



Appendix B:

PY 2020 - 2024 Central Arkansas
Workforce Development Board
Local Plan

APPENDIX B

Central Arkansas Workforce Development Board PY 2020 – PY 2024 Local Plan

The Workforce Innovation and Opportunity Act (WIOA) requires each local workforce area to develop a local plan that supports workforce development that 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)]

In the Central Arkansas Region, the top three private industries (by Employment) not taking Pulaski County into consideration are: 1. Health Care & Social Assistance with, which experienced growth of 10% since 2013; 2. Food Services that experienced growth of 10% since 2013; and 3. Manufacturing experienced growth of 3% since 2013. Growth percentages were calculated by the change in jobs from 2013 to 2018.

Top 3 Private Industries (by Employment) in 2019

- **1) Health Care and Social Assistance**
 - Employs 13,550 workers
- **2) Food Services**
 - Employs 10,258 workers
- **3) Manufacturing**
 - Employs 6,626 workers

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

- 97,869 Total Employees in 2018 (covered under UI tax law). This is an increase of 23% from 2014.
 - 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 by 2024 (Ranked by Net Growth)

Top 10 Fastest Growing Industries Ranked by Percent Growth (Minimum Employment of 50)

NAICS Code	NAICS Title	2014 Estimated Employment	2024 Projected Employment	Net Growth	Percent Growth
621000	Ambulatory Health Care Services	4,872	7,610	2,738	56.20%
523000	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	166	213	47	28.31%
722000	Food Services and Drinking Places	14,341	18,049	3,708	25.86%
622000	Hospitals	4,739	5,925	1,186	25.03%
551000	Management of Companies and Enterprises	1,261	1,567	306	24.27%
451000	Sporting Goods, Hobby, Book, and Music Stores	750	926	176	23.47%
213000	Support Activities for Mining	835	1,013	178	21.32%
531000	Real Estate	1,369	1,644	275	20.09%
115000	Support Activities for Agriculture and Forestry	210	251	41	19.52%
111000	Crop Production	441	522	81	18.37%

Source: discover.arkansas.gov

2018 Average Annual Wages (Private Sector)

Ranked by County

1) Faulkner County=	\$51,580	4) Lonoke County=	\$42,978
2) Prairie County=	\$38,507	5) Monroe County=	\$34,388
3) Saline County=	\$44,976		

Central LWDA Annual Average Wage= \$42,485

Based on data obtained from the United States Census Bureau, the median average annual salary in the State of Arkansas is 44,334, which is up from \$41,264 from the previous version of this plan, and as compared to the average wage in the Central Region of \$42,485.

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 is understandable why so many Fortune 500 companies operate within the region. Conway, Arkansas hosts a VIRCO manufacturing plant as well as the

headquarters for Acxiom. Ben E Keith recently built on a new facility in North Little Rock, Remington Arms has a manufacturing plant in Lonoke Arkansas, and Caterpillar has manufacturing and distribution centers across the Central Region, 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 of 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 the barrier they may face. In addition, 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 that 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 1,651¹. 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.

[Jobs by Industry 2018-2024](#)

In 2018, Health Care and Social Assistance jobs configure 13.94% in Central Arkansas compared to the State level of 12.97%. Retail trade employs 10.78% of the Central Arkansas workforce, while the State percentage is 10.19%. 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 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.

¹ United States Census Bureau, 2010

Long-Term Employment Projections

Projected Industry Growth 2014-2024

Top 10 Growing Occupations Ranked by Net Growth

SOC Code	SOC Title	2014 Estimated Employment	2024 Projected Employment	Numeric Change	Percent Change	Annual Openings-Growth	Annual Openings-Replacement	Annual Openings-Total
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	4,528	5,940	1,412	31.18%	141	146	287
35-3031	Waiters and Waitresses	3,528	4,299	771	21.85%	77	170	247
41-2031	Retail Salespersons	5,536	6,193	657	11.87%	66	192	258
29-1141	Registered Nurses	2,146	2,801	655	30.52%	66	51	117
35-2014	Cooks, Restaurant	1,525	2,082	557	36.52%	56	40	96
39-9011	Childcare Workers	4,151	4,636	485	11.68%	48	122	170
43-4051	Customer Service Representatives	2,776	3,207	431	15.53%	43	68	111
43-9061	Office Clerks, General	4,322	4,742	420	9.72%	42	93	135
53-3032	Heavy and Tractor-Trailer Truck Drivers	4,142	4,513	371	8.96%	37	70	107
31-1014	Nursing Assistants	2,531	2,900	369	14.58%	37	57	94

