



# CENTRAL ARKANSAS WORKFORCE DEVELOPMENT AREA

## Transitional Regional and Local Plan

PY 2016—PY 2017

## APPENDIX A:

### PY 2016 - PY 2017 Transitional Regional Plan



## **APPENDIX A:**

### **Central Arkansas and Little Rock PY 2016 – PY 2017 Transitional Regional Plan**

The Workforce Innovation and Opportunity Act (WIOA) requires regional planning— a broad strategic approach to planning focused on the overarching vision, goals, alignment and shared responsibilities within the region. Arkansas intends to implement a two-tiered regional approach to meeting this requirement by allowing a two-year transitional plan. This approach provides latitude for regions that may not yet be able to fully address all of the outlined elements required in a four-year regional plan.

In addressing the elements outlined below, if the planning region is not fully prepared to provide a complete response to the specified element at the time of plan submission, the region must provide an indication of how the region plans to address the respective element requirement in the forthcoming regional plan. **Please address the following elements in a narrative of 15 pages or less.**

**1.1. Provide the following:**

**A. A reference name for the planning region;**

Central Arkansas & the City of Little Rock

**B. Identification of the local workforce development areas that comprise the planning region;**

Central Arkansas Workforce Development Area

Little Rock Workforce Development Board

**C. Identification of the county(ies) each local workforce development area serves;**

Central Arkansas Workforce Development Area: Pulaski, Faulkner, Saline, Lonoke, Monroe, and Prairie.

Little Rock Workforce Development Board: The City of Little Rock

**D. Identification of the key planning region committee members charged with drafting the regional plan;**

**City of Little Rock**

Bryan Day, Joe Keegan, Kathy Fulks, Linda Kindy, James McCarther, David McDonald

**Central Arkansas**

Michele Allgood, Mark Perry, Michael Gerfen

**E. Indication of the local workforce development area each committee member is associated with; and**

City of Little Rock, Little Rock Workforce Development Board

Central Arkansas, Central Arkansas Workforce Development Area

**F. A list of key planning region committee meeting dates. [WIOA Sec. 106(a) and (c)]**

Arkansas Association of Development Organizations Meetings:

May 24, 2016

June 1, 2016

June 14, 2016

July 7, 2016

July 29, 2016

August 23, 2016

**1.2. Provide a labor market and economic analysis of the workforce development planning region.**

***This regional analysis must include:***

**A. The economic conditions;**

See respective Regional Plans for the Little Rock Workforce Development Board and The Central Arkansas Workforce Development Area. (Section 1.1-1.4)

**B. Labor force employment and unemployment data;**

**City of Little Rock**

Description	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Labor Force	97,202	99,138	99,333	100,660	100,724	99,025	100,323	98,949	99,102	96,644	95,201
Employed	91,515	93,830	93,908	95,402	95,780	91,724	92,103	91,214	91,884	89,789	89,861
Unemployed	5,687	5,308	5,425	5,258	4,944	7,301	8,220	7,735	7,218	6,855	4,841
Unemployment Rate	5.9	5.4	5.5	5.2	4.9	7.4	8.2	7.8	7.3	7.1	5.6

**Faulkner County**

Description	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Labor Force	49,854	52,018	53,586	55,212	56,244	56,404	58,711	59,482	59,703	58,638	58,483
Employed	47,372	49,704	51,235	52,793	53,567	52,485	54,465	55,206	55,745	54,787	55,186
Unemployed	2,482	2,314	2,351	2,419	2,677	3,919	4,246	4,276	3,958	3,851	3,297
Unemployment Rate	5.0	4.4	4.4	4.4	4.8	6.9	7.2	7.2	6.6	6.6	5.6

**Lonoke County**

Description	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Labor Force	29,046	30,788	31,679	31,711	32,460	32,345	33,287	33,448	33,072	32,429	32,432
Employed	27,684	29,414	30,337	30,328	31,002	30,321	31,036	31,123	30,970	30,427	30,752
Unemployed	1,362	1,374	1,342	1,383	1,458	2,024	2,251	2,325	2,102	2,002	1,680
Unemployment Rate	4.7	4.5	4.2	4.4	4.5	6.3	6.8	7.0	6.4	6.2	5.2

**Monroe County**

Description	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Labor Force	3,826	3,864	3,892	3,897	3,860	3,717	3,413	3,390	3,270	3,087	3,064
Employed	3,555	3,607	3,613	3,636	3,613	3,415	3,098	3,067	2,973	2,813	2,855
Unemployed	271	257	279	261	247	302	315	323	297	274	209
Unemployment Rate	7.1	6.7	7.2	6.7	6.4	8.1	9.2	9.5	9.1	8.9	6.8

**Prairie County**

Description	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Labor Force	4,362	4,310	4,517	4,436	4,425	4,294	3,967	3,937	3,824	3,761	3,777
Employed	4,130	4,053	4,263	4,182	4,173	3,956	3,602	3,596	3,535	3,493	3,556
Unemployed	232	257	254	254	252	338	365	341	289	268	221
Unemployment Rate	5.3	6.0	5.6	5.7	5.7	7.9	9.2	8.7	7.6	7.1	5.9

**Pulaski County**

Description	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Labor Force	185,731	190,594	189,922	191,162	191,923	189,945	189,321	190,083	188,420	184,642	182,788
Employed	176,064	181,400	180,838	182,117	182,801	177,280	175,512	175,884	175,483	172,446	172,579
Unemployed	9,667	9,194	9,084	9,045	9,122	12,665	13,809	14,199	12,937	12,196	10,209
Unemployment Rate	5.2	4.8	4.8	4.7	4.8	6.7	7.3	7.5	6.9	6.6	5.6

**Saline County**

Description	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Labor Force	45,251	47,337	48,576	49,069	50,037	49,591	53,382	54,212	54,376	54,170	54,083
Employed	43,152	45,291	46,446	47,019	47,807	46,320	49,824	50,604	51,047	50,996	51,429
Unemployed	2,099	2,046	2,130	2,050	2,230	3,271	3,558	3,608	3,329	3,174	2,654
Unemployment Rate	4.6	4.3	4.4	4.2	4.5	6.6	6.7	6.7	6.1	5.9	4.9

See respective Regional Plans for the Little Rock Workforce Development Board and the Central Arkansas Workforce Development Area for more information on labor force and unemployment data (Section 1.1-1.4).

**C. Information on labor market trends;**

See respective Regional Plans for the Little Rock Workforce Development Board and the Central Arkansas Workforce Development Area for more information on labor market trends (Section 1.3).

**D. Workforce development activities;****Regional Central Arkansas Workforce Centers**

The Central Arkansas and Little Rock Workforce Centers are at the forefront of workforce development activities, and represent Arkansas's version of "the American Job Centers". There are six workforce centers spread through the six county region to ensure access to all Arkansans residing in the region. The Little Rock and Conway Workforce Centers are the region's comprehensive centers. The workforce centers are managed locally by the Central Arkansas Workforce Development Board and the Little Rock Workforce Development Board, which are both composed of members from both the public and a majority private sector.

**Central Arkansas Workforce System Services-Unemployed and Underemployed**

The Central Arkansas and City of Little Rock Regional Workforce Centers offer a full array of career services which are outlined in WIOA 134(c)(2) for unemployed and underemployed. The workforce

centers have computers, printers, copiers, and resources along with staff to help jobseekers. However, digital services are offered as well such as Arkansas Job Link and Discover Arkansas's Labor Market Information portal. These two tools allow for jobseekers to search for jobs 24/7 and make data informed decisions about which path is best for them.

### Jobseeker Services

Career services, found through the Central Arkansas Region's Workforce Centers, offer a full line of services to prepare jobseekers for the regional workforce. Soft skills and technical training are two examples of these services which are provided and which employers look for in a good candidate for a position.

Labor Market Information which is updated regularly to ensure accuracy is provided to individuals seeking services. This data includes information pertaining to job vacancies, skills needed to obtain said jobs, in-demand occupations and related earning potential, along with career ladders which exist within those occupations.

Other career services provided through our one-stop centers are outreach, intake, and orientation. Upon the completion of the initial assessment, eligibility will be determined and our career coaches will begin to provide recommendations for various programs along with financial aid information. Services are also provided to individuals to assist them in obtaining and retaining employment. Some of these services include:

- Career Planning and Counseling
- Occupational Skills Assessment
- Short-term prevocational services
- Internships and work experience
- English language acquisition
- Financial literacy

Individualized career services within the Arkansas Workforce Centers vary across the region, but all the offices offer a full line of activities to prepare jobseekers for the modern workforce. They address many of the soft skills and technical skills training Arkansas employers require such as:

1. Workforce Centers provide the following career services including outreach, intake and orientation; initial assessment; labor exchange services; eligibility determination; referrals to programs; performance and cost information; information on unemployment insurance; financial aid information and follow-up services.
2. Labor exchange services must also provide labor market information to the individuals seeking services. The information must be accurate and include information on local, regional and national labor markets, such as job vacancies; skills necessary to obtain the jobs. In-demand occupations and related earning potential and opportunities for advancement in those occupations
3. Workforce Centers and partners must provide appropriate services for individuals to obtain or retain employment. These services include, but are not limited to Individual Employment Plan (IEP); career planning and counseling; comprehensive assessment; occupational skills assessment; short-term prevocational services; internship and work experience, including transitional jobs and

industry partnerships; workforce preparation; out-of-area job search; English language acquisition and financial literacy

### Training Services

Career services help equip a jobseeker with the skills they need to find sustainable employment, however such skills may not be enough to obtain sustainable employment. In those circumstances formal training may be required. Copious amounts of training opportunities exist through the Central Arkansas and City of Little Rock Regional Workforce Centers, such as occupational skills training which can be obtained from numerous educational opportunities such as C1 Trucking, the Arkansas Welding Academy, and Pulaski Technical College. Registered Apprenticeships are also available in a wide variety of traditional sectors, and are in the process of being expanded into non-traditional sectors such as information technology and nursing.

These training services are funded through the Workforce Innovation and Opportunity Act, and other local and state partners. The Central Arkansas Workforce Development Area and the Little Rock Workforce Development Board have established policies for the determination of eligibility, Individual Training Account Limits (ITAs) and targeted training aimed at in-demand industry sectors throughout the region such as transportation logistics and healthcare. Sector strategies have taken on a new role in the region, with the Central Arkansas Workforce Development Board and the Little Rock Workforce **Development** Board both using data-driven decision making to enhance the likelihood of employment of participants.

### Supportive Services

In order to assist jobseekers in obtaining or retaining employment through career or training services, Arkansas Workforce Centers offer a variety of supportive services. The Central Arkansas Workforce Development Area and the Little Rock Workforce Development Board are both responsible for establishing a supportive service policy that outlines types, eligibility, limits, etc. Examples of supportive services include child care; transportation; needs-related payments; housing; tools and equipment; uniforms; and other clothing. In addition to WIOA-funded supportive services, Central Arkansas Workforce Development Area has developed relationships with community partners that assist with utility payments, food, shelter, and other basic needs.

### Business Services

The focal point of all workforce system activities is business and industry. These activities are taking place statewide and include a broad array of services to employers. Business Services assistance is broad, however they are tailored to the individual needs of each employer. The services provided to businesses can be categorized into three broad categories:

#### A. Assessments and Information:

Through the Arkansas Workforce Centers, businesses can utilize assessments and test to measure the skills, interests, or personality traits of job seekers or current employees. Businesses can also receive a variety of information pertaining to incentive programs such as the Work Opportunity Tax Credit. Labor Market Information is available to businesses on market conditions, industries, occupations, and workforce characteristics as well. Also short and long term industry trends and occupational projections are available.

#### B. Direct Assistance:

Businesses have access to any of the Workforce Center locations for the purposes of meetings, trainings, orientations, and interviews. The Central Arkansas and Little Rock Workforce Areas can also host hiring events which are customized to the specific needs of businesses. Job orders which have been approved by staff can also be placed through the workforce areas, along with job placement assistance and information on unemployment benefits. Businesses can also receive assistance with applicant screening, which involves the initial evaluation of applicants.

#### C. Response and Training:

The Workforce Areas provide rapid response measures in the event of a business downsizing or restructuring. These include a variety of workshops to assist employees who are in transition. Training and retraining services are also available for both current and future employees.

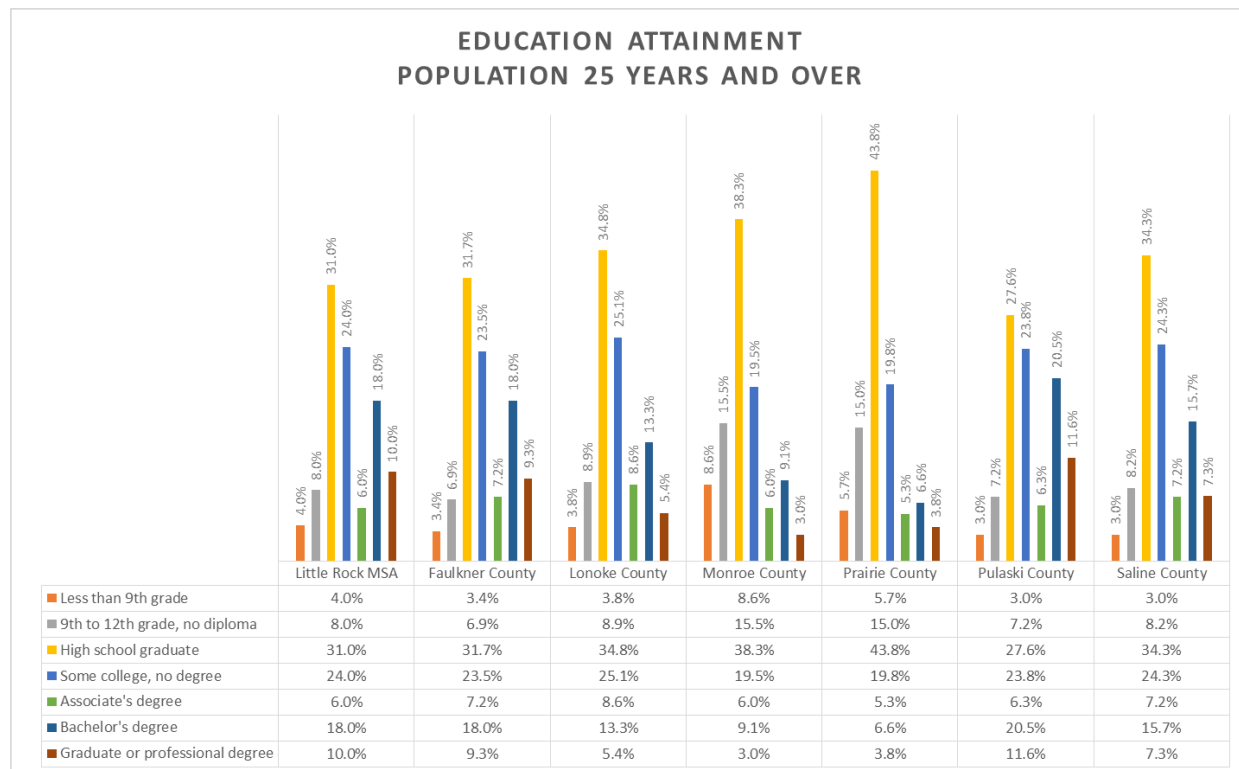
#### Services to Disabled Persons

The Arkansas Department of Career Education and the Arkansas Rehabilitation Services (ACE/ARS), provides vocational rehabilitation services to people with disabilities. Currently, there are significant barriers for people with disabilities in relation to attaining employment. A 2008 study (StatsRRTC1) indicated the employment rate for people with disabilities was 33.9 percent when compared to 79.1 percent for people without disabilities. Historically, there are significant barriers to the inclusion of people with disabilities into the overall strategy for economic development in Arkansas. ARS, in partnership with the Arkansas Department of Human Services, Division of Services for the Blind (DSB) are leading the charge for providing targeted training and education for people with disabilities to enable them to develop the skills and abilities needed to attain competitive integrated employment in Arkansas.

Through the Governor's Executive Order 10-17, the Department of DSB coordinates with other state agencies to increase employment of Arkansans with disabilities. The order also aims to focus consumer services first toward the goal of self-sufficiency through employment.



**E. The educational and skill levels of the workforce, including individuals with barriers; and**



Source: U.S. Census Bureau, American Fact Finder 2014

The Central Arkansas Region and the City of Little Rock Workforce Development Area recognize individuals with barriers to employment include those individuals in one or more of the following categories as stated by WIOA Sec 3(24): §680.320(b)(1-14):

1. Displaced homemakers;
2. Low-income individuals;
3. Indians, Alaska Natives , and Native Hawaiians;
4. Individuals with disabilities;
5. Older individuals, i.e./ those aged 55 or over;
6. Ex-Offenders;
7. Homeless individuals;
8. Youth who are in or have aged out of the foster care system;
9. Individuals who are English language learners; individuals who have low levels of literacy, and individuals facing substantial cultural barriers;
10. Eligible migrant and seasonal farmworkers, defined in WIOA Sec.167(i);
11. Individuals within 2 years of exhausting lifetime eligibility under TANF (part A of title IV of the Social Security Act);
12. Single-parents (including single pregnant women);
13. Long-term unemployed individuals; or
14. Other groups determined by the Governor to have barriers to employment.

***F. The development and implementation of sector initiatives for existing and emerging in-demand industry sectors or occupations for the region.***

**Little Rock Workforce Development Board Tier I Sectors**

Healthcare  
Advanced Manufacturing  
Construction

**Little Rock Workforce Development Board Tier II Sectors**

Transportation and Logistics  
Education/ Administrative Support  
Information Technology  
Tourism/Hospitality

**Central Arkansas Workforce Development Board Tier I Sectors**

Healthcare  
Advanced Manufacturing  
Transportation and Logistics  
Business Services/Administrative Support

**Central Arkansas Workforce Development Board Tier II Sectors**

Construction/General Trade  
Retail and Service  
Education.

\*For more information see respective Regional Plans for the City of Little Rock and The Central Arkansas Workforce Development Area.

***Indicate the sources of regional labor market and economic data. [WIOA Sec. 106(c)(1)(C)]***

U.S. Census Bureau  
Bureau of Economic Analysis  
Bureau of Labor Statistics  
EMSI, ADWS  
Arkansas Research Center

**1.3. Based upon the regional labor market and economic conditions analysis and Arkansas's Workforce Development Plan (PY 2016 –PY 2019) describe the planning region's economic and workforce development oriented vision and strategic goals. [WIOA Sec. 106(c) and Sec. 107(d)]**

The Central Arkansas Workforce Development Area and the City of Little Rock Workforce Development Area have adopted the State's vision and goals and adapted them to the local area.

**VISION**

The Central Arkansas and Little Rock Workforce Development Area will have a world-class workforce that is well educated, skilled, and working in order to keep Arkansas's economy competitive in the global marketplace.

**GOALS:**

*Strategic Goal 1: To develop efficient partnerships with employers, the educational system, workforce development partners, and community based organizations to deliver a platform that will prepare a skilled workforce for existing and new employers in Central Arkansas and the City of Little Rock.*

Goal 1 Objectives:

1. Expand employer partnerships through the support of industry engagement.
2. Identify and promote best practices (private and public) for developing and sustaining partnerships.
3. Expand partnership with economic development to refine sector strategies.
4. Improve communication/participation between education entities, local and state boards, government agencies, community-based organizations, and employers.
5. Increase accountability and clarity of action between all workforce related boards.
6. Increase the utilization of Registered Apprenticeship programs as viable talent development opportunities.
7. Increase connections with employers and Vocational Rehabilitation agencies to provide support and employment for youth and adults with disabilities.
8. Partner with K-12 education, higher education, career and technical education, and adult education to provide consistent rules and eliminate barriers to implementing training programs around the State.
9. Explore data sharing opportunities with non-governmental organizations that are committed partners to the state's workforce center system that will lead to improved intake, referral, and case management for customers served by multiple agencies (both public and private).
10. Expand small business participation.

