) ▪ Corporate and organizational sponsorships (financial) ▪ Summit registrations (financial)
Section 4: Communication Plan	
Communication/Outreach Strategies	<ul style="list-style-type: none"> ▪ SETWC staff will communicate with potential partners to engage them in the steering committee in August 2016. ▪ A ‘Save the Date’ email will be sent to regional stakeholders in October 2016 ▪ SETWC and NNTW advertisements via social media, web, email ▪ Results will be disseminated through professional organization presentations, SETWC newsletters, and through the NNTW
Process for Obtaining Buy-In	<ul style="list-style-type: none"> ▪ Engaging a dynamic and committed group of leaders ▪ Establishing appealing theme and program for 2017 Summit ▪ Providing follow-up and establishing a community of practice for attendees
Section 5: Useful Resources	
Useful resources to successfully implement and sustain practice	<ul style="list-style-type: none"> ▪ Choosing Transportation Summit experience and resources developed for 2015-2016 events
Section 6: Example of Effective Programs	
Example(s) of Existing Effective Program	<ul style="list-style-type: none"> ▪ TransportationYou (high school) ▪ Professional organization meetings from transportation and workforce development arenas

Section 7: Impact	
Positive Outcomes of the Practice	<ul style="list-style-type: none"> ▪ This Action Plan is already underway and has proven successful in engaging regional stakeholders in meaningful workforce discussions that lead to recommendations for action and identification of best practice, developing relationships and building partnerships across the transportation workforce continuum, and providing a forum for increasing awareness of transportation career opportunities with high school and college students.
Section 8: Challenges to Implementation	
Potential Challenges	<ul style="list-style-type: none"> ▪ Costs in expanding opportunities for participation ▪ Continued growth in regional participation ▪ Creating programming that is innovative and attractive to all stakeholders

Conclusion

The Job Needs and Priorities research effort (Phase I and 2) provided a framework for developing strategic and coordinated action plans for the Southeast Region that will positively impact the state of the transportation workforce. SETWC is committed to continuing to develop initiatives to address both regional workforce challenges and those related specifically to its focus areas in alignment with its vision and core mission. Additional partners will be added and Action Plans will be formalized as the current teams continue to formulate strategies for creating transformational impact. Action plans may also be added to SETWC’s program plan as needed to address regional transportation workforce issues. A strong collaborative partnership approach across the transportation continuum is the cornerstone from which all Action Plans will be built, and it is expected that best practices for meaningful engagement of stakeholders will be a key outcome of all efforts.