Top 10 Fastest Growing Occupations Ranked by Percent Growth (Minimum Employment of 50)

SOC Code	SOC Title	2014 Estimated Employment	2024 Projected Employment	Numeric Change	Percent Change	Annual Openings-Growth	Annual Openings-Replacement	Annual Openings-Total
29-1123	Physical Therapists	270	422	152	56.30%	15	7	22
29-1122	Occupational Therapists	207	317	110	53.14%	11	4	15
29-2041	Emergency Medical Technicians and Paramedics	68	103	35	51.47%	4	1	5
29-1171	Nurse Practitioners	140	212	72	51.43%	7	3	10
31-9092	Medical Assistants	342	499	157	45.91%	16	7	23
29-1127	Speech-Language Pathologists	279	400	121	43.37%	12	7	19
29-1031	Dietitians and Nutritionists	66	94	28	42.42%	3	0	3
31-9091	Dental Assistants	292	408	116	39.73%	12	7	19
29-2021	Dental Hygienists	189	262	73	38.62%	7	3	10
29-2081	Opticians, Dispensing	66	91	25	37.88%	2	2	4

Overall, the Central Arkansas Region is projecting an additional 20,448 jobs will be created from 2014 to 2024.

Education and Health Services is estimated to be the top growing supersector in Central Arkansas with a growth of 6,575, an increase of 20.24 percent. Leisure and Hospitality is predicted to be the fastest growing supersector with a 23.49 percent gain. Driving this growth is Food Services and Drinking Places, which is projected to be the top growing industry, gaining 3,708 new jobs between 2014 and 2024. Ambulatory Health Care Services is forecast to be the fastest growing occupation in the Area with a 56.20 percent rise in employment. On the negative side of the local labor market, Postal Service jobs could fall by 181 jobs and Textile Product Mills is anticipated to be the fastest declining industry cutting 43.59 percent of its workforce.

The industries that have experienced the most growth rate varies greatly per county. One sector that has increased tremendously between 2013 and 2018 is the Management of Companies and Enterprises. In Saline and Faulkner, this has increased by 186% and 41%, respectively. Manufacturing has increased by 90% in Prairie County, while Health Care and Social Assistance has increased by 25% in Monroe County. Lonoke County's has experience 34% growth in the Educational Services industry.

Source: DiscoverArkansas.net

The industry sector that is projected to have the lowest rate of growth in the Central Arkansas Region is Government. This sector is actually has a negative growth. As the overall largest in industry across the region, has experienced a decline of negative six percent growth. 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 (Declining)

Top 5 Declining Industries Ranked by Net Growth (Bottom Five)

NAICS Code	NAICS Title	2014 Estimated Employment	2024 Projected Employment	Net Growth	Percent Growth
491100	Postal Service	794	613	-181	-22.80%
336000	Transportation Equipment Manufacturing	391	245	-146	-37.34%
322000	Paper Manufacturing	1,390	1,255	-135	-9.71%
443000	Electronics and Appliance Stores	804	715	-89	-11.07%
337000	Furniture and Related Product Manufacturing	969	909	-60	-6.19%

Source: DiscoverArkansas.gov

The figure 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.