***Strategic Goal 2: To enhance service delivery to both employers and jobseekers in Central Arkansas and the City of Little Rock.***

**Goal 2 Objectives:**

1. Utilize a common intake process developed by the State for jobseekers and businesses that will efficiently connect them with services available from all workforce development partner programs and identify any barriers to employment that need to be addressed.
2. Utilize an integrated data system developed by the State that will enable the sharing of information between partner agencies to more efficiently service both employers and jobseekers.
3. Promote training that leads to industry recognized credentials and certification.
4. Support transportable skill sets for transportable careers.
5. Support career pathways development and sector strategy initiatives as a way to meet business and industry needs.
6. Expand service delivery access points by the use of virtual services.
7. Develop a common business outreach strategy with a common message that will be utilized by all workforce system partners.
8. Develop a menu of services available at each service delivery access point that provides a list of the services and training opportunities available through Arkansas's talent development system.
9. Utilize customer satisfaction surveys to ensure continuous improvement of the State's talent development system.
10. Explore data sharing opportunities with non-governmental organizations that are committed partners to the state's workforce center system that will lead to improved intake, referral, and case management for customers served by multiple agencies (both public and private).

***Strategic Goal 3: To increase awareness of the Central Arkansas Region's and City of Little Rock's Talent Delivery System.***

**Goal 3 Objectives:**

1. Increase access to the workforce development system through a "no wrong door" approach to services.
2. Work to improve employer and jobseeker perceptions of the workforce system.
3. Utilize an image-building outreach campaign that educates Arkansans about the services and the career development opportunities available in the State.
4. Utilize technology, including social media and search engine optimization, to better connect jobseekers and employers with the talent development system in Arkansas.
5. Develop a user-friendly website that provides a common repository of information about career development opportunities that are relevant to K-12 education, parents, educators, adults, employers, government agencies, and the general public.

***Strategic Goal 4: To address Skills Gaps specific to Central Arkansas and the City of Little Rock's in-demand industry needs.***

**Goal 4 Objectives:**

1. Participate in a statewide skills and asset analysis to determine the skills gap present and resources available to solve the skills issue.

2. Help to implement an action plan to close the basic core, technical, and soft skills gaps in Arkansas. Analyze the effectiveness of currently used job readiness standards and ensure coordination between the Arkansas Career Readiness Certificate program and the Workforce Alliance for Growth in the Economy (WAGE) program.

**1.4. Describe regional strategies used to facilitate engagement of businesses and other employers, including small employers and in-demand industry sector occupations. Describe methods and services to support the regional workforce system in meeting employer needs. [WIOA Sec. 106(c)]**

See respective Regional Plans for the Little Rock Workforce Development Board and The Central Arkansas Workforce Development Area (Section 4.8)

**1.5. Describe how the planning region will define and establish regional workforce development service strategies. Describe how the planning region will develop and use cooperative workforce development service delivery agreements. [WIOA Sec. 106(c)(B)]**

The City of Little Rock and the Central Arkansas Workforce Development Area will define workforce development strategies by working with partners to determine the best ways to provide service with guidance from the State regarding requirements and opportunities. Cooperative service delivery agreements can be memorandums of understanding for the respective local workforce system.

**1.6. Describe how the planning region will define and establish administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region. [WIOA Sec. 106(c)(E)]**

The City of Little Rock and the Central Arkansas Workforce Development Area will use resource sharing agreements and the memorandums of understanding for the local workforce system.

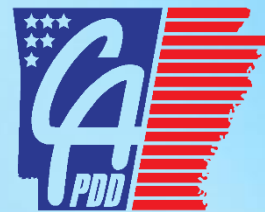
**1.7. Describe how the planning region will determine and coordinate transportation and other supportive services for the region. [WIOA Sec. 106(c)(F)]**

See respective Regional Plans for the Little Rock Workforce Development Board and The Central Arkansas Workforce Development Area. (Section 3.7)

**1.8. Describe strategies and services the planning region will employ to coordinate workforce development programs/services with regional economic development services and providers. [WIOA Sec. 106(c)(G)]**

See respective Regional Plans for the Little Rock Workforce Development Board and The Central Arkansas Workforce Development Area. (Section 3.5)

**1.9. Describe how the planning region will establish an agreement concerning how the planning region will collectively negotiate and reach agreement with the State on local levels of performance for, and report on, the performance accountability measures described in WIOA Section 116(c), for local areas and the planning region. [WIOA Sec. 106(c)(H)] [proposed 20 CFR 677.210(b) and (c)] and [proposed 20 CFR 679.510(a)(2)]**



## APPENDIX B:

### PY 2016 - PY 2017 Transitional Local Plan

## APPENDIX B

### Central Arkansas PY 2016 – PY 2017 Transitional Local Plan

The Workforce Innovation and Opportunity Act (WIOA) requires each local workforce area to develop a local plan that supports workforce development and which is submitted as a component of its regional plan. The narratives framed in the local plan will include more detailed, actionable plans and objectives, consistent with the local plan's respective regional plan strategic visions and goals.

In addressing the elements outlined below, if the local board is not prepared to provide a complete response to a specific element at the time of plan submission, a response must be provided that indicates how the local board plans to fully address that particular element in the multi-year plan.

#### Section 1: Workforce and Economic Analysis

***1.1 Provide an analysis of the economic conditions, including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)] and [20 CFR 679.560(a)]***

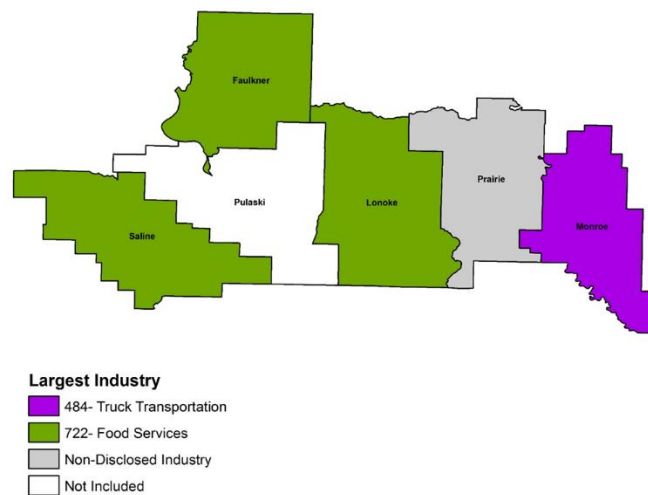


Figure 1: Quarterly Census of Employment and Wages (QECW) Labor Market Information

The chart above was provided by Arkansas Department of Workforce Services and depicts employment by Industry and County for the Central Arkansas Region. The chart does not include Pulaski County.

In the Central Arkansas Region, the top three private industries (by Employment) not taking Pulaski County into consideration are: 1. Food Services with a projected growth from 2012-2022 of 24.9%; 2. Professional, Scientific, and Technical Services with a projected growth from 2012-2022 of 9.5%; and 3.

General Merchandise Stores with a projected growth of 7.6% from 2012-2022. All of the projected growth percentages are represented by the number of establishments.

### Top 3 Private Industries (by Employment) in 2014

- **1) Food Services**
  - Employs 8,399 workers
  - 417 individual Establishments
  - Represents 13.0% of total Employment
  - Projected Growth (2012-2022)= +23.9%
- **2) Professional, Scientific, and Technical Services**
  - Employs 3,858 workers
  - 536 individual Establishments
  - Represents 6.0% of total Employment
  - Projected Growth (2012-2022)= +9.5%
- **3) General Merchandise Stores**
  - Employs 3,654 workers
  - 95 individual Establishments
  - Represents 5.7% of total Employment
  - Projected Growth (2012-2022)= +7.6%

The following depicts a breakout of the central region (with the exception of Pulaski County) which supports the data previously shown above. The data supports the determination by the employment breakdown data that the top three private industries are correct as outlined below:

### Employment Breakdown

- 79,552 Total Employees in 2014 (covered under UI tax law)
  - 81.0% of employees work in the Private Sector
  - 0.6% of employees work in Federal Government
  - 5.7% of employees work in State Government
  - 12.8% of employees work in Local Government

### Top Ten Projected Growth Industries (2012-2022) (Ranked by Net Growth)

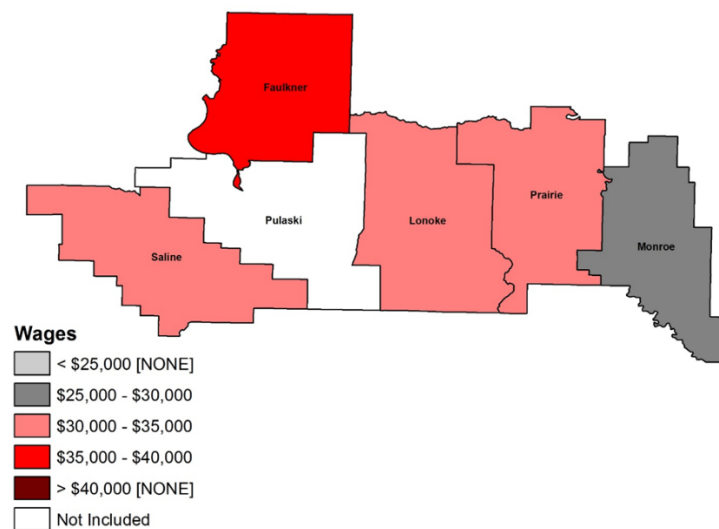
<u>Industry</u>	<u>Net Growth</u>	<u>% Growth</u>
Educational Services	3,876	31.0%
Food Services and Drinking Places	3,374	23.9%
Nursing & Residential Care Facilities	2,357	46.5%



Social Assistance	2,319	45.1%
Ambulatory Health Care Services	1,879	32.7%
Administrative and Support Services	1,529	16.6%
Local Government, Excluding Education and Hospitals	1,439	27.8%
Specialty Trade Contractors	686	10.6%
Professional, Scientific, and Technical Services	662	9.5%
General Merchandise Stores	505	7.6%

Source: Quarterly Census of Employment and Wages (QCEW), Labor Market Information Long-Term Employment Projections, Labor Market Information North American Industry Classification System (NAICS), Industry Title of the 3-digit level

### 2014 Average Annual Wages (Private Sector)



#### Ranked by County

1) Faulkner County=	\$38,810	4) Lonoke County=	\$31,246
2) Prairie County=	\$33,008	5) Monroe County=	\$27,992
3) Saline County=	\$31,687		

Central LWDA Annual Average Wage= \$35,213

Based on data obtained from the United States Census Bureau, the median average salary in the State of Arkansas is \$41,264, as compared to the average wage in the Central Region of \$35,213.

### Analysis of Economic Conditions

The Central Arkansas Workforce Development Area houses a diverse economy, due in part by the strength of the economic base of the region. From an expanding infrastructure network, copious institutions of higher and secondary education, it's understandable why so many Fortune 500 companies operate within the region. In 2008, Hewlett Packard chose to locate their technology center in Conway Arkansas, which is located in Faulkner County, just north of the Capital City of Little Rock. In addition,

Conway Arkansas hosts a Kimberly Clark manufacturing plant and the headquarters for Acxiom. Ben E Keith broke ground in 2015 on a new facility in North Little Rock, and Remington Arms has a manufacturing plant in Lonoke Arkansas, just to name a few major employers.

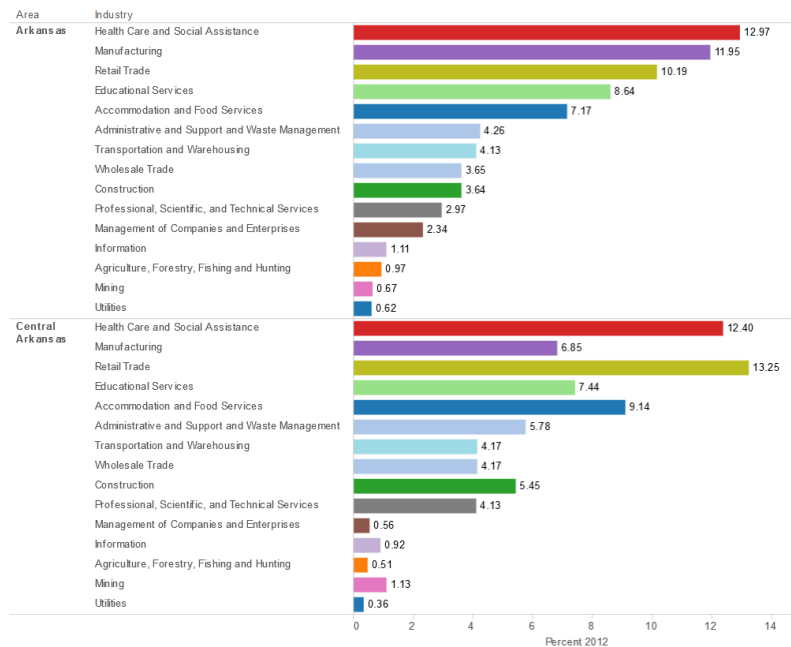
The Central Arkansas region has vast employment opportunities for citizens across several strong industry clusters, which will be explored in the subsequent section. This high concentration of companies across the six county region further amplifies the importance of workforce development solutions at the regional and local level. These companies are the backbone of the economy and therefore our communities. When a company is making the crucial decision on where to locate their operations, workforce is one the foremost deciding factors. Knowing this, the Central Arkansas Workforce Development Board understands the importance of the task at hand, and remains committed to providing the training needs for Arkansas residents to obtain a good paying job in those sectors, no matter what barrier they may face. Plus, this sector identified training will help ensure these companies have the quality of workforce they need to continue to operate and expand in the Central Arkansas region.

While the State of Arkansas and the Central Arkansas region collectively have numerous assets including both natural amenities and a competitive tax structure. However, the most important resource is the human capital which call Arkansas and the Central Arkansas region their home. Most of the clusters for service industries are located in the major metropolitan areas such as Little Rock and Conway. However this presents numerous challenges when three of the six counties within the region are nearly, completely rural. Prairie County for example has two County seats, De Valls Bluff with a population of 589, and Des Arc with a population of 1,651<sup>1</sup>. Understanding even parts of Pulaski, Faulkner, and Saline County suffer from the same rural economic and socio-economic challenges. These challenges present a great opportunity to foster economic growth, and workforce development within the rural areas of the Central Arkansas region.

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<sup>1</sup> United States Census Bureau, 2010

## Jobs by Industry 2012



Retail trade employs 13.25% of the Central Arkansas workforce, while the State percentage is 10.19%. Health Care and Social Assistance is slightly lower at 12.40% in Central Arkansas compared to the State level of 12.97%. This variance is in part due to high poverty and obesity rates in the state.

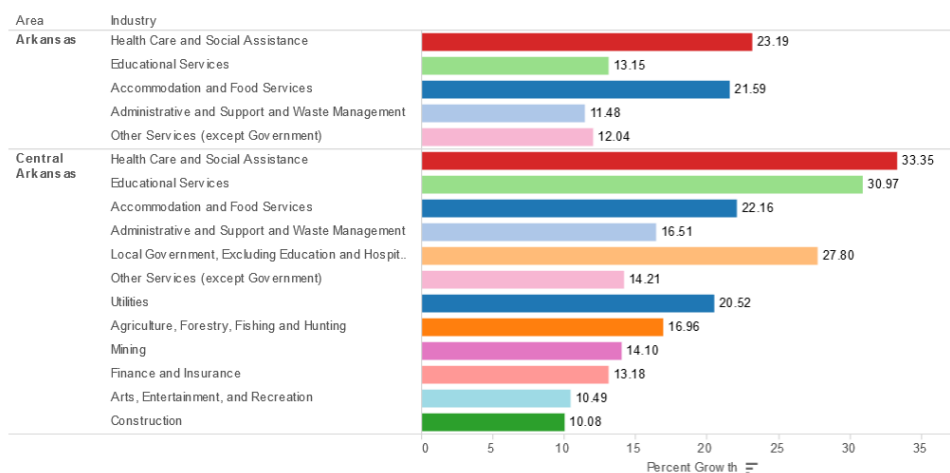
Central Arkansas is drastically below the State in the number employed in Manufacturing with 6.85% to 11.95% respectively. However, Central Arkansas leads in Professional, Scientific, and Technical Services 4.13% to 2.97%, and for the Administrative,

Support and Waste Management sector at 5.78% to 4.26%.

The rural counties within the Central Arkansas region such as Lonoke, Monroe, and Prairie which are largely agriculture based only make up 0.51% of employment when compared to 0.97% across the State in the Agriculture, Forestry, Fishing and Hunting sector.

## Long-Term Employment Projections

### Projected Industry Growth 2012-2022



Overall, the Central Arkansas Region is projecting an additional 25,613 or (15.22%) new jobs will be created from 2012 to 2022.

The Healthcare and Social Assistance Sector is projected to grow at a higher rate of 33.35% with Educational Services has a growth rate of

Source: <http://arkansasresearchcenter.org/arc/index.php?cid=154>

30.96%. The Accommodation and Food Services Sector is projected to grow by 22.15%, throughout all six counties in the Central Arkansas region the areas have a supporting retail base.

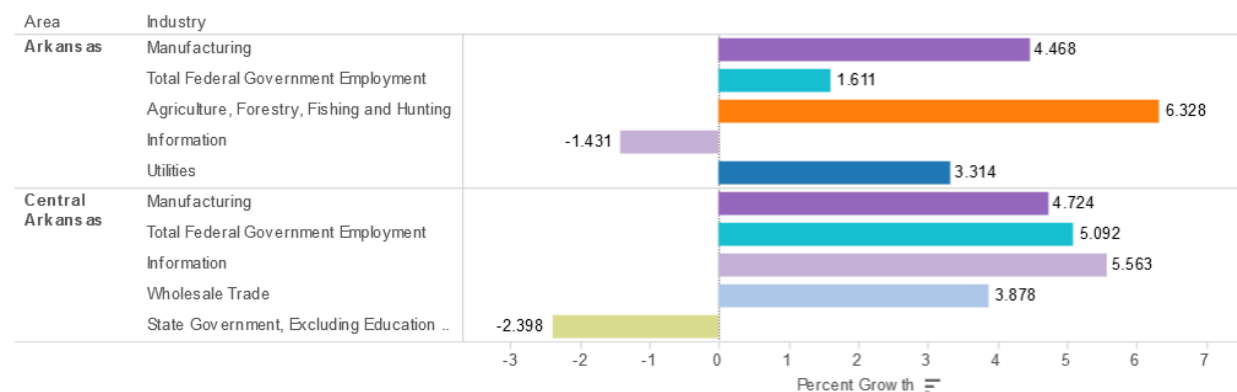
#### Projected Industry Growth 2012-2022

Industry	2012 Employment	2022 Employment	Numeric Change	Percent Change
Health Care and Social Assistance	20,870	27,831	6,961	33.35%
Educational Services	12,517	16,393	3,876	30.96%
Accommodation and Food Services	15,380	18,788	3,408	22.15%
Administrative and Support and Waste Management	9,728	11,334	1,606	16.50%
Other Services (except Government)	5,600	6,396	796	14.21%
Utilities	614	740	126	20.52%
Agriculture, Forestry, Fishing and Hunting	855	1,000	145	16.96%
Mining	1,908	2,177	269	14.10%
Finance and Insurance	4,127	4,671	544	13.18%
Arts, Entertainment, and Recreation	1,439	1,590	151	10.49%
Construction	9,180	10,105	925	10.07%
Total (industries below 10% calculated in total)	168,330	193,943	25,613	15.22%

Source: DiscoverArkansas.net

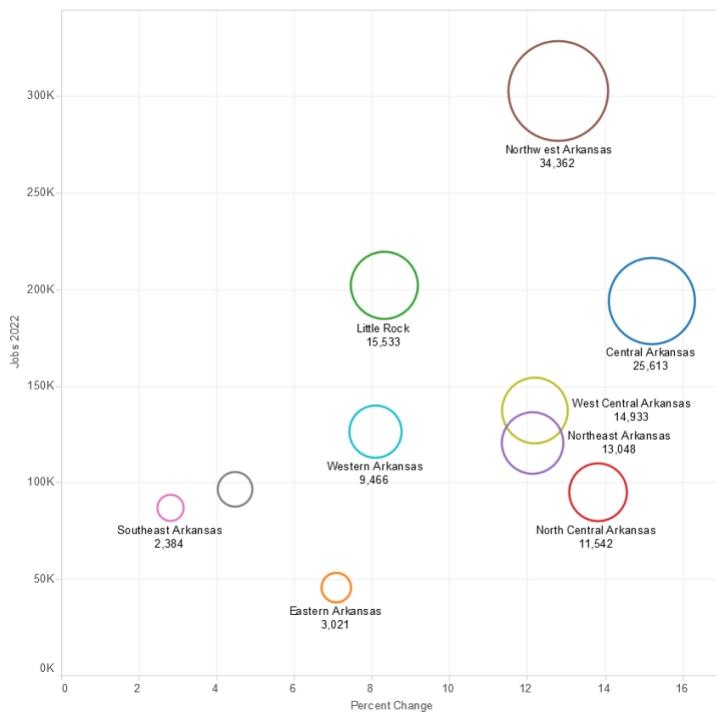
The industry sector which is projected to have the lowest rate of growth in the Central Arkansas Region is State Government with a projected decrease of 2.398%. This can possibly be explained by the increased efficiency of the State Government across all agencies, resulting in a reduction of staff.

#### Low Growth Industries



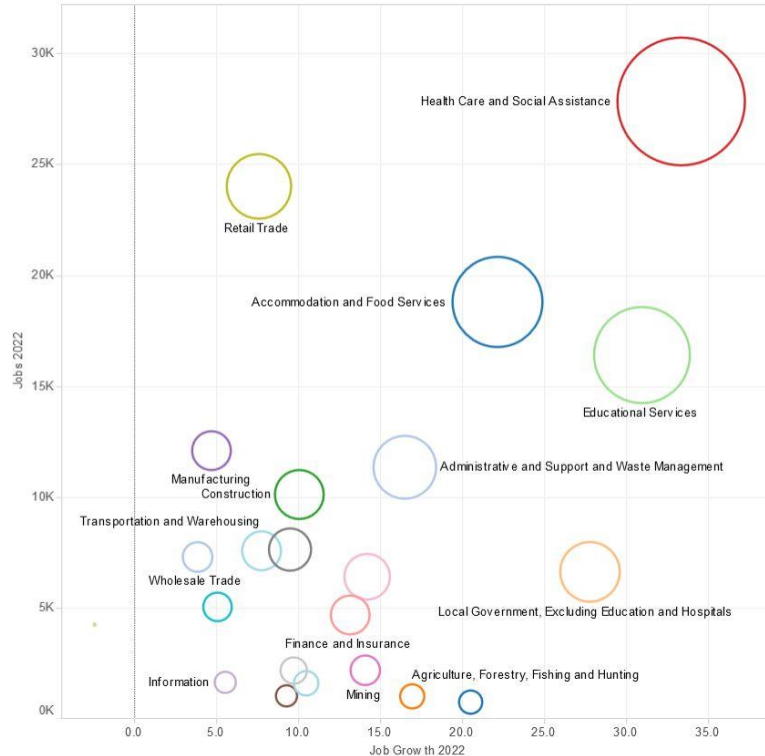
The chart above depicts information on the projected low growth industry sectors for the Central Arkansas region. The data does not include the City of Little Rock and was obtained from the Arkansas Research Center, which includes educational institutions as indicated, the sector for State Government is the only sector to actually decrease by 2.398% in the number of jobs available over the next six years.

## Total Job Growth by Workforce Development Areas



The Central Arkansas Region is projected to have the second highest job growth in the State, only behind Northwest Arkansas. The Central Arkansas Region is expected to create 25,613 jobs by 2022, while the Northwest Region is expected to create 34,362 jobs by 2022. The adjacent chart depicts industry growth projections by sector through 2022.

## Industry Projections 2022

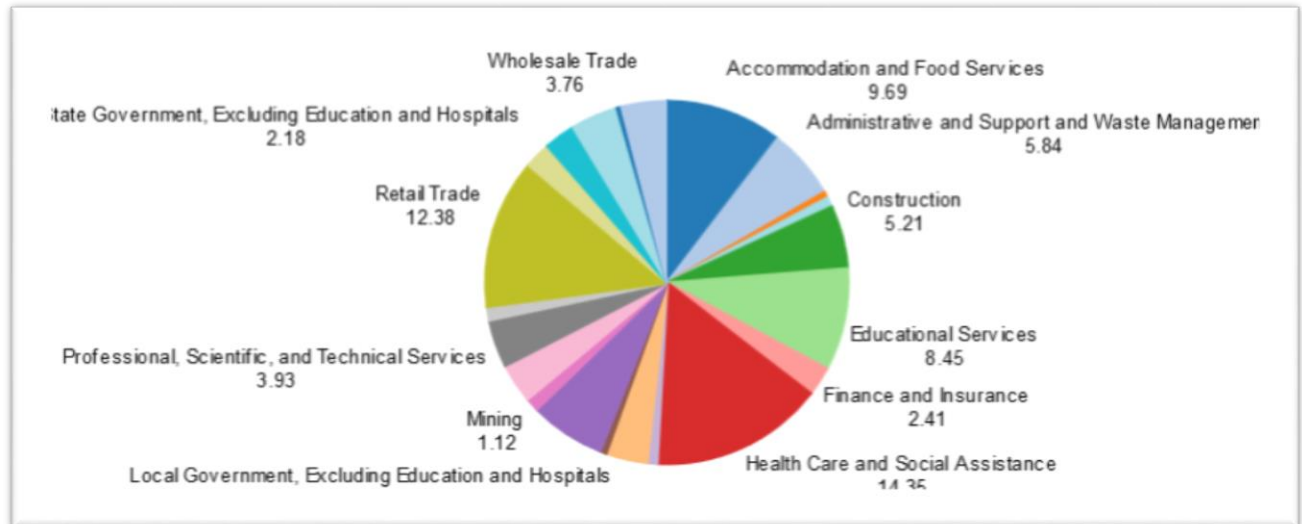


The Central Arkansas Region is projected to continue to be the third highest employment region at 193,943 behind Northwest Arkansas and the City of Little Rock. Looking out to the year 2022, the Central Arkansas Region employment is projected to grow by 25,613 new jobs. The following data showcases the projected growth of industry sectors across the Central Arkansas region. Health Care and Social Assistance is projected to grow by 33.4%, adding 6,971 new jobs. The second highest growth industry is Educational Services at 31% adding 3,876 jobs followed by Accommodation and Food Services at 22.2 % with 3,408 jobs respectively<sup>2</sup>.

<sup>2</sup> Arkansas Research Center, 2016

### Percent of Workforce 2022

The pie chart below represents what percent of the workforce is expected to be employed in the respective industry sectors listed on the chart below. Health Care and Social Assistance compose the largest employment sector, representing 14.35% of the workforce. Retail Trade is the second largest industry sector with 12.38% of the Central Arkansas Workforce Development Area's labor force.



Source: Arkansas Research Center

### Spotlight on Healthcare

The Healthcare section is a very diverse sector within the region. Therefore it is vital for the Central Arkansas Workforce Development Area to continue its focus on the health care sector.

The Central Arkansas Workforce Development Area currently trains many Nursing Assistants, and is expanding into the realm of Personal Care Aides through the Arkansas Sectors Partnership Grant.

The stability of the job market for the Health Care industry compared to other sectors is a positive point worth noting. As depicted, with the exception of the period of 2005-2007, the industry remained relatively calm in the region.



*\*For an in-depth analysis of the Central Arkansas Workforce Development Area, please see the report "Leverage: Utilizing WIOA in Central Arkansas". Leverage can be obtained by visiting [www.WorkforceAR.com](http://www.WorkforceAR.com) or by contacting any of the Central Arkansas Workforce Development Area's Workforce Centers.*

**1.2 Provide an analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment needs for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)] and [20 CFR 679.560(a)]**

### Knowledge and Skills

The basic skills of reading, writing, and math computation are needed in all jobs across the spectrum of employment to some degree depending on the task to be performed. Reading skills are particularly needed as employees work more and more with technology improvements. Computation skills are needed to organize data for analysis and perform problem solving. In other words the ability to read and write is the foundation for communication on the job.

Computer skills and/or technical skills are a requirement for many jobs. Workers are using new technology for advance information service. Manufacturing technology is creating more collaboration between companies because of the increase in capabilities of production and efficiency.

- Skill gaps exist in a wide classification of job classifications, but particularly in those classifications upgrading equipment to meet competition in their field.
- Substantial growth in the service sector requires skill preparation from basic entry-level employment to post-graduate training.
- Experience has indicated the educational capacity to meet skill gaps is constrained by funding, lack of instructors, and reluctance to design new programs that fulfill the requirements of upgrading employers.

With new management techniques and organization systems, employee customer interactions require a portfolio of skills in addition to basic and technical. Communication skills, analytical skills, problem solving and creative thinking with interpersonal skills to negotiate and influence, along with self-management skills are the menu for growth of an employee.

Often a company will require specific skills that an employee must possess in order to cope with new technology, market changes, and competition. Companies must be innovative and constantly upgrade knowledge and skills that are relevant to the success of the company.

### Employment needs for in-demand Industry Sectors

The Central Arkansas Workforce Development Board has identified seven in-demand industry sectors in the Central Arkansas region. These industry sectors include; Manufacturing, Health Care, Transportation

and Logistics, Business Services, Education, Construction and General Trade, and Retail. While the specific occupational skill sets needed for each sector vary, there are several commonalities among the seven in-demand sectors.

A WIOA participant will need to possess soft skills in order to succeed within any of the in-demand industry sectors. Soft skills are defined as “personal attributes that enable someone to interact effectively and harmoniously with other people”. Examples of soft skills include being on time, being a team player, respect for others, problem solving, commitment, flexibility, time management, leadership, and personal responsibility. While various training programs touch on these components, the Central Arkansas Workforce Development Area will work towards the development of a soft skills training program for WIOA participants.

Financial literacy is another skill set that can benefit WIOA participants, regardless of their chosen educational path. Financial literacy encompasses the ability to manage and earn money. This includes the importance of subjects such as budgeting, giving, saving, and investing. Employees who possess these skills may be less stressed at work, have an enhanced quality of life, and an increased chance at long term employment. The Central Arkansas Workforce Development Area is actively seeking a program to incorporate financial literacy throughout all of our Workforce Centers.

The Central Arkansas Workforce Development Board has adopted a report titled “LEVERAGE” to align job placement with job creation. The report is designed to align all training programs available through WIOA with the Central Arkansas region to the seven identified in-demand industry sectors. This decision ensures that participants are obtaining the skills needed to support in-demand industry sectors.

#### *In-demand Industry Sectors*

- Manufacturing
- Health Care
- Transportation and Logistics
- Construction and General Trade
- Business Services
- Education
- Retail Trade

*\*For more in-depth information on the fore mentioned industry sectors, please visit [www.WorkforceAR.com](http://www.WorkforceAR.com) to download a copy of Leverage: Utilizing WIOA in Central Arkansas.*



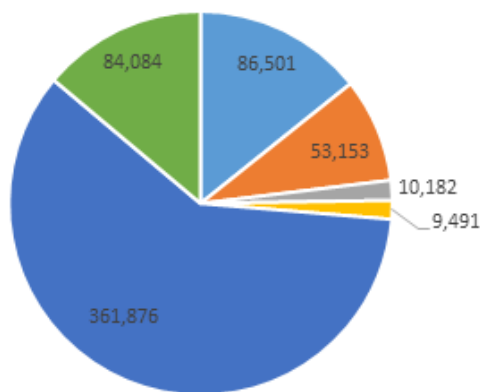
1.3 Provide an analysis of the local workforce, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)] and [20 CFR 679.560(a)]

## Local Workforce Analysis

### Population

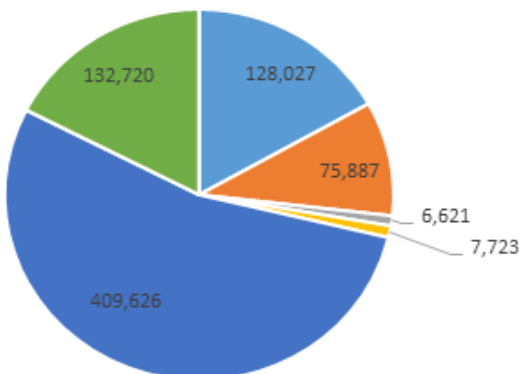
The Central Arkansas Workforce Development Area had a population of 605,287 in the year 2000. The population is projected to increase 26% by the year 2020 totaling 760,604. After review of the subsequent education attainment table, one will observe the region is on track to see such growth, with the 2010 population 688,323 according to the U.S. Census. The region witnessed a population growth rate of 14% since the year 2000, and is on track to the projected growth rate through 2020.

2000 Population



FaulknerCounty LonokeCounty MonroeCounty PrairieCounty PulaskiCounty SalineCounty

2020 Population



FaulknerCounty LonokeCounty MonroeCounty PrairieCounty PulaskiCounty SalineCounty

## Age Distribution

To fully understand the composition of the Central Arkansas Workforce area, we can first look at the population and age distribution for the region as a whole. However, the demographic composition of the region is changing, the retirement of baby boomers in the coming years will place a large demand for skilled employment across numerous industries. As a region, the distribution of age is fairly consistent from youth up until the age of 50-54.

Area	Pulaski	Faulkner	Lonoke	Monroe	Praire	Saline	Region
Total population	382,748	113,237	68,356	8,149	8,715	107,118	688,323
Under 5 years	26,731	7,931	4,816	489	455	7,019	47,441
5 to 9 years	25,616	7,740	5,456	433	507	7,410	47,162
10 to 14 years	25,092	7,602	5,461	536	543	7,448	46,682
15 to 19 years	23,816	8,626	4,709	618	583	6,678	45,030
20 to 24 years	26,444	13,612	3,950	403	400	5,350	50,159
25 to 29 years	30,657	8,723	4,710	394	433	6,837	51,754
30 to 34 years	27,500	7,456	4,803	389	416	7,189	47,753
35 to 39 years	25,750	7,458	4,994	428	488	7,499	46,617
40 to 44 years	24,239	6,936	4,767	467	594	7,236	44,239
45 to 49 years	26,701	7,742	5,143	587	675	7,991	48,839
50 to 54 years	27,667	7,028	4,643	662	654	7,332	47,986
55 to 59 years	25,519	5,920	3,860	664	649	6,703	43,315
60 to 64 years	21,108	5,145	3,419	538	601	6,551	37,362
65 to 69 years	14,302	3,757	2,642	456	568	5,488	27,213
70 to 74 years	10,511	2,747	1,939	369	420	4,101	20,087
75 to 79 years	8,263	2,021	1,356	313	311	2,911	15,175
80 to 84 years	6,388	1,515	872	219	213	1,903	11,110
85 years and over	6,444	1,278	816	184	205	1,472	10,399
Median age (years)	36.0	31.5	35.3	44.2	44.5	38.8	38.4

Pulaski County is home to 238,293 residents who fall between the ages of 15-64 years old accounting for over half of the regions total population, which provides us a good estimate of the civilian labor force for 2010.

## General Demographics

The demographic data listed below was developed by the Arkansas Department of Workforce Services and does not include Pulaski County. The Central Arkansas Workforce Development Area represents 10.6% of State of Arkansas's population. Participants who fall within 18-65 years of age, who represent the primary workforce, make up 62.2% of the total population. Of the total population, 88% possess a High School Diploma/Equivalent or higher, while 17.9% of the population possess a Bachelors Degree or higher.

**Total Population= 311,653 (10.6% of Arkansas' Population)**

### Population by Age

- 75.2% over the Age of 18
- 13.0% over the Age of 65
- 62.2% Aged 18-65

### Population by Race

- 87.4% White
- 8.5% Black
- 0.4% Native American/Alaskan Native
- 0.9% Asian
- 0.0% Native Hawaiian/Pacific Islander
- 0.9% Other

- 1.8% Two or More Races
- 3.7% Hispanic (Of Any Race)

#### **Educational Attainment (Population over Age of 25)**

- 83.8% have High School Diploma/Equivalent or Higher
  - Lowest= 75.3% in Monroe County
  - Highest= 89.4% in Faulkner County
- 17.9% have Bachelor's Degree or Higher
  - Lowest= 9.3% in Prairie County
  - Highest= 27.2% in Faulkner County

#### **Poverty Level (All Ages)**

- 17.3% Below Poverty Line in Last 12 Months
  - Lowest= 8.6% in Saline County
  - Highest= 28.8% in Monroe County

### **Top Occupations by Central LWDA Industries**

#### **1) Food Services**

- Combined Food Preparation & Serving Workers, Including Fast Food
- Waiters and Waitresses
- Cooks, Fast Food
- Cooks, Restaurants
- First-Line Supervisors of Food Preparation & Serving Workers

#### **2) Professional, Scientific, and Technical Services**

- Software Developers, Applications
- *Non-Disclosed Occupation*
- Software Developers, Systems Software
- Secretaries & Administrative Assistance, Except Legal/Medical/Exec.
- Accountants and Auditors

#### **3) General Merchandise Stores**

- Stock Clerks and Order Fillers
- *Non-Disclosed Occupation*
- Cashiers
- *Non-Disclosed Occupation*
- *Non-Disclosed Occupation*

## Central Arkansas Workforce Development Area Top Occupations

### Professional, Scientific, and Technical Services

#### Software Developers, Applications

- Median Wages in 2014= \$35.46 hourly, \$73,748 annually
- Required Education= Associates/Bachelor's Degree
- Training at Hendrix, University of Central AR, & 5 locations in Pulaski County
- Projected Growth (2012-2022)= +20.1%

#### *Non-Disclosable Occupation*

- Median Wages in 2014= *Wages are Non-Disclosed*
- Required Education= Associates/Bachelor's Degree
- Training at University of Central AR and 3 locations in Pulaski County
- Projected Growth (2012-2022)= +18.3%

#### Software Developers, Systems Software

- Median Wages in 2014= \$35.67 hourly, \$74,192 annual
- Required Education= Associates/Bachelor's Degree
- Training Hendrix, University of Central AR, and 3 locations in Pulaski County
- Projected Growth (2012-2022)= +15.9%

### Secretaries and Administrative Assistants, Except Legal/Medical/Executive

- Median Wages in 2014= \$9.26 hourly, \$19,252 annually
- Required Education= High School Diploma/Vocational/On-the-Job Training
- Training available at 20 community colleges outside the LWDA
- Projected Growth (2012-2022)= +16.0%

#### Accountants and Auditors

- Median Wages in 2014= \$30.04 hourly, \$68,716 annually
- Required Education= Associates/Bachelor's Degree
- Training at Hendrix, University of Central AR, & 4 locations in Pulaski County
- Projected Growth (2012-2022)= +14.6%