Total Job Growth by Workforce Development Areas

Total Employment Projections by Workforce Development Area

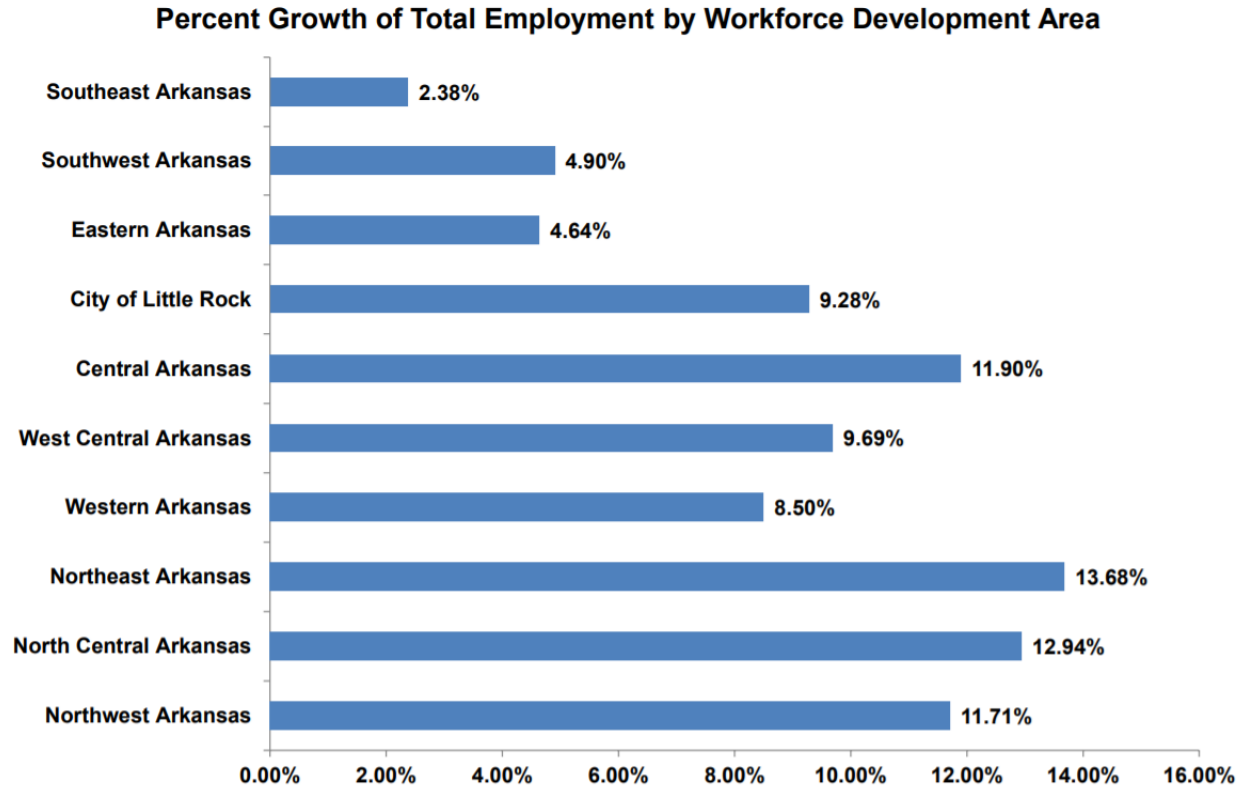
Workforce Development Area	2014 Estimated Employment	2024 Projected Employment	Net Change	Percent Change	Annual Openings-Growth	Annual Openings-Replacement	Annual Openings-Total
Northwest Arkansas	284,515	317,841	33,326	11.71%	3,436	6,638	10,074
North Central Arkansas	82,280	92,928	10,648	12.94%	1,108	1,922	3,030
Northeast Arkansas	109,906	124,940	15,034	13.68%	1,562	2,632	4,194
Western Arkansas	116,701	126,617	9,916	8.50%	1,082	2,730	3,812
West Central Arkansas	123,101	135,030	11,929	9.69%	1,268	2,928	4,196
Central Arkansas	171,798	192,246	20,448	11.90%	2,122	4,124	6,246
City of Little Rock	185,601	202,829	17,228	9.28%	1,831	4,247	6,078
Eastern Arkansas	42,267	44,228	1,961	4.64%	241	1,006	1,247
Southwest Arkansas	90,231	94,648	4,417	4.90%	561	2,107	2,668
Southeast Arkansas	78,631	80,506	1,875	2.38%	372	1,837	2,209

Source: DiscoverArkansas.gov

As seen above, the Central Arkansas Workforce Development Area is projected to have the second highest job growth in the State, only behind Northwest Arkansas. The Central Arkansas Workforce Development Area is expected to create 20,448 jobs by 2024, while the Northwest Region is expected to create 33,326 jobs by 2024.