## Top Ten Projected Growth Occupations (2012-2022)

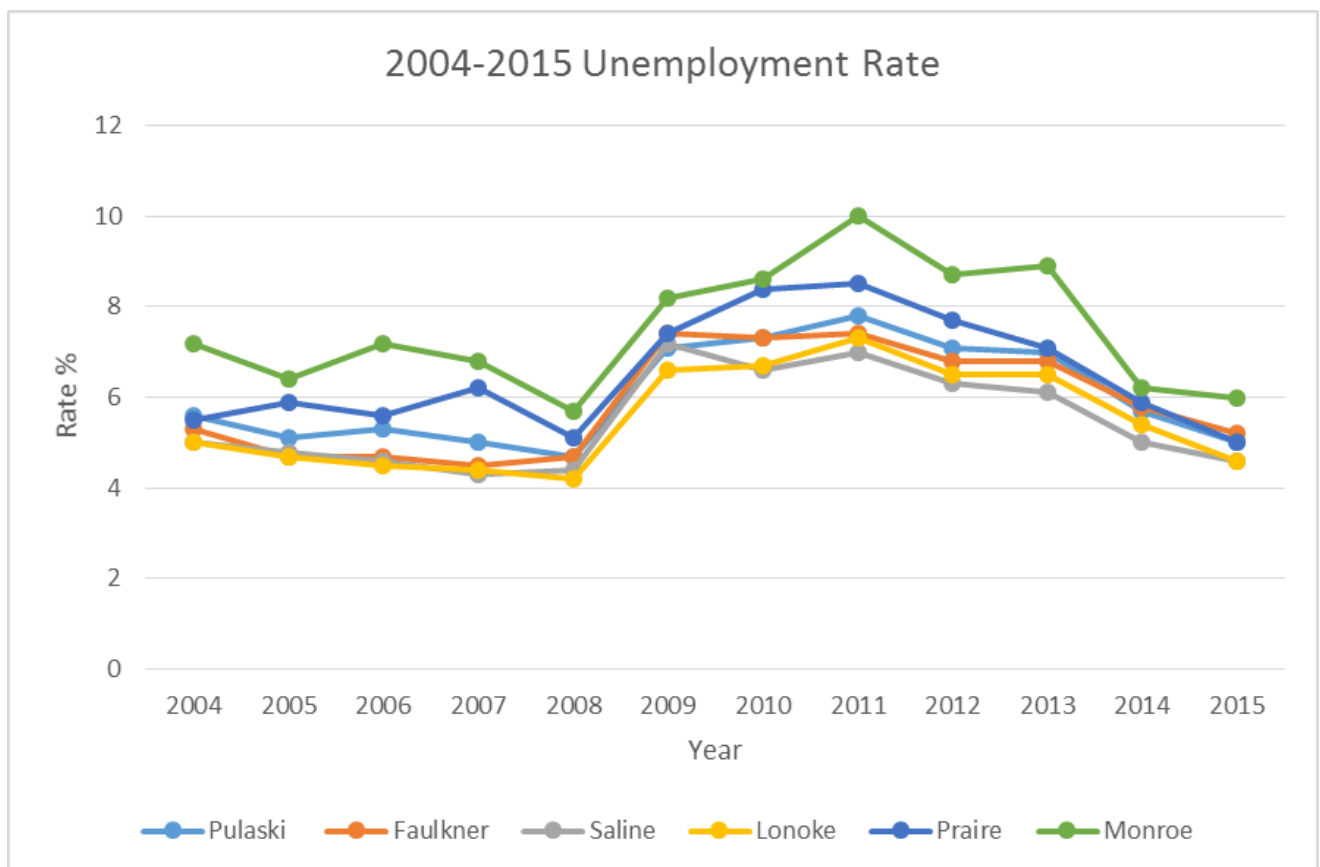
<u>Occupation</u>	<u>Net Growth</u>	<u>% Growth</u>
Personal Care Aides	1,250	59.2%
Combined Food Prep & Serving, Including Fast Food	960	30.7%

Home Health Aides	849	35.0%
Nursing Assistants	659	30.4%
Waiters and Waitresses	646	19.2%
Retail Salespersons	584	9.1%
Customer Service Representatives	544	17.7%
Secretaries and Administrative Assistants,	499	16.0%
Licensed Practical and Licensed Vocational Nurses	498	32.0%
Heavy and Tractor-Trailer Truck Drivers	479	12.7%

Source: Occupational Statistics and Employment Projections, Labor Market Information

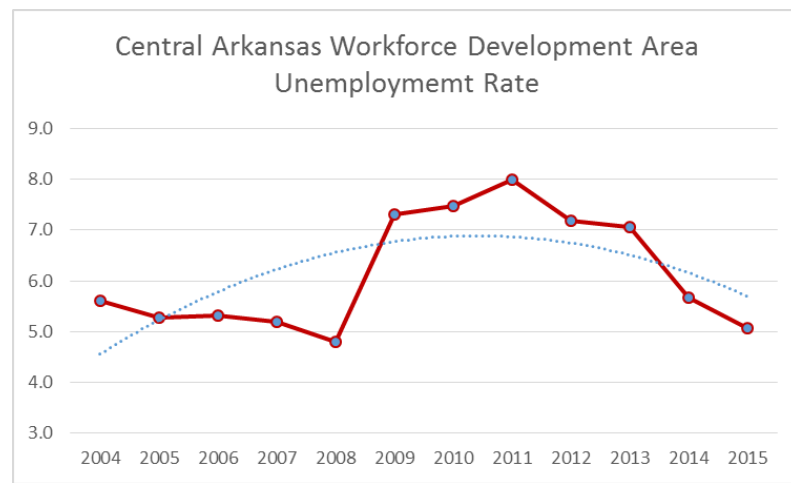
## Unemployment

Unemployment for each of the six counties within the Central Arkansas Workforce Development Area has been in a steady decline, and, is projected to reach pre-recession levels over the next few years. For comparative purposes, and due to the location of the Central Arkansas Workforce Development Area's North Little Rock Workforce Center, Pulaski County has been included. For expanded data on unemployment, please see the report *Leverage*.



Source: Bureau of Labor Statistics

Monroe County continues to experience the highest levels of unemployment for the entire region, reaching a staggering 10% in 2011. The region collectively has held the same course, as noted by the polynomial trend line in the following chart, and is working its way back to pre-recession levels. While unemployment rates for each of the respective counties have followed similar trends, it's vital to note that correlation does not mean causation was the same. Monroe County, for example, was suffering from extremely high unemployment prior to the recession.



Source: Bureau of Labor Statistics

Despite the recession, total employment in Faulkner County grew 2.36% from 2007-2011<sup>3</sup>.

However, during this same time period, a population influx into the county caused a rise in the unemployment rate, due to a slow increase in job production as a result of the recession.

Other data can be used to help paint the picture to what is happening to a county's economic base, such as transfer receipt data, which can be found on our report title "LEVERAGE".

While current employment levels in the State of Arkansas are reaching all-time historic lows, counties such as Prairie and Monroe, who represent rural Arkansas, need workforce solutions which look different than those that work in Pulaski County. Below is expanded employment data for each of the six counties in the Central Arkansas Workforce Development Area has been provided.

## Labor Force by County

### Faulkner County

Description	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Labor Force	49,854	52,018	53,586	55,212	56,244	56,404	58,711	59,482	59,703	58,638	58,483
Employed	47,372	49,704	51,235	52,793	53,567	52,485	54,465	55,206	55,745	54,787	55,186
Unemployed	2,482	2,314	2,351	2,419	2,677	3,919	4,246	4,276	3,958	3,851	3,297
Unemployment Rate	5.0	4.4	4.4	4.4	4.8	6.9	7.2	7.2	6.6	6.6	5.6

### Lonoke County

Description	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Labor Force	29,046	30,788	31,679	31,711	32,460	32,345	33,287	33,448	33,072	32,429	32,432
Employed	27,684	29,414	30,337	30,328	31,002	30,321	31,036	31,123	30,970	30,427	30,752
Unemployed	1,362	1,374	1,342	1,383	1,458	2,024	2,251	2,325	2,102	2,002	1,680
Unemployment Rate	4.7	4.5	4.2	4.4	4.5	6.3	6.8	7.0	6.4	6.2	5.2

<sup>3</sup> Bureau of Labor Statistics

**Monroe County**

Description	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Labor Force	3,826	3,864	3,892	3,897	3,860	3,717	3,413	3,390	3,270	3,087	3,064
Employed	3,555	3,607	3,613	3,636	3,613	3,415	3,098	3,067	2,973	2,813	2,855
Unemployed	271	257	279	261	247	302	315	323	297	274	209
Unemployment Rate	7.1	6.7	7.2	6.7	6.4	8.1	9.2	9.5	9.1	8.9	6.8

**Prairie County**

Description	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Labor Force	4,362	4,310	4,517	4,436	4,425	4,294	3,967	3,937	3,824	3,761	3,777
Employed	4,130	4,053	4,263	4,182	4,173	3,956	3,602	3,596	3,535	3,493	3,556
Unemployed	232	257	254	254	252	338	365	341	289	268	221
Unemployment Rate	5.3	6.0	5.6	5.7	5.7	7.9	9.2	8.7	7.6	7.1	5.9

**Pulaski County**

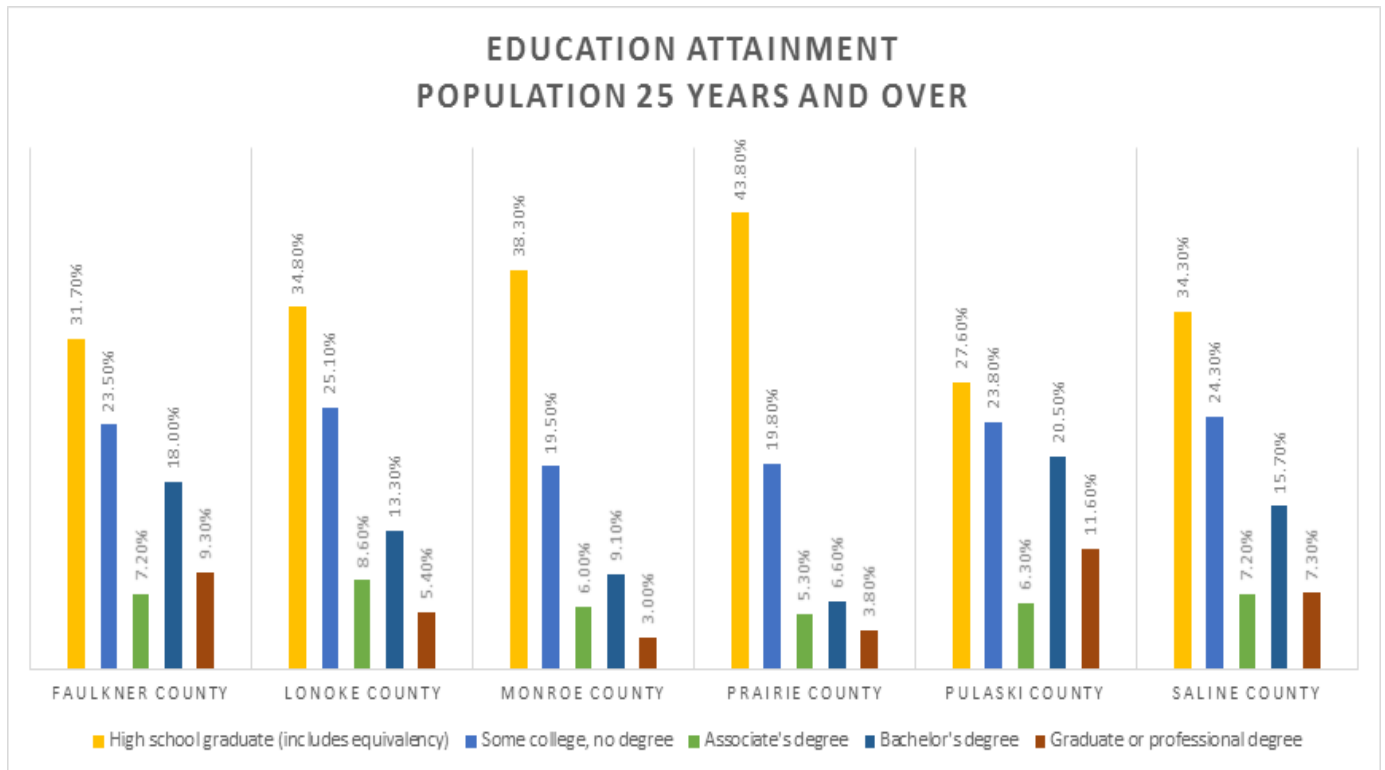
Description	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Labor Force	185,731	190,594	189,922	191,162	191,923	189,945	189,321	190,083	188,420	184,642	182,788
Employed	176,064	181,400	180,838	182,117	182,801	177,280	175,512	175,884	175,483	172,446	172,579
Unemployed	9,667	9,194	9,084	9,045	9,122	12,665	13,809	14,199	12,937	12,196	10,209
Unemployment Rate	5.2	4.8	4.8	4.7	4.8	6.7	7.3	7.5	6.9	6.6	5.6

**Saline County**

Description	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Labor Force	45,251	47,337	48,576	49,069	50,037	49,591	53,382	54,212	54,376	54,170	54,083
Employed	43,152	45,291	46,446	47,019	47,807	46,320	49,824	50,604	51,047	50,996	51,429
Unemployed	2,099	2,046	2,130	2,050	2,230	3,271	3,558	3,608	3,329	3,174	2,654
Unemployment Rate	4.6	4.3	4.4	4.2	4.5	6.6	6.7	6.7	6.1	5.9	4.9

## Education Skill level of the Central Arkansas Workforce

The chart below showcases the educational attainment of the population ages 25 years and over. The data was derived from the United States Census Bureau and is based off of the 2010 Census.

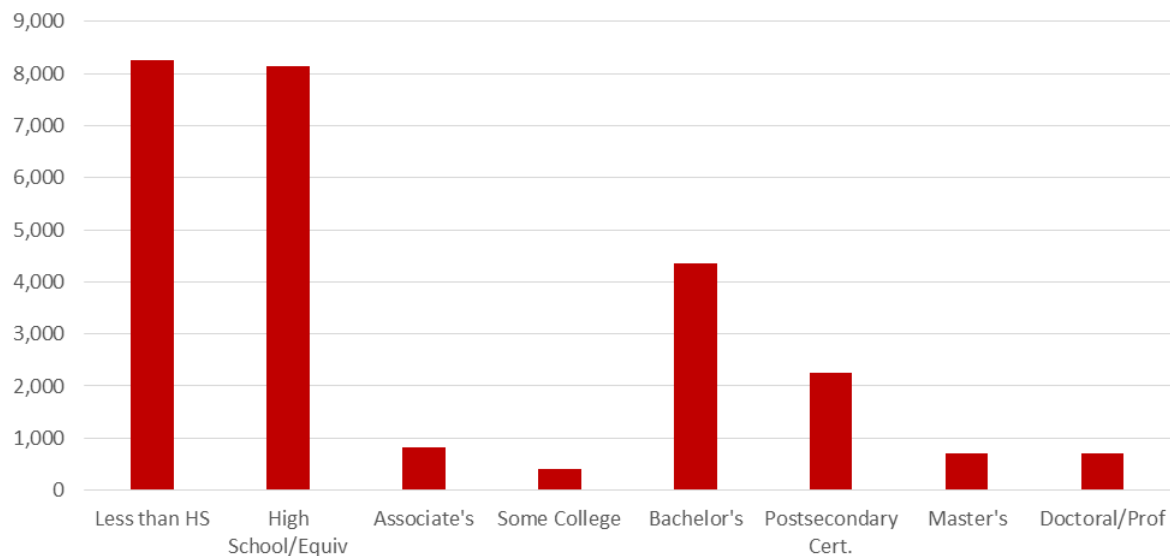


Source: U.S. Census Bureau, American Fact Finder, 2014



### Projected Employment Growth by Education Level (2012-2022)

The chart below depicts the projected growth in employment opportunities based on the educational attainment level needed to fulfill the needs of employers. For Central Arkansas, the majority of employment opportunities will require less than a high school diploma. Possessing a high school diploma is the second largest educational attainment level needed for the growth in employment within the Central Arkansas region. Over the projected growth in jobs over the next six years, over 16,000 of those jobs will only require a High School Diploma or less, whereas only 4,500 of those jobs will require a Bachelor's degree.



*Source: Occupational Statistics and Employment Projections, Labor Market Information*

### Educational skill of individuals with barriers

Individuals with barriers to employment include those individuals in one or more of the following categories as stated by WIOA Sec 3(24): §680.320(b)(1-14):

15. Displaced homemakers;
16. Low-income individuals;
17. Indians, Alaska Natives , and Native Hawaiians;
18. Individuals with disabilities;
19. Older individuals, i.e./ those aged 55 or over;
20. Ex-Offenders;
21. Homeless individuals;
22. Youth who are in or have aged out of the foster care system;
23. Individuals who are English language learners; individuals who have low levels of literacy, and individuals facing substantial cultural barriers;
24. Eligible migrant and seasonal farmworkers, defined in WIOA Sec.167(i);

25. Individuals within 2 years of exhausting lifetime eligibility under TANF (part A of title IV of the Social Security Act);
26. Single-parents (including single pregnant women);
27. Long-term unemployed individuals; or
28. Other groups determined by the Governor to have barriers to employment.

1.4 Provide an analysis and description of workforce development activities, including type and availability of education, training and employment activities. Include analysis of strengths and weaknesses of such services, and the capacity to provide such services, in order to address the education and skill needs of the workforce and the employment needs of employers in the region. [WIOA Sec. 108(b)(1)(D)] and [20 CFR 679.560(a)]

### Central Arkansas Workforce Centers

The Central Arkansas Workforce Centers are at the forefront of the workforce activities, and represent Arkansas's version of the American Job Centers. There are five workforce centers spread throughout the six county region to ensure access to all Arkansans residing in the region. The Conway Workforce Center is the Central Arkansas Region's comprehensive center. Our workforce centers are managed locally by the Central Arkansas Workforce Development Board, which is composed of members from both the public with a majority from the private sector.

### Central Arkansas Workforce System Services-Unemployed and Underemployed

The Central Arkansas Workforce Centers offer a full array of career services which are outlined in WIOA 134(c)(2) for unemployed and underemployed. The workforce centers have computers, printers, copiers, and resources along with staff to help jobseekers. However digital services are offered as well just as Arkansas Job Link and Discover Arkansas's Labor Market Information portal. These two tools allow for jobseekers to search for jobs 24/7 and make data informed decisions about which path is best for them.

### Jobseeker Services

Career services, found through the Central Arkansas Region's Workforce Centers, offer a full line of services to help prepare jobseekers for the regional workforce. Soft skills and technical training are two examples of these services which are provided and which employers look for in a good candidate for a position.

Labor Market Information which is updated regularly to ensure accuracy is provided to individuals seeking services. This data includes information pertaining to job vacancies, skills needed to obtain said jobs, in-demand occupations and related earning potential. In addition, information on career ladders which exist within those occupations are provided to help participants.

Other career services provided through our one-stop centers are outreach, intake, and orientation. Upon the completion of the initial assessment, eligibility will be determined and our career coaches will begin to provide recommendations for various programs along with financial aid information. Services are also provided to individuals to assist them in obtaining and retaining employment. These types of services include:

- Career Planning and Counselling

- Occupational Skills Assessment
- Short-term prevocational services
- Internships and work experience
- English language acquisition
- Financial literacy

Individualized career services within the Arkansas Workforce Centers vary across the region, but all the offices offer a full line of activities to prepare jobseekers for the modern workforce. They address many of the soft skills and technical skills training Arkansas employers require such as:

4. Workforce Centers provide the following career services including outreach, intake and orientation; initial assessment; labor exchange services; eligibility determination; referrals to programs; performance and cost information; information on unemployment insurance; financial aid information and follow-up services.
5. Labor exchange services must also provide labor market information to the individuals seeking services. The information must be accurate and include information on local, regional and national labor markets, such as job vacancies; the skills necessary to obtain jobs within In-demand occupations and related earning potential and opportunities for advancement in those occupations
6. Workforce Centers and partners must provide appropriate services for individuals to obtain or retain employment. These services include, but are not limited to Individual Employment Plan (IEP); career planning and counseling; comprehensive assessment; occupational skills assessment; short-term prevocational services; internship and work experience, including transitional jobs and industry partnerships; workforce preparation; out-of-area job search; English language acquisition and financial literacy

### Training Services

Career services help equip a jobseeker with the skills they need to find sustainable employment, however such skills may not be enough to obtain sustainable employment. In those circumstances formal training may be required. Copious amounts of training opportunities exist through the Central Arkansas and City of Little Rock Regional Workforce Centers, such as occupational skills training which can be obtained from numerous educational opportunities such as C1 Trucking, the Arkansas Welding Academy, and Pulaski Technical Institute. Registered Apprenticeships are also available in a wide variety of traditional sectors, and are in the process of being expanded into non-traditional sectors such as information technology and nursing.

These training services are funded through the Workforce Innovation and Opportunity Act, and other local and state partners. The Central Arkansas Workforce Development Area and the Little Rock Workforce Investment Board have established policies for the determination of eligibility, Individual Training Account Limits (ITAs) and targeted training aimed at in-demand industry sectors throughout the region such as transportation logistics and healthcare. Sector strategies has taken on a new role in the region, with the Central Arkansas Workforce Development Board and the Little Rock Workforce Investment Board both using data-driven decision making to enhance the likelihood of employment of participants.

## Supportive Services

In order to assist jobseekers in obtaining or retaining employment through career or training services, Arkansas Workforce Centers offer a variety of supportive services. The Central Arkansas region is responsible for establishing a supportive service policy that outlines types, eligibility, limits, etc. Examples of supportive services include child care; transportation; needs-related payments; housing; tools and equipment; uniforms; and other clothing. In addition to WIOA-funded supportive services, Central Arkansas has developed relationships with community partners that assist with utility payments, food, shelter, and other basic needs.

## Business Services

The focal point of all workforce system activities is business and industry. These activities are taking place statewide and include a broad array of services to employers. Business Services assistance is broad, however they are tailored to the individual needs of each employer. The services provided to businesses can be categorized into three broad categories:

### A. Assessments and Information:

Through the Arkansas Workforce Centers, businesses can utilize assessments and test to measure the skills, interests, or personality traits of job seekers or current employees. Businesses can also receive a variety of information pertaining to incentive programs such as the Work Opportunity Tax Credit. Labor Market Information is available to businesses on market conditions, industries, occupations, and workforce characteristics as well. Also short and long term industry trends and occupational projections are available.

### B. Direct Assistance:

Businesses have access to any of the Workforce Center locations for the purposes of meetings, trainings, orientations, and interviews. The Central Arkansas and Little Rock Workforce Areas can also host hiring events which are customized to the specific needs of businesses. Job orders which have been approved by staff can also be placed through the workforce areas, along with job placement assistance and information on unemployment benefits. Businesses can also receive assistance with applicant screening, which involves the initial evaluation of applicants.

### C. Response and Training:

The Workforce Areas provide rapid response measures in the event of a business downsizing or restructuring. These include a variety of workshops to assist employees who are in transition. Training and retraining services are also available for both current and future employees.

## Services to Disabled Persons

The Arkansas Department of Career Education and the Arkansas Rehabilitation Services (ACE/ARS), provides vocational rehabilitation services to people with disabilities. Currently, there are significant barriers for people with disabilities in relation to attaining employment. A 2008 study (StatsRRTC1) indicated the employment rate for people with disabilities was 33.9 percent when compared to 79.1 percent for people without disabilities. Historically, there are significant barriers to the inclusion of people with disabilities into the overall strategy for economic development in Arkansas. ARS, in partnership with

the Arkansas Department of Human Services, Division of Services for the Blind (DSB) are leading the charge for providing targeted training and education for people with disabilities to enable them to develop the skills and abilities needed to attain competitive integrated employment in Arkansas.

Through the Governor's Executive Order 10-17, the Department of DSB coordinates with other state agencies to increase employment of Arkansans with disabilities. The order also aims to focus consumer services first toward the goal of self-sufficiency through employment.

## Strengths and Weaknesses of Workforce Development Activities

### Strengths:

- The Central Arkansas Region has a strong workforce program to provide assistance to jobseekers in any County.
- The Central Arkansas Workforce Development Board has a strong representation of Private Industry.
- The Private Industry Representatives who serve on the Central Arkansas Workforce Development Board represent the strongest industry sectors in the region.
- Economic Development Organizations are represented on the Central Arkansas Workforce Development Board.
- The Central Arkansas Workforce Development Area has a broad range of One-Stop partners who provide value-added services to jobseekers who enter the Workforce Centers.
- Despite continued budgetary cuts, staffing levels have not only been able to be maintained, but also expanded.
- The Central Arkansas Workforce Development Board has embraced and implemented expanded sector strategies.

### Weaknesses:

- The Arkansas labor force is shrinking and being accelerated by the retirement of Baby Boomers.
- Quality of Life and Place issues exist in rural areas throughout the region, causing brain-drain.
- Coordination with Economic Development is weak across the region.
- Marketing and Outreach Activities, while improving, are below where they should be across the region to promote the State's talent delivery system.
- Relationships with Community Colleges and Four Year Institutions need to be strengthened.
- With some Eligible Training Providers, relationships do not go beyond training jobseekers.
- Staff Training Programs are not in place across the workforce region.

### Opportunities:

- Expanded Current Registered Apprenticeship Opportunities present a major opportunity for the Central Arkansas Workforce Region.
- The expanded Business Services Team has the resources needed to enhance industry sector partnerships.
- Tailored Curricular Development opportunities exist in wake of strengthened industry sector partnerships.

- Governor Hutchinson’s commitment to creating jobs in the State of Arkansas provides more opportunities for Job Seekers.

#### Challenges:

- Younger generations do not have the skills in place to replace the aging workforce.
- Many Industries may not feel the public sector can assist them in their workforce needs.
- Duplication of Workforce Development efforts not only causes redundancy for jobseekers and industry, it is also a major waste of resources.
- Industries may relocate if they do not have the workforce needed to thrive in the Central Arkansas region.
- A weak workforce makes Business Attraction difficult.
- Budgetary cuts restrict the capabilities of the Workforce Centers, and over burden staff.

#### Central Arkansas Workforce Development Area Capacity to provide services

The Central Arkansas Workforce Development Area is equipped with the resource and staffing needed to provide workforce development activities throughout the region. The region has benefited significantly from the State Workforce Board’s continued strides for improvement and innovation. The CAWDA’s capacity is further amplified by it’s broad array of partners, both who co-locate in the workforce centers and those that do not. Some of those partnerships include:

- Arkansas Literacy Council
- Department of Human Services
- Arkansas Department of Corrections
- Arkansas Community Colleges
- Arkansas Economic Development Commission
- Institute for Economic Advancement, UALR

Out of school youth is an area where the region has struggled in the past. This has partly been due to the lack of staffing capacity to target and conduct outreach activities, aimed specifically at this logistically challenging demographic. Over the next two years capacity will be injected into the Central Arkansas Workforce Development Program, in an effort to better serve Out of School Youth.

## Section 2: Strategic Vision and Goals

2.1 Describe the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment). Include goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency. [WIOA Sec. 108(b)(1)(E)]

### Vision

*The Central Arkansas Workforce Development Area will have a world-class workforce that is well educated, skilled, and working in order to keep Arkansas's economy competitive in the global marketplace.*

### Goals

***Strategic Goal 1: To develop efficient partnerships with employers, the educational system, workforce development partners, and community based organizations to deliver a platform that will prepare a skilled workforce for existing and new employers in Central Arkansas.***

Goal 1 Objectives:

11. Expand employer partnerships through the support of industry engagement.
12. Identify and promote best practices (private and public) for developing and sustaining partnerships.
13. Expand partnership with economic development to refine sector strategies.
14. Improve communication/participation between education entities, local and state boards, government agencies, community-based organizations, and employers.
15. Increase accountability and clarity of action between all workforce related boards.
16. Increase the utilization of Registered Apprenticeship programs as viable talent development opportunities.
17. Increase connections with employers and Vocational Rehabilitation agencies to provide support and employment for youth and adults with disabilities.
18. Partner with K-12 education, higher education, career and technical education, and adult education to provide consistent rules and eliminate barriers to implementing training programs around the State.
19. Explore data sharing opportunities with non-governmental organizations that are committed partners to the state's workforce center system that will lead to improved intake, referral, and case management for customers served by multiple agencies (both public and private).
20. Expand small business participation.

***Strategic Goal 2: To enhance service delivery to both employers and jobseekers in Central Arkansas.***

Goal 2 Objectives:

11. Utilize a common intake process developed by the State for jobseekers and businesses that will efficiently connect them with services available from all workforce development partner programs and identify any barriers to employment that need to be addressed.
12. Utilize an integrated data system developed by the State that will enable the sharing of

information between partner agencies to more efficiently service both employers and jobseekers.

13. Promote training that leads to industry recognized credentials and certification.
14. Support transportable skill sets for transportable careers.
15. Support career pathways development and sector strategy initiatives as a way to meet business and industry needs.
16. Expand service delivery access points by the use of virtual services.
17. Develop a common business outreach strategy with a common message that will be utilized by all workforce system partners.
18. Develop a menu of services available at each service delivery access point that provides a list of the services and training opportunities available through Arkansas's talent development system.
19. Utilize customer satisfaction surveys to ensure continuous improvement of the State's talent development system.
20. Explore data sharing opportunities with non-governmental organizations that are committed partners to the state's workforce center system that will lead to improved intake, referral, and case management for customers served by multiple agencies (both public and private).

***Strategic Goal 3: To increase awareness of the Regions Talent Delivery System.***

**Goal 3 Objectives:**

6. Increase access to the workforce development system through a "no wrong door" approach to services.
7. Work to improve employer and jobseeker perceptions of the workforce system.
8. Utilize an image-building outreach campaign that educates Arkansans about the services and the career development opportunities available in the State.
9. Utilize technology, including social media and search engine optimization, to better connect jobseekers and employers with the talent development system in Arkansas.
10. Develop a user-friendly website that provides a common repository of information about career development opportunities that are relevant to K-12 education, parents, educators, adults, employers, government agencies, and the general public.

***Strategic Goal 4: To address Skills Gaps specific to Central Arkansas in-demand industry needs.***

**Goal 4 Objectives:**

3. Participate in a statewide skills and asset analysis to determine the skills gap present and resources available to solve the skills issue.
4. Help to implement an action plan to close the basic core, technical, and soft skills gaps in Arkansas. Analyze the effectiveness of currently used job readiness standards and ensure coordination between the Arkansas Career Readiness Certificate program and the Workforce Alliance for Growth in the Economy (WAGE) program.



**2.2 Describe how the local board's vision and goals align with and/or supports the vision and goals for the State's workforce development system as established by the Arkansas Workforce Development Board. [WIOA Sec. 108(b)(1)(E)] (See Appendix C: Transitional Planning References and Resources)**

**How the Central Arkansas Workforce Development Board will support the vision and goals laid out by the Arkansas Workforce Development Board**

The vision statement adopted by the Arkansas Workforce Investment Board was used as a pattern for the development of the Central Arkansas Workforce Development Board's vision and mission. The Central Arkansas consortium of Chief Elected Officials and the Central Arkansas Workforce Development Board are committed to the implementation of Arkansas Talent Delivery System.

The following are ways in which the Central Arkansas Workforce Development Area will help achieve the state workforce development goals:

- The Central Arkansas Workforce Development Board will identify specific needs of the Central Arkansas Workforce Development Area and develop new and innovative strategies for meeting the needs of the employers and job seekers.
- The Central Arkansas Workforce Development Board, through the five workforce centers located throughout the region, will deliver specific programs designed for existing employees. Through coordination and collaboration with primary in-demand industry sectors, these efforts will provide existing and emerging jobs throughout the region.
- The Central Arkansas Workforce Development Board will conduct aggressive outreach campaigns to promote the services provided at the regional level and the states Talent Delivery System.
- The Central Arkansas Workforce Development Board will serve as the catalytic convener between educators, industry, and jobseekers to establish expanded apprenticeship programs and fill educational gaps.
- The Central Arkansas Workforce Development Board will coordinate and collaborate with internal and external partners in order to eliminate duplicative services.
- The Central Arkansas Workforce Development Board will ensure that current, accurate, and applicable labor market information is available at all workforce centers, delivered in a manner easy to understand.
- The Central Arkansas Workforce Development Board will work with Economic Development Organizations throughout the region to enhance services provided to industry.

**2.3 Describe how the local board's vision and goals contribute to each of the Governor's goals. [WIOA Sec. 108(b)(1)(E )] (See Appendix C: Transitional Planning References and Resources)**

The Central Arkansas Workforce Development Area shares the Governor's vision for Economic Development and the State's Strategic Plan that defines a stronger partnership between economic development, education, and the state workforce investment system to attract, retain and grow Arkansas' high growth industries and encourage the development of regional economies.

CAWDA will fully support the Governors strategic goals for attracting and growing emerging businesses and industry. The plan is consistent with the following goals outlined in the Governors Strategic Plan:

***Strategic Goal 1:***

***Develop an efficient partnership with employers, the educational system, workforce development partners, and community -based organizations to deliver a platform that will prepare a skilled workforce for existing and new employers.***

***Strategic Goal 2:***

***Enhance service delivery to employers and jobseekers.***

***Strategic Goal 3:***

***Increase awareness of the State's Talent Development System***

***Strategic Goal 4:***

***Address Skills Gaps***

**2.4 Describe how the local board's goals relate to the achievement of federal performance accountability measures. [WIOA Sec. 108(b)(1)(E )]**

The Central Arkansas Workforce Development Board is determined to only provide training opportunities to participants that will prepare them for a sustainable career within the seven identified industry sectors. The attainment of credentials and measurable skill sets will direct participants towards jobs which have a livable wage and have a higher probability of sustained employment beyond a year after exit; thereby supporting the achievement of federal performance accountability measures.

## Section 3: Local Area Partnerships and Investment Strategies

Many of the responses in this section, such as targeted sector strategies, should be based on strategic discussions with the local board and partners. Please provide a separate response for each of the elements listed below.

**3.1 Taking into account the analysis described in Appendix B - Section 1, describe the local board's strategy to work with the entities that carry out the core programs to align resources available to the local area, in order to achieve the strategic vision and goals described in element 2.1. This analysis should include:**

**A. A description of the local workforce development system; include key stakeholders and entities associated with administrative and programmatic/service delivery functions. Examples include elected officials, advocacy groups, local workforce development board and committee structure, fiscal agent, operator(s), required program partners, and major contractors providing Adult/Dislocated Worker/Youth program elements. Describe respective roles and functional relationships to one another;**

Central Arkansas Planning and Development District, Inc. was designated by the Consortium of Chief Elected Officials as the fiscal agent for the Central Arkansas Workforce Development Area.

Central Arkansas Planning and Development District, Inc. was designated by the Consortium of Chief Elected Officials as the administrative entity.

The Central Arkansas Workforce Development Board selected Central Arkansas Planning and Development District, Inc. as the One Stop Operator through a competitive bid process. The Consortium of Chief Elected Officials confirmed the selection of Central Arkansas Planning and Development, Inc. as the One Stop Operator.

The Central Arkansas Workforce Development Board has appointed of four standing committees to review, recommend, and provide oversight of all activities of the Board;

- Executive Committee
- One-Stop Committee
- Youth Committee
- Compliance Committee.

The Central Arkansas Planning and Development District manages the operation of all five workforce centers, and provides administrative services, business services, and management services for the WIOA work programs as directed by the Central Arkansas Workforce Development board in consensus with the Consortium of Chief Elected Officials.

Required partners include the Arkansas Department of Workforce Services, Arkansas Rehabilitation Services, Adult Education, and Work Alliance for Growth in the Economy (WAGE). The Central Arkansas Workforce Development Area works with our partners to provide a broad range of services to program participants, for a full description of services see Section 4.1 (D).

**B. A list of all Arkansas Workforce Centers in the local area; include address, phone numbers, and hours of operation:**

Faulkner County  
Arkansas Workforce Center  
1500 Museum Road, Suite 111  
Conway, AR 72032  
501-730-9894  
Hours: 8:00AM-4:30PM

Saline County  
Arkansas Workforce Center  
400 Edison Avenue  
Benton, AR 72015  
501-315-7702  
Hours: 8:00AM-4:30PM M-F

Pulaski County  
Arkansas Workforce Center  
324 W Pershing Blvd  
North Little Rock, AR 72114  
501-376-4119  
Hours: 8:00AM-4:30PM M-F

Prairie and Monroe Counties  
Arkansas Workforce Center  
1401 E 4<sup>th</sup> Street  
Brinkley, AR 72021  
870-734-3374  
Hours: 8:00AM-4:30PM M-F

Lonoke County  
Arkansas Workforce Center  
902 N Center Street  
Lonoke, AR 72086  
501-676-2721  
Hours: 8:00AM-4:30PM M-F

**C. An attached organization chart that depicts the local board, administrative and fiscal entities, and service providers. [WIOA Sec. 108(b)(1)(F)]**

See Attachment: A

**3.2 Describe the workforce development system in the local area that identifies the programs that are included in that system and how the local board will work with the entities carrying out core and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et. seq), that support the strategy identified in the State plan under section 102(b)(1)(E). [WIOA Sec. 108(b)(2)]**

**Note:** The six (6) core programs identified by WIOA are: Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser Program, and Vocational Rehabilitation.

The Central Arkansas Workforce Development system includes the required core partners and other partners. The local board will coordinate work with the core programs through a referral process that ensures an individual seeking services is made aware of the available core program services. In developing the talent pipeline the Board and system are working closely with educational institutions such as Pulaski Technical College, the University of Central Arkansas, and others.

**3.3 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). [WIOA Sec. 108(b)(3)]**

Workforce center staff will review the individual's needs to determine what programs may be available to provide the appropriate services and then refer that individual to the corresponding program.

**3.4 Identify and describe (for each category below) the strategies and services that are and/or will be used to:**

**A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies;**

The Central Arkansas Workforce Development Board created a report with an emphasis on serving businesses who make up the in demand industry sectors in the region. The report, which is titled *Leverage*, serves as a road map for which industries to target, and includes a list of over 500 prospective companies. Business roundtables by industry sectors will be conducted during the following year, along with site visits to major employers as well as small businesses.

**B. Support a local workforce development system that meets the needs of businesses;**

The Central Arkansas Workforce Development Board voted for the realignment and restructuring of training programs on September 15, 2016. Programs are now organized by "in demand" industry sectors to ensure we are not only training to meet the needs of businesses, but we are also training clients in fields where jobs are available. Non "in demand" industry training programs will no longer be included as an "eligible training provider" through the Central Arkansas Workforce Development Area.

**C. Better coordinate workforce development programs and economic development; and**

The Central Arkansas Workforce Development Board recognizes that in order for economic and workforce development to align, job placement activities must coincide with job creation activities. The private sector must be included in the decision making process, and data driven decision making must be used in all decisions pertaining to training programs. The CAWDA will continue to engage with Economic Development Organizations to leverage WIOA grant opportunities for both existing and future businesses. CAWDA's goal is to become an applicable partner for existing industry in the region.

**D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs.**

This may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies that support the local board's strategy in element 3.1. [WIOA Sec. 108(b)(4)(A) and (B)].

Partner meetings are in place for each workforce center on a monthly basis. Methods to better serve all customers including unemployed individuals are discussed during these meetings.

**3.5 Describe local and regional efforts to support and/or promote entrepreneurial skills training and microenterprise services, in coordination with economic development and other partners.**

**[WIOA Sec. 108(b)(5)]**

The Central Arkansas Workforce Development Board will develop relationships with partners such as the Small Business Administration, Arkansas Small Business and Technology Development Center, The Innovation Hub, and Technology Transfer organizations such as Tech Launch at the University of Arkansas at Little Rock to connect clients who may wish to open their own business with partners who provide those specific services. By building relationships with SBA and ASBTDC the CAWDA will be able to assist small enterprises with their specific workforce needs. Many small and medium firms do not have the resources to train staff. The CAWDA through the Business Services team and WIOA scholarships can link jobseekers to small business employment opportunities.

**3.6 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]**

The local board will coordinate education and workforce investment activities with secondary and postsecondary education programs and activities through input at partner meetings. There is also collaboration between the board and secondary and postsecondary education programs providing services to the youth such as working with Educational Cooperatives, the Central Arkansas Youth Committee, and school districts.

**3.7 Describe efforts to coordinate supportive services provided through workforce investment activities in the local area, including facilitating transportation for customers. [WIOA Sec. 108(b)(11)]**

Transportation support service is offered by the Adult/Dislocated Worker and Youth programs and with other programs as well as other resources available including public transportation.

**3.8 Describe strategies to implement the operational goals of the local one-stop system, maximizing coordination of services provided by the State's employment services under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), and the local board's service providers in order to improve services and avoid duplication. [WIOA Sec. 108(b)(12)]**

Wagner-Peyser staff and the Adult/Dislocated Worker and Youth provider staff are co-located in several of the Central Arkansas Workforce Centers which simplifies and enhances the process.

Central Arkansas has strong partnerships among state agencies, community colleges, economic development, and community-based organizations. A priority of the Central Arkansas Workforce Development Board is to prevent and eliminate duplication across programs and align core programs.