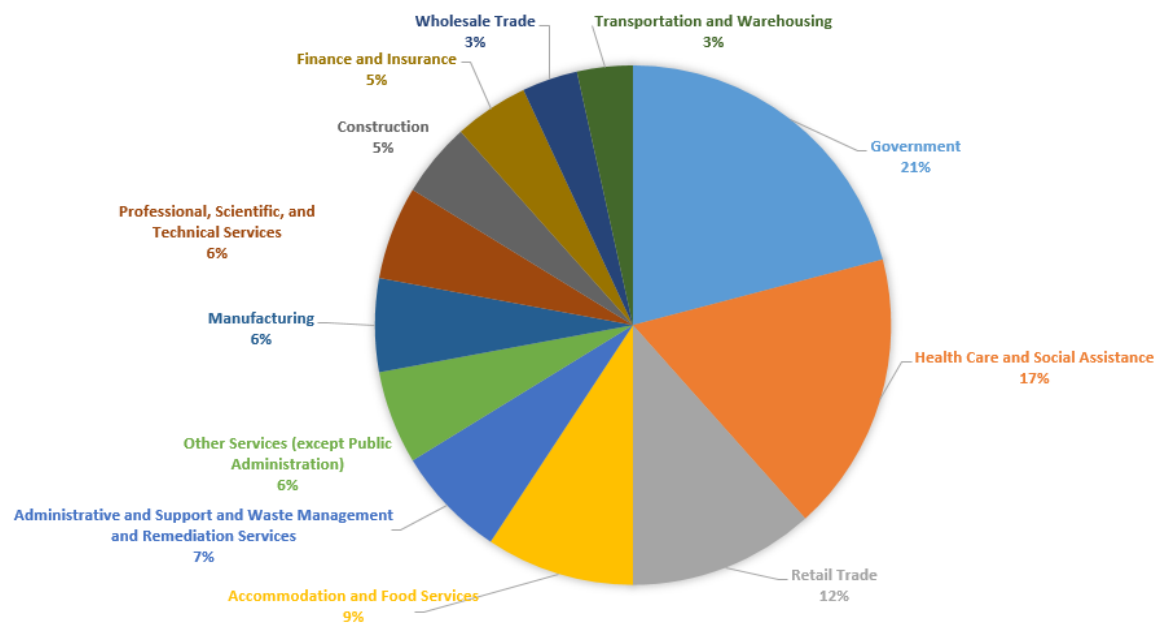
The Central Arkansas Workforce Development Area is projected to continue to be the third highest employment region at 192,246, behind Northwest Arkansas and the City of Little Rock. Looking out to the year 2024, the Central Arkansas Region employment is projected to grow by 25,613 new jobs. The following data showcases the projected growth of industry sectors across the Central Arkansas region.

The chart below demonstrated growth among the Workforce Development Areas in the State.



Percent of Workforce 2024

The following chart represents what percent of the workforce is expected to be employed in the respective industry sectors listed on the chart below. Government and Health Care/Social Assistance compose the largest employment sectors, representing 21% and 17% respectively. Retail Trade is the third largest industry sector at 12% of the Central Arkansas Workforce Development Area's labor force. Note that percentages were rounded to the nearest whole number, and miscellaneous industries below 1% were not included on the chart for formatting purposes.



Spotlight on Healthcare

The Healthcare sector 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 has continued to support Certified Nursing Assistant Training, and will continue its focus on training for the healthcare sector.

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.