Alignment of core and optional programs will be made possible by the following strategies:

Reflect Robust Partnerships – Reflect the establishment of robust partnerships among partners. The one-stop operator facilitates an integrated, co-located partnership that seamlessly incorporates services of the core partners and other workforce center partners. They have regular partners meeting in each of the comprehensive centers to improve coordination and seamless delivery of one-stop services.

The Central Arkansas Workforce Development Board will strive to organize and integrate services by function (rather than by program); when permitted by a program's authorizing statute and as appropriate. The Board will also work toward the coordination of staff communication, capacity building and training efforts. Functional alignment includes having workforce center staff who are cross-trained to serve all customers seamlessly (including target populations) by providing a full range of services.

**3.9 Describe how the local board will carry out a review of local applications submitted under WIOA Title II Adult Education and Literacy, consistent with the local plan (as described in WIOA Sec. 107(d)(11) and WIOA Sec. 232). [WIOA Sec. 108(b)(13)]**

Currently awaiting State Guidance.

**3.10 Based on the analysis described in Appendix B - Section 1, identify the industries where a sector partnership is currently being convened in the local area or where there will be an attempt to convene a sector partnership and the timeframe. Categorize the sector partnerships as active, emerging, or exploring as defined below.**

- **Active**
  - Has a clear coordinator, convener, or convening team;
  - Is led by industry as demonstrated by private sector members playing leadership roles;
  - Has broad industry engagement as demonstrated by industry members attending meetings, partnering on activities, providing in-kind or financial resources, or similar;
  - Includes critical and engaged partners across programs from workforce development;
  - Can demonstrate that the partnership is not “just a workforce thing,” “just an economic development thing,” or “just an education thing.”
  - Operates in a true labor market region, not within the confines of a workforce area or other geopolitical boundaries;
  - Operates under some kind of shared strategic plan, road map, etc.;
  - Can demonstrate clearly identified priorities and an action plan, be able to demonstrate recent or current activities, services or products that are a direct outcome of the partnership.
- **Emerging**
  - Has at least an interim coordinator, convener, or convening team;

- Has engaged at least one private sector champion to help drive the launch and implementation of a sector partnership;
  - Includes individuals from workforce development, education, economic development and other programs or organizations in strategic partner roles;
  - Actively working to implement strategic priorities outlined in a launch meeting.
- Exploring
    - Is in the infancy stage, but actively considering or planning the preparation needed to launch a partnership;
    - Working to identify partners who would be involved;
    - Determining if the partnership really makes sense for the community.

Below the seven targeted industry sectors have been listed and the status of the Central Arkansas Workforce Development Area's involvement in each sector is included. The Central Arkansas Workforce Development Area will work toward ensuring each sector is titled as "active" during the next two years.

HEALTHCARE: *Active*

The CAWDA's Business Service Team has strong relationships with numerous businesses within the Healthcare Industry.

EDUCATION: *Emerging*

MANUFACTURING: *Emerging*

TRANSPORTATION AND LOGISTICS: *Emerging*

RETAIL SERVICE: *Exploring*

CONSTRUCTION AND GENERAL TRADE: *Exploring*

BUSINESS SERVICES: *Exploring*

### **3.11 Does the local board currently leverage or have oversight of funding outside of WIOA Title I funding to support the local workforce development system?**

Yes, the Central Arkansas Workforce Development Board currently leverages and has oversight of funding outside of WIOA Title I funding to support the local workforce development system.

#### **Briefly describe the additional funding and how it will impact the local system.**

The Promise Grant has been awarded to the local board for the five years of additional funding to serve youth who are on SSI. These hard-to-serve disabled youth are enrolled in a work experience component that will hopefully one day give them the ability to be removed from the SSI system and become a productive tax paying citizen.



If the local board does not currently have oversight of additional funding, describe any future plans to pursue them.

Not Applicable.

## Section 4: Program Design and Evaluation

Many of the responses below should be based on strategic discussions between the local board and one-stop partners. Please provide a separate response for each of the elements listed below.

### 4.1 Describe the one-stop delivery system in the local area including:

- A. The local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted service providers and providers on the eligible training provider list, and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]

The Central Arkansas Workforce Development Board will continue to evaluate and adjust the list of "eligible training providers" to ensure they meet the needs of businesses within the seven identified "in demand industry sectors".

- B. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology, and through other means. [WIOA Sec. 108(b)(6)(B)]

The Central Arkansas Workforce Development Area will work closely with 'remote' service locations such as community based organizations, libraries, and other social service agencies within the Central Arkansas region to identify opportunities for electronic access to be made available as widely as possible. The core remote areas in the Central Arkansas Region are Monroe and Prairie Counties. Our Brinkley workforce center is strategically located to provide assistance to these remote locations.

Targeted outreach through social media and the region's website ([www.WorkforceAR.com](http://www.WorkforceAR.com)) will also be used to broadcast information in these areas. However, understanding many participants may be computer illiterate and need staff assistance, general outreach techniques such as flyers, brochures, and strategic partnerships will be deployed.

- C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.  
[WIOA Sec. 108(b)(6)(C)] (See Appendix C: *Transitional Planning References and Resources*)

The Central Arkansas Workforce Development system will comply with WIOA section 188 by ensuring accessibility of facilities, programs and services, technology, and materials for individuals with disabilities by providing staff training and support by Arkansas Rehabilitation Services and Services for the Blind. The JAWS system is available at all Centers as assistance for visually impaired customers.

The Central Arkansas Area will provide training to staff on applicable provisions of the ADA using material jointly developed by the partners and State entities.

The Central Arkansas Area will bring together core program partners to integrate services and supportive services and leverage resources to improve services to individuals with disabilities and other protected groups.

The Central Arkansas Area will explore changes in service delivery and design and programs by establishing partnerships, alternate assessments, and programs that better connect education, training, workforce development, and supportive services to improve employment outcomes of individuals with disabilities.

The Central Arkansas Area will encourage active engagement with the private sector to identify skills and support that workers with disabilities need and communicate those needs to the partners, education and training providers, as well as job seekers with disabilities.

The Central Arkansas Area will assess the physical and programmatic accessibility of all our centers and training facilities.

Work with Vocational Rehabilitation to provide clients with disabilities and other protected groups who are unemployed, underemployed, or receiving Social Security disability benefits, by utilizing services available through our local centers to connect them to existing successful career pathway programs.

- D. List all required and optional program partners; indicate the program(s) each partner provides and the physical location where the program(s) can be accessed. Describe the roles and resource contributions of the partners. [WIOA Sec. 108(b)(6)(D)]**

## **Benton Workforce Center - Programs and Services of Partners**

### **1. Arkansas Department of Workforce Services – Required**

The Arkansas Department of Workforce Services offers programs that are designed to enable the Arkansas workforce to compete in the global economy by linking a comprehensive array of services for employers and job seekers. The primary objective is to help job seekers find employment, to assist employers with finding qualified employees, and to provide pre-employment assessments and workforce development programs.

Services provided by the Arkansas Department of Workforce Services include:

- helping job seekers enhance their workplace skills;
- producing labor market information which includes unemployment rates, salary information and career information;
- administering the Transitional Employment Assistance (TEA) Program which provides employment and job-training assistance to working adults and eligible parents with children under the age of 18;
- providing staff support to the Arkansas Workforce Innovation and Opportunity Board;

- providing unemployment insurance benefits to those eligible;
- collecting unemployment insurance contributions from employers;
- assisting employers and job seekers who are affected by layoffs and closures;
- maintaining several Web sites to assist job seekers with job searches and provide labor market information for economic developers, researchers, and the general public.

## **2. Arkansas Workforce Innovation and Opportunity Act - Required**

The Workforce Innovation and Opportunity Act (WIOA) Program, operated by the Central Arkansas Planning and Development District (CAPDD), serves the six counties of Monroe, Prairie, Lonoke, Faulkner, Saline and Pulaski, with the exception of the City of Little Rock. The WIOA program provides a variety of resources, services and information to both job seekers and employers. Core, Intensive and Training Services are available to Adults, Dislocated Workers and Youth. The main function of the WIOA is to assist job seekers to gain and maintain employment. If a job seeker is unable to obtain employment after receiving the initial Core and Intensive services, Training services may be provided. Core and Intensive services are free and available to all customers who are eligible to work in the United States. Customers who receive training services must meet certain eligibility requirements.

Training services include Work Experience and Occupation Skills training. Work Experience pays a client a stipend as the client gains experience while working on a job. Occupational Skills training provides educational funding, not to exceed two years, while a client attends post-secondary school to complete a course of study leading to a credential that can be utilized to seek employment.

Individuals looking for a job will need to be registered in the AJL database to be considered for employment counseling and job matching. Everyone who is employed is also welcome to register for Job Services, use the Workforce Center's computer lab, and do Internet job searches on their own.

## **3. CareLink – Not Required**

CareLink provides programs that connect older people and their families with resources to meet the opportunities and challenges of aging. CareLink helps homebound older people receive services that allow them to stay at home as long as possible, avoiding more costly care.

In the AR. Workforce Center in Benton, CareLink interviews, takes applications and providing employment and/or careers in caregiving, social work, nursing, financial management, human resources, development, transportation and administrative specialties.

## **4. Educational Opportunity Center – Not Required**

The Educational Opportunity Center (EOC) is a federally funded TRIO program that assists adults of ages 19 or above and U.S. veterans to enroll in and complete a post-secondary education program. All services are provided free of charge to participants who meet the eligibility requirements.

In the Arkansas Workforce Center in Benton, EOC staff provide information and counseling on college admissions to qualified adults who want to enter or continue a program of post-secondary education. EOC services include:

- Academic Assistance
- Career Exploration
- Enrollment Counseling
- Financial Aid Counseling

The goal of the EOC program is to increase the number of adult participants who enroll in post-secondary education institutions.

#### **5. Saline County Adult Education Center – Required**

Saline County Adult Education offers education and training courses to help adult clients in Saline County upgrade their educational level, attain job readiness skills and improve the life skills that prepare them for self-sufficiency and improvement in the quality of life.

Saline County Adult Education Center provides students with the opportunity to study English as a Second Language (ESL) or attain the General Educational Development (G.E.D.) Credential. Among other options, students can enroll in the W.A.G.E. program, conversational Spanish classes, business computer classes, computer assisted instruction classes, or basic skills remediation classes for college or military entrance exams.

### **Brinkley Workforce Center - Programs and Services of Partners**

#### **1. Arkansas Rehabilitation Services – Required**

Provides opportunities for Arkansans with disabilities to live productive and independent lives.

#### **2. Adult Education (Crowley’s Ridge Tech) – Required**

Adult Education offers education and training courses to help adult clients upgrade their educational level, attain job readiness skills and improve the life skills that prepare them for self-sufficiency and improvement in the quality of life. It provides students with the opportunity to study English as a Second Language (ESL) or attain the General Educational Development (G.E.D.) Credential.

#### **3. Elite Home Care – Optional**

Elite Home Care is a reliable personal care service that is dedicated to providing quality care services to senior citizens, physically challenged, and cognitive direction. They provide 100% client satisfaction by excellent care with promptness, compassion, integrity, and properly trained staff. Their goal is to provide their clients with friendly, experienced and highly dedicated caregivers. They are committed to providing standard of care while striving to allow clients to maintain their independence and ability to remain in the comfort in the place they call home.

They are always looking for healthcare service navigators for their team.

### **Conway Workforce Center (Comprehensive) - Programs and Services of Partners**

#### **Inside the Workforce Center:**

#### **1. Central Arkansas Planning & Development District Inc. – WIOA – Required partner**

Programs / Services: WIOA Title I Adults, Dislocated Workers, & Youth, National Emergency Grant, Promise Work Experience Program, Job Search, Business Service Team.

#### **2. Department Of Workforce Services. – Required partner**

Programs / Services: Unemployment Assistance, TEA / TANF, Job Search, TAA

**3. WAGE (Work Alliance for Growth in the Economy) – Required partner**

Programs / Services: GED, English as Second Language, Career Readiness Certificate. Tabe Testing, Certifications in Industrial, Banking, & Clerical. Microsoft Office modules.

**Outside Workforce Center:**

**4. Arkansas Promise (Grant), Little Rock – Not required**

Programs / Services: They work with youth and families who receive SSI. They help in all aspects of the family centered approach.

**5. Arkansas Rehabilitation, Conway – Required partner**

Programs / Services : Disability Help in Job, Training, and equipment to help people work at a job.

**6. Carelink, Conway – Not required**

Programs / Services: They are a staffing agency that comes into the workforce to hire at home health care workers.

**7. Community Service Inc., Conway – Not required**

Programs / Services: Comprehensive Counseling for youth and families. They provide mentoring & counseling to all youth and families that request.

**8. Faulkner County Juvenile Court, Conway – Not required**

Programs / Services: working with Youth who have been incarcerated. From keeping them detained to serve their sentence to after care when they leave. They provide probation, and structure when they leave and refer them to workforce center to help with job search and programs.

**9. His Place His Way Ministries, Conway: - Not required**

Programs / Services: Helping all those who ask. They are a Local Ministry who helps with all sorts of fund raisers and helps find a place for those who are homeless.

**10. Women's Shelter of Central Arkansas, Conway – Not required**

Programs / Services: They help battered and abused individuals. They help relocated those individuals to a safe place. They also run a Crisis hotline for people to call with counselors to speak with anyone in need.

**Lonoke Workforce Center - Programs and Services of Partners**

**1. Arkansas Department of Workforce Services – Required**

The Arkansas Department of Workforce Services offers programs that are designed to enable the Arkansas workforce to compete in the global economy by linking a comprehensive array of services for employers and job seekers. The primary objective is to help job seekers find employment, to assist employers with finding qualified employees, and to provide pre-employment assessments and workforce development programs.

Services provided by the Arkansas Department of Workforce Services include:

- helping job seekers enhance their workplace skills;
- producing labor market information which includes unemployment rates, salary information and career information;
- administering the Transitional Employment Assistance (TEA) Program which provides employment and job-training assistance to working adults and eligible parents with children under the age of 18;
- providing staff support to the Arkansas Workforce Innovation and Opportunity Board;
- providing unemployment insurance benefits to those eligible;
- collecting unemployment insurance contributions from employers;
- assisting employers and job seekers who are affected by layoffs and closures;
- maintaining several Web sites to assist job seekers with job searches and provide labor market information for economic developers, researchers, and the general public.

## **2. Arkansas Human Development Corporation – Required**

The Arkansas Human Development Corporation (AHDC) program provides a variety of resources, services and information to both job seekers and employers. Core, Intensive and Training Services are available to Adults, Dislocated Workers and Youth in the Migrant & Seasonal Farm Working community. The main function of the AHDC is to assist Migrant & Seasonal Farm Workers to gain and maintain employment. Customers who receive training services must meet certain eligibility requirements.

Training services include Work Experience and Occupation Skills training. Work Experience pays a client a stipend as the client gains experience while working on a job. Occupational Skills training provides educational funding, not to exceed two years, while a client attends post-secondary school to complete a course of study leading to a credential that can be utilized to seek employment.

## **3. Arkansas Workforce Innovation and Opportunity Act - Required**

The Workforce Innovation and Opportunity Act (WIOA) Program, operated by the Central Arkansas Planning and Development District (CAPDD), serves the six counties of Monroe, Prairie, Lonoke, Faulkner, Saline and Pulaski, with the exception of the City of Little Rock. The WIOA program provides a variety of resources, services and information to both job seekers and employers. Core, Intensive and Training Services are available to Adults, Dislocated Workers and Youth. The main function of the WIOA is to assist job seekers to gain and maintain employment. If a job seeker is unable to obtain employment after receiving the initial Core and Intensive services, Training services may be provided. Core and Intensive services are free and available to all customers who are eligible to work in the United States. Customers who receive training services must meet certain eligibility requirements.

Training services include Work Experience and Occupation Skills training. Work Experience pays a client a stipend as the client gains experience while working on a job. Occupational Skills training provides educational funding, not to exceed two years, while a client attends post-secondary school to complete a course of study leading to a credential that can be utilized to seek employment.

Individuals looking for a job will need to be registered in the AJL database to be considered for employment counseling and job matching. Everyone who is employed is also welcome to register for Job Services, use the Workforce Center's computer lab, and do Internet job searches on their own.

#### **4. CareLink – Not Required**

CareLink provides programs that connect older people and their families with resources to meet the opportunities and challenges of aging. CareLink helps homebound older people receive services that allow them to stay at home as long as possible, avoiding more costly care.

CareLink interviews, takes applications and providing employment and/or careers in caregiving, social work, nursing, financial management, human resources, development, transportation and administrative specialties.

#### **5. Experience Works**

The Experience Works Program provides a variety of resources, services and information to job seekers, 50 and older and employers. Core, Intensive and Training Services are available to Adults and Dislocated Workers. The main function of Experience Works is to assist older workers to gain and maintain employment. Customers who receive training services must meet certain eligibility requirements.

Training services include Work Experience and Occupation Skills training. Work Experience pays a client a stipend as the client gains experience while working on a job. Occupational Skills training provides educational funding, not to exceed two years, while a client attends post-secondary school to complete a course of study leading to a credential that can be utilized to seek employment.

#### **6. Lonoke County Adult Education Center – Required**

Lonoke County Adult Education offers education and training courses to help adult clients upgrade their educational level, attain job readiness skills and improve the life skills that prepare them for self-sufficiency and improvement in the quality of life.

Lonoke County Adult Education Center provides students with the opportunity to study English as a Second Language (ESL) or attain the General Educational Development (G.E.D.) Credential. Among other options, students can enroll in the conversational Spanish classes, business computer classes, computer assisted instruction classes, or basic skills remediation classes for college or military entrance exams.

### **North Little Rock Workforce Center - Programs and Services of Partners**

#### **1. Arkansas Baptist College Adult Education Program – Required**

*Services Provided:* Serves the Little Rock and North Little Rock side of Pulaski County by planning, promoting and implementing educational activities to meet the needs of adults. These services include GED preparation, refresher classes, basic skills programs and teaching parents to help their children.

#### **2. Arkansas Job Corp – Required**

*Services Provided:* Education and Vocational Training, Recruitment services for Room, Board and Meals, Monthly Stipend, Clothing Allowance, Recreational Activities, Medical and Dental Care and much more.

#### **3. Communication and Outreach of Child Support Enforcement – Optional**

*Services Provided:* Assist Noncustodial parents who are unemployed and behind in child support payments offering employment placement assistance and job readiness services.

**4. Central Arkansas Development Council – Optional**

**Services Provided:** LiHeap, Crisis Intervention, Utility Assistance

**5. Experience Works – Optional**

*Services Provided:* Assistance to applicants 55 years of age and over who are low income and looking for employment. These eligible individuals participate in paid community service assignment at local public and nonprofit organizations.

**6. Pulaski County Special School District Adult Education/WAGE – Required**

*Services Provided:* TABE Testing (Test of adult basic education), GED Preparation, Basic Skills Improvement (prepare for pre-employment testing, college entrance/ABSVAB) WAGE: (Workforce Alliance for Growth in the Economy), Employability Certificate, Customer Service I Certificate, Customer Service II Certificate, Bank Teller Certificate, Industrial Certificate, Office Technology Certificate (w/Microsoft Office Professional 2010 Career Readiness Certificate TEST Preparation (CRC)

**7. Shorter College Alumni – Optional**

*Services Provided:* Recruitment of students for Post-Secondary Education

**8. Wagner Peyser (Employments Services)-DWS – Required**

*Services Provided:* Provides Employment, UI, and TAA Veteran Services to eligible individuals. Provides assistance to workforce office with Employers looking for qualified job seekers.

**E. Describe how the workforce centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs [WIOA Sec. 108(b)(21)]**

Currently, all partners located within the workforce centers are in the process of implementing the transition of using Arkansas Job Link (AJL) to all core partners.

**4.2 Describe the local board's assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. [WIOA Sec. 108(b)(7)]**

The coordination of training services for adult and dislocated workers will ensure efficient services are provided. Outreach through labor organizations and company management ensures that laid off workers have easy access to dislocated worker programs.

Program offerings to adult and dislocated worker clients are available through partner agencies such as the Arkansas Department of Career Education, and include customized training opportunities that respond to labor market growth and market trends. Prevocational training can be offered as necessary for adults and dislocated workers who may be lacking basic skills, English as a Second Language (ESL) skills, or other prevocational competencies. The Central Arkansas Workforce Development Board will ensure the coordination of support services as necessary for adults and dislocated workers who lack the financial means to sustain activities or training required to return or remain in the workforce.

**4.3 Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities. [WIOA Sec. 108(b)(8)]**



Rapid Response is an early intervention designed to coordinate transitional services at the earliest point possible, for employers and workers affected by mass layoffs or plant closure. Rapid Response works closely with the Local Workforce Development Board and Local Elected Officials in adversely affected areas to insure that dislocated workers receive program information and services.

Governor's Dislocated Worker Task Force division of Business Retention & Workforce Transition is responsible for the statewide rapid response and layoff aversion activities. Immediately upon receiving notice of a closure or workforce reduction, the Task Force contacts company officials. A community meeting is scheduled with elected officials and business leaders to create action plans to assist both the community and dislocated workers. To avoid duplication and confusion, local AWC staff do not initiate contact with an employer regarding a layoff without first speaking with the Task Force Coordinator.

The Business Retention & Workforce Transition team may conduct a worker assistance workshop, attended by representatives of local and state agencies and affected workers to review available resources. Services and needs discussed at the workshop may include retraining and educational opportunities, unemployment insurance, social service programs, credit counseling, insurance options and resources to find a new job.

The Task Force Coordinator also serves as the liaison to the local chambers of commerce throughout the area. Information is provided to them about the affected workers, including their occupations and their educational and skill levels. The local AWC staff builds on the services provided through the Governors Dislocated Workers Taskforce by providing information and services to the affected employees. Dislocated workers are given a full array of services available to them through the Arkansas Workforce Center partnership and community organizations.

State and local WIOA partners will continue to build and maintain relationships with the business community to help with early warning of potential layoffs and promote early intervention. Together, the following services will be provided:

- Layoff aversion activities
- Immediate and on-site contact with employers and local community representatives
- Assessment and planning to address the layoff schedule, assistance needs of impacted workers, re-employment prospects, and available resources
- Information and access to unemployment compensation benefits and programs, AWC services, and employment and training activities, including Trade Act, Pell Grants, GI Bill, WIOA DLW Program, and other resources
- Necessary services and resources, such as workshops, resource and job fairs to support re-employment assistance
- Trade Act petition services through the Governors Dislocated Workers Taskforce

**4.4 Describe the local board's assessment of the type and availability of youth workforce activities, including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]**

**Note:** This section must include a description of the program design elements as well as how the local area will implement the 14 program elements.

### WIOA YOUTH PROGRAM ELEMENTS

	Element	Implementation
1.	Tutoring, study skills training and instruction leading to high school completion, including dropout prevention strategies. Dropout prevention strategies can include, but are not limited to, placement in an alternative secondary school services setting, facilitating involvement of families and community, taking an individualized approach based on youth's individual needs.	Provision of on-line coursework, one-on-one instruction, peer-to-peer interaction, or in a group setting. Referrals to partners providing educational services and the use of on-line tutorials. The WDB authorizes incentives for the participants that achieve goals that contribute to their success. The primary goal of local WIOA youth programming is to insure youth completion of a HSD GED.
2.	Alternative high school services which offer specialized, structured curriculum inside or outside of the public school system which may provide work, study and/or academic intervention for students with behavior problems, physical/mental disabilities, who are at risk of dropping out, and/or who are institutionalized or adjudicated youth	WIOA youth programs will work closely with alternative schools throughout the west central area. Alternative schools will be one source for referrals for eligible WIOA Youth participants. WIOA youth services will be designed to complement activities occurring within alternative schools. The primary goal will be for the youth to obtain their high school diploma or a GED.
3.	Summer youth employment that takes place between May 15 <sup>th</sup> and September 30 <sup>th</sup> and consists of employment for which youth are paid a wage. Summer employment should be coordinated and linked with academic and occupational learning that leads to the career or employment goal as stated in the individual service strategy.	Participants will prepare for employment opportunities through the provision of various services including, but not limited to: <ul style="list-style-type: none"> <li>• basic skill remediation;</li> <li>• supervised work experiences;</li> <li>• pre-employment abilities such as career planning, resume preparation, use of labor market information, completing applications, and interviewing skills attainment ;</li> <li>• attainment of core employability/work maturity skills such as dependability, honesty, problem solving skills, initiative, enthusiasm, team player;</li> <li>• Interpersonal skills, appearance, leadership, and cultural sensitivity. emphasis on jobs in in-demand and emerging industries;</li> </ul>

4.	Paid and unpaid work experiences, including internships and job shadowing are short-term, planned, structured learning experiences that occur in a workplace and are focused on career exploration and the development of work readiness skills. The primary purpose of work experiences is to expose youth to the requirements of work and to employers expectations. An employer may benefit from the work done by a youth, but the primary benefit must be to the youth.	Work opportunities with an emphasis on jobs in in-demand and emerging industries;
5.	Occupational skills training constitutes an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels. These include programs that lead to the attainment of a certificate or credential, participation in Job Corps, apprenticeship programs, and training programs that provide skills necessary to enter or advance in a specific occupation.	Enrollment into programs that provide recognized degrees, certifications, or marketable skills for in-demand and emerging occupations;
6.	Leadership development opportunities, which include community service and peer-centered activities that encourage responsibility, employability, and other positive social behaviors. Examples include community volunteering, peer mentoring or tutoring, character education, citizenship education, including how and why to vote, serving on a youth council, community or advocacy organization board, leadership training consisting of how to work in a team, how to run meetings, diversity training, and life skills training such as parent education, financial education, goal setting and conflict resolution.	Participation in community service learning projects, peer centered activities, teambuilding, life-skills training, healthy lifestyle choices, etc.;
7.	Adult mentoring for a duration of at least 12 months; this service may occur during program participation or during the Follow-up period. Adult mentoring is a one-to-one supportive relationship between an adult and a youth that is based on trust. High-quality adult mentoring programs include an adult role model who builds a working relationship with a youth and who fosters the development of positive life skills in youth.	Referral to community-, faith-based, and/or other organizations to provide one-on-one encouragement and direction;
8.	Supportive services to enable an individual to participate in WIOA youth program activities. These may include, but are not limited to, housing, meals, medical care, day care, transportation, school related supplies, training related supplies, etc.	Assistance with transportation, childcare, clothing, supplies, and related needs;
9.	Follow-up services include activities after completion of participation to monitor youths' success during their transition to employment and further education and to provide assistance as needed for a successful transition. Follow-up services must be provided for not less than 12 months after obtaining employment and/or completion of participation.	Frequent interaction, including guidance and counseling, support services, and other assistance for at least 12 months after exit;
10.	Comprehensive guidance and counseling to help youth make and implement informed educational, occupational, and life choices. It includes imparting skills through counselor-directed learning opportunities that help youth achieve success through academic, career, personal, and social development.	Career counseling will be an integral part of youth programming and provide the basis for individual employment plans

11.	Financial literacy education to help youth gain the skills needed to create household budgets, initiate savings plans, and make informed financial decisions about education, retirement, home ownership, wealth building, or other savings goals. An example of financial literacy education is the FDIC approved Money Smart curriculum.	Financial literacy education is supported by activities such as partnerships with financial institutions and to provide workshops at the local one stop.
12.	Entrepreneurial skills training including the use of curriculum based training modules that teach youth the value of being skilled and applying those skills to meet a consumer need or demand; to think creatively and critically; to problem solve; how to recognize opportunities, and other skills related to entrepreneurialism.	Entrepreneurial skills training is supported by activities such as partnerships with economic development agencies and referrals to business development organizations.
13.	Services that provide career awareness, career counseling, and career exploration by using labor market and employment information about in-demand industry sectors or occupations available in the local area.	Workshops and other services that prepare youth for careers in in-demand and/or emerging occupations. Information is provided in the local one-stops or on-line systems such as the Arkansas Job Link. Information about in-demand industry sectors or occupations is available in areas, such as career awareness, career counseling, and career exploration services.
14.	Activities that help youth prepare for and transition to post-secondary education and training includes the delivery of activities listed within the 14 WIOA program elements and other activities that provide exposure to post-secondary education options; assisting youth with placement into post-secondary education; and placement into training opportunities such as apprenticeships and occupational training	Individual guidance and counseling, including career pathway discussion; assistance with applications for FAFSA; and referral to enrollment and career counseling services at Post-secondary institutions.

**4.5 Describe local board actions to become and/or remain a high-performing local board, consistent with the factors developed by the Arkansas Workforce Development Board. These factors have not been determined but will include effectiveness and continuous improvement criteria for local boards. [WIOA Sec. 108(b)(18)]** (See Appendix C: *Transitional Planning References and Resources*)

The Central Arkansas Workforce Development Board will engage in continuous monitoring of the programs to ensure compliance with the laws and that performance measures are met. Board members have a complete understanding of their roles and inventory their own resources. The Board also has policies and procedures in place which ensure continuous improvement and oversight is in place.

**4.6 Describe how training services will be provided in accordance with WIOA Sec. 134(c)(3)(G), the process and criteria for issuing individual training accounts. [WIOA Sec. 108(b)(19)]**

Training services will be provided to eligible participants and may be for various types of training including on-the-job training, work experience, apprenticeship or classroom training.

The individual training accounts (ITA) system is used by participants who are eligible for training services and choose to attend training. A case manager uses the WIOA Training Expenditure Form and Financial Aide documentation various educational institutions to determine a participant's financial need from WIOA. The individual selects the course of study from the eligible training provider list. The individual must have made application and received determination from other funding sources and present the award letter to the career specialist to show the monetary amounts of unmet financial need. Consideration of all available funds, excluding loans, will determine the person's overall need for WIOA funding. The ITA may be used to cover expenses for tuition, books, fees, supplies and/or tools. Case manager will make sure that there is no duplication of services.

The amount of monies available from all sources, the financial status of the family and the potential of the applicant prior to a determination of qualification are also taken into consideration. If approved, the ITA is completed by the employment/training advisor. The Eligible Training Provider will invoice the WIOA Program each semester. ITA's may be adjusted up or down based upon case necessity. ITA's are not issued if the training program is not on the Arkansas Consumer Report System (ACRS) list.

**4.7 If contracts for training services are used, describe processes utilized by the local board to ensure informed customer choice in the selection of training programs, regardless of how the training services are to be provided. [WIOA Sec. 108(b)(19)]**

Once full board approval was made on September 15, 2016, the ETP list was distributed to all workforce centers. Participants approved for training through the ITA system must choose one of the approved programs in order to receive an ITA. The document developed at the request of the CAWDB categorized the training programs into the seven in demand industry sectors for the region. This action was to assist customer choice in the selection of a training program which will increase the probability of employment.

**4.8 Describe the process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 108(b)(22)] and [WIOA Sec. 134(c)(3)(G)(iii)]**

All training providers will complete an online electronic application through the automated Arkansas Consumer Reporting System. All training must be directly linked to employment opportunities in the local area. Training for occupations in which a participant is willing to relocate will be analyzed by the Executive Committee on a case by case basis. Any training for a participant that is paid for by WIOA funds must be on the Projected Employment Opportunities List for the state or local area. To be included on the Eligible Training Provider List (ETPL), providers must submit an electronic application to the local board for their approval. Furthermore, the CAWDB has realigned eligible training providers to ensure ETPs support occupations within the seven in-demand industry sectors.

## **Section 5: Compliance**

Responses are focused on the local area's compliance with federal or state requirements. Please provide a separate response for each of the elements listed below.

- 5.1 Describe the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board and the Vocational Rehabilitation programs operated in the area with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Sec. 108(b)(14)]**

The Central Arkansas Workforce Area has current “Memorandums of Understanding” (MOUs) with all of the various partners housed in the five workforce centers. Arkansas Rehabilitation Services is one of those partners and are co-located in the North Little Rock, Conway, and Brinkley workforce centers. This partnership enables the Central Arkansas Workforce Area to enhance services to individuals with disabilities. The agreement also allows for the sharing of information, data, and provides joint services to participants.

The Central Arkansas Workforce Development Area staff is currently developing memorandums of understanding (MOU) that will be commensurate with WIOA with all of the workforce center partners.

- 5.2 Identify the entity responsible for the disbursement of grant funds as determined by the Chief Elected Official(s). [WIOA Sec. 108(b)(15)]**

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- 5.3 Describe the competitive processes to award the sub grants and contracts for activities funded by WIOA Title I programs within the local area. This includes, but is not limited to, the process used to award funds to a one-stop operator and other sub-recipients/contractors of WIOA Title I adult, dislocated worker, and youth services. [WIOA Sec. 108(b)(16)]

The local board uses an RFP or RFQ process to award sub grants and contracts. The notice advertising the RFP or RFQ is placed at least twice in a statewide newspaper. Additional media sources may be used. Each proposal submitted is rated based on specific criteria. After the evaluation, the rating of each proposal is presented to the full board. The provider is selected by the local board with agreement by the Consortium of Chief Elected Officials.

- 5.4 Describe the local area's negotiated local levels of performance for the federal measures and their implications upon the local workforce system; attach the completed Performance Targets Template. [WIOA Sec. 108(b)(17)]

**Note:** See Appendix C: Transitional Planning References and Resources "Performance Targets Template".

The Department of Labor provided the State of Arkansas with a performance tool which is based in excel. The tool using 2014 WIA to generate baseline indicators for performance. The tool populates performance for the following categories:

Adult: Employment Rate 2<sup>nd</sup> Quarter after exit, Employment Rate 4<sup>th</sup> Quarter after exit, Median Earnings 2<sup>nd</sup> Quarter after exit, Credential Attainment within 4 Quarters after Exit.

Dislocated Worker: Employment Rate 2<sup>nd</sup> Quarter after exit, Employment Rate 4<sup>th</sup> Quarter after exit, Median Earnings 2<sup>nd</sup> Quarter after exit, Credential Attainment within 4 Quarters after Exit.

Wagner-Peyser: Employment Rate 2<sup>nd</sup> Quarter after exit, Employment Rate 4<sup>th</sup> Quarter after exit, Median Earnings 2<sup>nd</sup> Quarter after exit.

Youth: Employment or Placement Rate 2<sup>nd</sup> Quarter after exit, Employment or Placement Rate 4<sup>th</sup> Quarter after exit, Credential Attainment within 4 Quarters after exit.

- 5.5 Describe the indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), eligible providers and the one-stop delivery system, in the local area.**  
[WIOA Sec. 108(b)(17)]

Financial reports will be provided to the full board at every local board meeting in order for the local board to remain informed of all activities throughout the Title 1 funding. The local WIOA monitor will provide quarterly monitoring reports of the fiscal operations of the one stop operator and youth service provider. The monitor will also provide an annual program service monitoring report to the Executive Committee of the local board. There will also be a separate procured independent audit of the one stop operator and first agent on an annual basis.

The Executive committee will review applications for the Eligible Training Provider List twice a year. They will meet prior to the local board meetings in the middle and end of each respective year. When reviewing ETPs the Executive Committee will be provided with reports on the performance of ETPs such as the *2016 Economic Security Report: Employment and Earnings Outcomes of Arkansas's Graduates from State-Supported Institutions of Higher Education*

(<http://dws.arkansas.gov/News/PDF/Act%20852%20Economic%20Security%20Report.pdf>)

- 5.6 Describe the process used by the local board for the receipt and consideration of input into the development of the local plan in compliance with WIOA section 108(d). Describe the process to provide an opportunity for public comment prior to submission of the local plan. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plan.** [WIOA Sec. 108 (b)(20)]

Upon completion of a draft local plan, an advertisement will be placed in the statewide newspaper giving the public time to review and submit any comments back to Central Arkansas Workforce Development Area for a 30 day period. The plan will remain on display for that 30 day period and anyone wishing to review may stop by any of the five workforce centers listed in Section 3.1B, between the hours of 8:00 a.m. and 4:30 p.m. The public may also request a mailed copy of the plan by contacting Central Arkansas Planning and Development District in Lonoke Arkansas. The draft plan and all public comments received shall be presented to the Central Arkansas Workforce Development Board for their consideration and approval.

- 5.7 Prior to the date on which the local board submits a proposed local plan, the proposed local plan must be made available to members of the public through electronic and other means.**

- A. Describe how the local board made the proposed local plan available for public comment.**  
[WIOA Sec. 108(d)(1)];

The local and regional plan will be made available through email, public display, and on



Central Arkansas Workforce Development Area's website: [www.WorkforceAR.com](http://www.WorkforceAR.com)

- B. Describe how the local board collected and considered public comments for inclusion in the proposed local plan. [WIOA Sec. 108(d)(2)]; and**

Following the conclusion of the public comment period, comments collected during the public comment period will be presented to the board for review and consideration.

- C. If any comments were received that represent disagreement with the proposed local plan, include such comments within the local plan's attachments. [WIOA Sec. 108(d)(3)]**

Disagreements or concerns received during the public comment period will be addressed following the Board's review of said concerns. Those concerns will also be included in the attachments of this plan.

- 5.8 List the name, organization, and contact information of the designated equal opportunity officer for each workforce center within the local area.**

Tina Roush  
Deputy Director/ EEO Officer  
P.O. Box 300  
Lonoke, AR 72086  
501-676-2721

## Section 6: Plan Assurances

	Planning Process and Public Comment	References
☒	6.1 The local board has processes and timelines, consistent with WIOA Section 108(d), to obtain input into the development of the local plan and provide the opportunity for comment by representatives of business, labor organizations, education, other key stakeholders, and the general public for a period that is no less than 30 days.	WIOA Sections 108(d); proposed 20 CFR 679.550(b)
☒	6.2 The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)
☒	6.3 The local board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIOA Section 107(e); proposed 20 CFR 679.390 and 679.550
	<b>Required Policies and Procedures</b>	<b>References</b>
☒	6.4 The local board makes publicly-available any local requirements for the public workforce system, such as policies, including policies for the use of WIOA Title I funds.	Proposed 20 CFR 679.390

☒	6.5	The local board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.	WIOA Section 107(h); proposed 20 CFR 679.410(a)-(c)
☒	6.6	The local board has copies of memoranda of understanding between the local board and each one-stop partner concerning the operation of the one-stop delivery system in the local area, and has provided the State with the latest versions of its memoranda of understanding.	WIOA Section 121(c); proposed 20 CFR 678.500-510
☒	6.7	The local board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated no less than once every three years.	WIOA Section 121(c)(v)
☒	6.8	The local board has negotiated and reached agreement on local performance measures with the local chief elected official(s) and the Governor.	WIOA Sections 107(d)(9) and 116(c); proposed 20 CFR 679.390(k) and 677.210(b)
☒	6.9	The local board has procurement policies and procedures for selecting one-stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.	WIOA Sections 121(d) and 123; proposed 20 CFR 678.600-615 and 681.400
☒	6.10	The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts	WIOA Sections 107(d)(10), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)-(m) and 680.410-430
☒	6.11	The local board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	WIOA Section 181(c); proposed 20 CFR 683.600
☒	6.12	The local board has established at least one comprehensive, full-service one-stop center and has a written process for the local Chief Elected Official and local board to determine that the center conforms to the definition therein.	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305
☒	6.13	All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)
☒	6.14	The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	WIOA Section 188; 29 CFR 37.42
☒	6.15	The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting,	WIOA Section 188; 29 CFR 37.42

	outreach efforts, assessments, service delivery, partner development, and numeric goals.	
<input checked="" type="checkbox"/>	6.16 The local board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.	WIOA Section 188; 29 CFR 37.54(a)(1)
<input checked="" type="checkbox"/>	6.17 The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 37.37
<input checked="" type="checkbox"/>	6.18 The local board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements	2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGL 2-12; 29 CFR Part 93.100
<input checked="" type="checkbox"/>	6.19 The local board ensures that one-stop Migrant and Seasonal Farmworker (MSFW) and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven.	WIOA Section 167
<input checked="" type="checkbox"/>	6.20 The local board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	WIOA Sections 116(i)(3) and 185(a)(4); 20 USC 1232g; proposed 20 CFR 677.175 and 20 CFR part 603
<input type="checkbox"/>	<b>Administration of Funds</b>	<b>References</b>
<input checked="" type="checkbox"/>	6.21 The local board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIOA Section 108(b)(16); proposed 20 CFR 679.560(a)(15); WIOA Section 134(c)(3)(G); proposed 20 CFR 680.300-310
<input checked="" type="checkbox"/>	6.22 The local board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program funds.	WIOA Section 108(b)(15)
<input checked="" type="checkbox"/>	6.23 The local board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	WIOA Section 184(a)(3); proposed 20 CFR 683.200, 683.300, and 683.400-410
<input type="checkbox"/>	6.24 The local board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	WIOA Section 184(c); 20 CFR Part 652; proposed 20 CFR 683.410(a), 683.420(a), 683.750

<input checked="" type="checkbox"/>	6.25 The local board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Section 181(b)(7); proposed 20 CFR 680.850
<input type="checkbox"/>	<b>Eligibility</b>	<b>References</b>
<input checked="" type="checkbox"/>	6.26 The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career services and training services, consistent with state policy on eligibility and priority of service.	Proposed 20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A
<input checked="" type="checkbox"/>	6.27 The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	WIOA Section 134(c)(3)(G); Proposed 20 CFR 680.300-320
<input checked="" type="checkbox"/>	6.28 The local board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	WIOA Sections 129(c)(2)(G) and 134(d)(2); proposed 20 CFR 680.900-970; proposed 20 CFR 681.570
<input checked="" type="checkbox"/>	6.29 The local board has a written policy for priority of service at its workforce centers for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.	Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09

## **APPENDIX C: Transitional Planning References and Resources**

### **I. State of Arkansas's Combined Workforce Development Strategic Plan (*State Plan*)**

President Obama signed the Workforce Innovation and Opportunity Act (WIOA) into law on July 22, 2014, providing a framework for Governors and states to make changes to their workforce systems. The federal law sets the parameters for the workforce system which is an integral part of the State's ability to serve jobseekers and employers. WIOA will enable the State to align workforce priorities across multiple partners, training providers, employers and others to ensure we are creating a skilled workforce for today and the future.

An effective workforce development system will be built on a foundation of alignment, innovation, employer engagement, accountability structures and improved data. Arkansas will look beyond WIOA to set broad goals for a comprehensive workforce development system. We will do this by providing the highest quality of service to jobseekers and employers through well-coordinated approaches at the state and local levels. System access will be enhanced through the use of technology and creative partnerships with community organizations and other service providers. While access will be improved for all jobseekers, the provision of services and training will be focused on those most in need and hardest to serve.

The four main goals in the State's Combined WIOA Plan are as follows:

**Strategic Goal 1: Develop an efficient partnership with employers, the educational system, workforce development partners, and community -based organizations to deliver a platform that will prepare a skilled workforce for existing and new employers.**

Goal 1 Objectives:

1. Expand employer partnerships through the support of industry engagement.
2. Identify and promote best practices (private and public) for developing and sustaining partnerships.
3. Expand partnership with economic development to refine sector strategies.
4. Improve communication/participation between education entities, local and state boards, government agencies, community-based organizations, and employers.
5. Increase accountability and clarity of action between all workforce related boards.
6. Increase the utilization of Registered Apprenticeship programs as viable talent development opportunities.
7. Increase connections with employers and Vocational Rehabilitation agencies to provide support and employment for youth and adults with disabilities.
8. Partner with K-12 education, higher education, career and technical education, and adult education to provide consistent rules and eliminate barriers to implementing training programs around the State.
9. Explore data sharing opportunities with non-governmental organizations that are committed partners to the state's workforce center system that will lead to improved

intake, referral, and case management for customers served by multiple agencies (both public and private).

10. Expand small business participation.

### **Strategic Goal 2: Enhance service delivery to employers and jobseekers.**

#### **Goal 2 Objectives:**

1. Develop a common intake process for jobseekers and businesses that will efficiently connect them with services available from all workforce development partner programs and identify any barriers to employment that need to be addressed.
2. Develop an integrated data system that will enable the sharing of information between partner agencies to more efficiently service both employers and jobseekers.
3. Promote training that leads to industry recognized credentials and certification.
4. Support transportable skill sets for transportable careers.
5. Support career pathways development and sector strategy initiatives as a way to meet business and industry needs.
6. Expand service delivery access points by the use of virtual services.
7. Develop a common business outreach strategy with a common message that will be utilized by all workforce system partners.
8. Develop a menu of services available at each service delivery access point that provides a list of the services and training opportunities available through Arkansas's talent development system.
9. Utilize customer satisfaction surveys to ensure continuous improvement of the State's talent development system.
10. Explore data sharing opportunities with non-governmental organizations that are committed partners to the state's workforce center system that will lead to improved intake, referral, and case management for customers served by multiple agencies (both public and private).

### **Strategic Goal 3: Increase awareness of the State's Talent Development System**

#### **Goal 3 Objectives:**

1. Increase access to the workforce development system through a no wrong door approach to services.
2. Change employer and jobseeker perceptions of the workforce system.
3. Develop an image-building outreach campaign that educates Arkansans about the services and the career development opportunities available in the State.
4. Utilize technology, including social media and search engine optimization, to better connect jobseekers and employers with the talent development system in Arkansas.
5. Develop a user-friendly website that provides a common repository of information about career development opportunities that are relevant to K-12 education, parents, educators, adults, employers, government agencies, and the general public.

### **Strategic Goal 4: Address Skills Gaps**

Goal 4 Objectives:

1. Conduct a statewide skills and asset analysis to determine the skills gap present and resources available to solve the skills issue.
2. Develop and implement an action plan to close the basic core, technical, and soft skills gaps in Arkansas.
3. Analyze the effectiveness of currently used job readiness standards and ensure coordination between the Arkansas Career Readiness Certificate program and the Workforce Alliance for Growth in the Economy (WAGE) program.

PY 2016 – PY 2019 Combined State Plan to be found at <http://dws.arkansas.gov/wioa.htm>

**II. State Policy and Guidance.**

State policy can be found at <http://dws.arkansas.gov/wioa.htm>

**III. Labor Market and Workforce Information.**

**A. Discover Arkansas**

Labor Market Information Portal Arkansas Labor Market Information (LMI) is posted online using the Discover Arkansas web portal located at [www.discoverarkansas.net](http://www.discoverarkansas.net) and is available to the general public.

**B. Arkansas State Plan Economic and Workforce Analysis**

The Arkansas Combined State Plan includes an analysis of the current workforce. The data provided in Section II of the state plan under strategic elements may be very helpful to local boards in conducting a local area and regional economic and workforce analysis.

To provide local workforce boards in the state with tools for development planning in their own areas, data were downloaded and prepared from the Arkansas Department of Workforce Services Labor Market Information (LMI) website, <http://www.discoverarkansas.net>. These data were then turned into interactive visualizations, which are available at the following websites. These visualizations can be downloaded as an image or in PDF format. The goal is to help stakeholders at the state and local level better understand future industry and occupational needs and to provide workforce development boards with the tools needed to better serve their areas.

The data available at <http://arkansasresearchcenter.org/arc/index.php?cid=153> includes:

- Industries in 2012
- Job Growth in 2022
- Projected Job Growth by Workforce Development Area
- Projected Job Growth by Industry
- Percent Workforce in 2022

These data demonstrate the current makeup of the workforce by major industry, as well as projections of the number of jobs these industries will need in 2022. To the right of the visualizations are "filters" to help explore the data choosing multiple regions to compare, such as United States vs Arkansas, Arkansas vs. workforce region, or directly compare regions.

The data available at <http://arkansasresearchcenter.org/arc/index.php?CID=154> includes:

- Arkansas Occupations, Current and 2022 Projections, which includes data visualizations concerning occupations in Arkansas, both currently and projections for 2022. Occupations are listed by their Standard Occupation Code (SOC) title. The SOC system is hierarchical. SOC Major codes are the top level occupational areas, such as "Construction and Extraction Occupations." At the next level would be SOC Minor, one of which for the above would be "Construction Trades Workers." Finally there is SOC Detail, such as "Stonemasons" or "Carpenters." This web tool allows users to manipulate the data by indicating the level of detail desired.

**IV. PY 2016 Performance Targets Template. *(Attached)***

**V. Other Resources.**

- TEN 1-15; Promising Practices in Achieving Universal Access and Equal Opportunity: A Section 188 Disability Reference Guide; July 6, 2015
- TEGl 37-14; Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System; May 29, 2015
- Americans with Disabilities Act (ADA)





## APPENDIX C:

PY 2016 - PY 2017

Local Area WIOA Negotiated Performance Goals

## Transitional PY2016 – PY 2017 Local Plan

### Appendix C: Local Area WIOA Negotiated Performance Goals

Name of local workforce development area: Central Arkansas Workforce Development Area

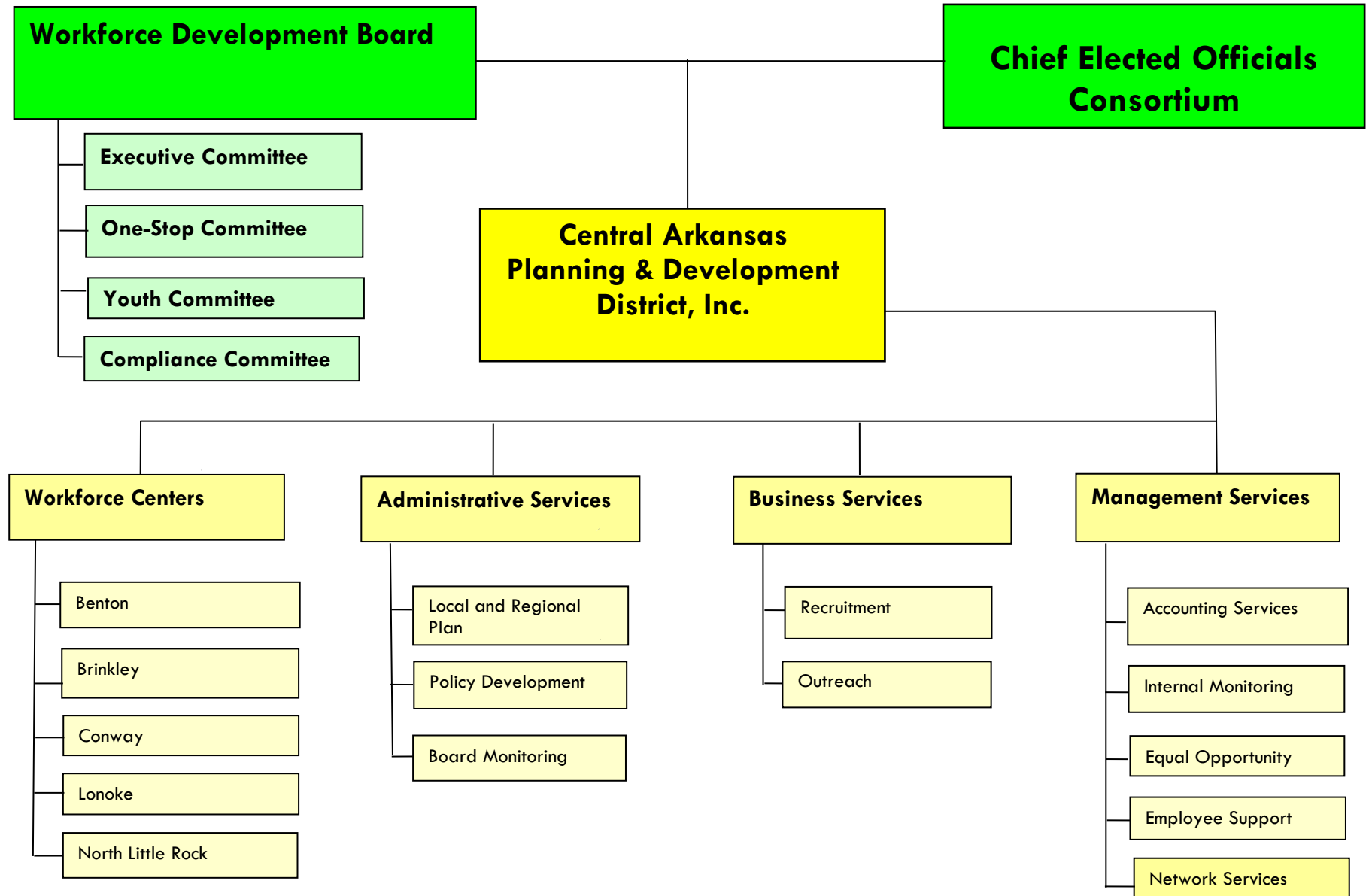
<b>WIOA Performance Measures</b>	<b>Local Area PY15 Performance Goals</b>
<b>Employment (Second Quarter after Exit)</b>	
<b>Adult</b>	<b>82.5%</b>
<b>Dislocated Worker</b>	<b>77%</b>
<b>Youth</b>	<b>75%</b>
<b>Employment (Fourth Quarter after Exit)</b>	
<b>Adult</b>	<b>78%</b>
<b>Dislocated Worker</b>	<b>74.5%</b>
<b>Youth</b>	<b>71.2%</b>
<b>Median Earnings (Second Quarter after Exit)</b>	
<b>Adult</b>	<b>\$5,842</b>
<b>Dislocated Worker</b>	<b>\$6,400</b>
<b>Youth</b>	<b>---</b>
<b>Credential Attainment Rate</b>	
<b>Adult</b>	<b>75.3%</b>
<b>Dislocated Worker</b>	<b>75%</b>
<b>Youth</b>	<b>70%</b>
<b>Measurable Skill Gains</b>	
<b>Adult</b>	<b>Baseline</b>
<b>Dislocated Worker</b>	<b>Baseline</b>
<b>Youth</b>	<b>Baseline</b>
<b>Effectiveness in Serving Employers</b>	
<b>Adult</b>	<b>Baseline</b>
<b>Dislocated Worker</b>	<b>Baseline</b>
<b>Youth</b>	<b>Baseline</b>

Baseline Indicator Explanation: Each State submitting a Unified or Combined Plan is required to identify expected levels of performance for each of the primary indicators of performance for the first two years covered by the plan. The State is required to reach agreement with the Secretary of Labor, in conjunction with the Secretary of Education on state adjusted levels of performance for the indicators for each of the first two years of the plan.

To effect an orderly transition to the performance accountability system in Section 116 of the WIOA, the Departments will use the transition authority under WIOA sec. 503(a) to designate certain primary indicators of performance as “baseline” indicators in the first plan submission. A “baseline” indicator is one for which States will not propose an expected level of performance in the plan submission and will not come to agreement with the Departments on adjusted levels of performance. “Baseline” indicators will not be used in the end of the year performance calculations and will not be used to determine failure to achieve adjusted levels of performance for purposes of sanctions. The selection of primary indicators for the designation as a baseline indicator is made based on the likelihood of a state having adequate data on which to make a reasonable determination of an expected level of performance and such a designation will vary across core programs.

ATTACHMENT A:  
CENTRAL ARKANSAS WORKFORCE DEVELOPMENT AREA  
ORGANIZATIONAL CHART

# Central Arkansas Workforce Development Area



ATTACHMENT B:  
CENTRAL ARKANSAS WORKFORCE DEVELOPMENT BOARD  
ROSTER

# Central Arkansas Workforce Development Board of Directors

## **FAULKNER COUNTY**

Bass, Deandrea  
District Manager  
Arkansas Rehabilitation Services

Graham, Jonathon  
Field Representative  
Plumbers & Pipefitters Local #155

Harrell, Rocky  
Owner  
Rock Farms, LLC

Heffington, David  
Market President  
First Service Bank – Greenbrier

Kirkdoffer, Diana  
Local Office Manager  
Arkansas Department of Workforce Services

## **LONOKE**

Brannon, Michael  
Commercial Lender  
First Community Bank

Florence, Michael  
CEO  
ALPS, Inc.

High, Sam  
Veteran Representative  
The American Legion

Danny Hopkins  
Maintenance Manager  
Remington Outdoor Company

Shelton, Debbie  
Director  
Lonoke School District

## **MONROE**

Padget, Gary  
President and CEO  
Southern Paramedic Service

## **PRAIRIE**

Kelly, Byrum  
Owner  
Prescription Shop Pharmacy

Surratt, Joyce  
Owner  
Craig's Bar-B-Q

Walker, Molly  
Administrator  
Des Arc Nursing and Rehab

## **PULASKI**

Allgood, Michele  
Attorney  
Mitchell Williams Law Firm

Bethards, Lois  
Director  
American Indian Center of Arkansas

Blaty, Richard  
Membership Representative  
International Brotherhood of Electrical Workers

## PULASKI

Delong, Michael  
Provost  
Pulaski Technical College

Dozier, Brent  
Vocational Rehab Counselor  
DHS – Division of Services for the Blind

Gerfen, Michael  
Director, Workforce Analysis & Assistance  
Institute for Economic Advancement, UALR

Manning, Christy  
State Program Manager  
Experience Works, Inc.  
Fox Meadows Center

McCalister, Jimmy  
International Union of Painters & Allied Trades

Perry, Mark  
Financial Representative  
Modern Woodman Fraternal Financial

Young, Clevon  
Executive Director  
Arkansas Human Development Corporation

## SALINE

Little, Holley  
Regional Manager  
FirstStaff

Roedel, Rob  
Manager of Corporate Communications  
Electric Co-Op of Arkansas

Terrell, Lori  
Group Human Resource Manager  
Coors Tek

## Central Arkansas Workforce Development Board Committees

### Compliance Committee

Bass, Deandriea  
District Manager  
Arkansas Rehabilitation Services

Bethards, Lois  
Director  
American Indian Center of Arkansas

Dozier, Brent  
Vocational Rehab Counselor  
DHS – Division of Services for the Blind

High, Sam  
Veteran Representative  
The American Legion

Jones-Washington, Gaye  
Rehab Area Manager  
Arkansas Rehabilitation Services

McCalister, Jimmy  
International Union of Painters & Allied Trades

Murphy, Sara  
Assistant Superintendent  
Conway Human Development Center

Price, Brandon  
Administrator  
Lakewood Nursing & Rehab

Terrell, Lori  
Group Human Resource Manager  
Coors Tek

Underwood, Steve  
Attorney  
Arkansas Asset Protection Group

Walker, Molly  
Administrator  
Des Arc Nursing and Rehab

### Executive Committee

Allgood, Michele  
Attorney  
Mitchell Williams Law Firm

Gerfen, Michael  
Director, Workforce Analysis & Assistance  
Institute for Economic Advancement, UALR

Perry, Mark  
Financial Representative  
Modern Woodman Fraternal Financial

### One-Stop Committee

Adaway, Jarvis  
Assistant Manager  
Dillard's

Danner, Charles  
Arkansas Department of Workforce Services

DeLong, Michael  
Provost  
Pulaski Technical College

Florence, Michael  
CEO  
ALPS, Inc.

Hopkins, Danny  
Maintenance Manager  
Remington Outdoor Company

Kelly, Byrum  
Owner  
Prescription Shop Pharmacy

Kirkdoffer, Diana  
Local Office Manager  
Arkansas Department of Workforce Services



### **One-Stop Committee**

Manning, Christy  
State Program Manager  
Experience Works, Inc.  
Fox Meadows Center

Padget, Gary  
President and CEO  
Southern Paramedic Service

Roedel, Rob  
Manager of Corporate Communications  
Electric Co-Op of Arkansas

Shelton, Debbie  
Director  
Lonoke School District

Little, Holley  
Regional Manager  
FirstStaff

Stires, James  
Human Resource Manager  
Kimberly Clark

Surratt, Joyce  
Owner  
Craig's Bar-B-Q

Young, Clevon  
Executive Director  
Arkansas Human Development Corporation

### **Youth Committee**

Blaty, Richard  
Membership Representative  
International Brotherhood of Electrical Workers

Brannon, Michael  
Commercial Lender  
First Community Bank

Compass, Carol  
President  
Professional Nursing Solutions, LLC

Graham, Jonathon  
Field Representative  
Plumbers & Pipefitters Local #155

Harrell, Rocky  
Owner  
Rock Farms, LLC

Heffington, David  
Market President  
First Service Bank – Greenbrier