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 array 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 perform 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 arriving to the job 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 earn and manage 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

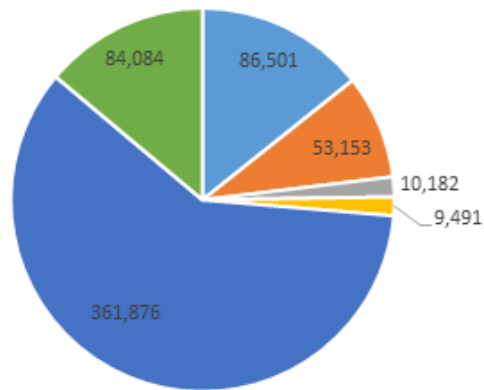
1.3 Provide an analysis of the local workforce, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)] and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

Local Workforce Analysis

Population

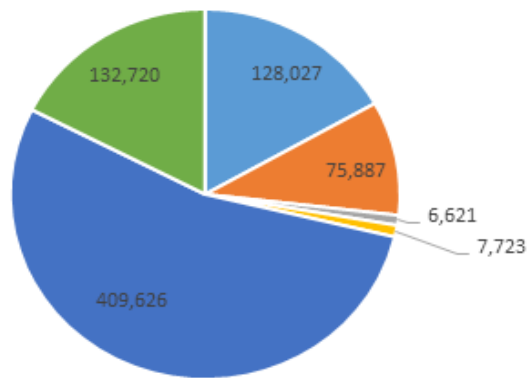
The Central Arkansas Workforce Development Area had a population of 605,287 in the year 2000. The population is projected to increase 26% by the year 2020 totaling 760,604. After review of the subsequent education attainment table, one will observe the region is on track to experience such growth with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

Figure 1: US Census, 2010 Census

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 10.9% of State of Arkansas's population. Participants who fall within 18-65 years of age, who represent the primary workforce, make up 62.7% of the total population. Of the total population, 86.1% possess a High School Diploma/Equivalent or higher, while 19.7% of the population possess a Bachelors Degree or higher.

Total Population= 324,831 (10.9% of Arkansas' Population)

Population by Age

- 75.9% over the Age of 18
- 14.2% over the Age of 65
- 62.7% Aged 18-65

Population by Race

- 86.0% White
- 9.2% Black
- 0.4% Native American/Alaskan Native
- 1.0% Asian

- 0.1% Native Hawaiian/Pacific Islander
- 1.2% Other
- 2.1% Two or More Races
- 4.1% Hispanic (Of Any Race)

Educational Attainment (Population over Age of 25)

- 86.1% have High School Diploma/Equivalent or Higher
 - Lowest= 77.7% in Monroe County
 - Highest= 91.2% in Faulkner County
- 19.7% have Bachelor's Degree or Higher
 - Lowest= 9.3% in Monroe County
 - Highest= 29.7% in Faulkner County

Poverty Level (All Ages)

- 16.4% Below Poverty Line in Last 12 Months
 - Lowest= 8.0% in Saline County
 - Highest= 28.6% in Monroe County

Top Occupations by Central LWDA Industries

Top 3 Private Industries (by Employment) in 2018

- 1. Education and Health Services**
 - a. Employs 14,268 workers
 - b. 1,112 individual Establishments
 - c. Represents 17.2% of Employment
 - d. Projected Growth (2016-2026)= +19.1%
- 2. Retail Trade**
 - a. Employs 13,182 workers
 - b. 937 individual Establishments
 - c. Represents 15.9% of Employment
 - d. Projected Growth (2016-2026)= +10.2%

3. **Leisure and Hospitality**

- a. Employs 10,928 workers
- b. 606 individual Establishments
- c. Represents 13.2% of Employment

Projected Growth (2016-2026) = +15.8%

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

Top Occupations by Employment Level (2018) Central LWDA's Largest Private Industries

1. **Education and Health Services**

- a. Elementary School Teachers, Except Special Education
- b. Personal Care Aides
- c. Registered Nurses
- d. Secondary School Teachers, Except Special & Career/Technical Ed
- e. Teacher Assistants

2. **Retail Trade**

- a. Retail Salesperson
- b. Cashiers
- c. Stock Clerks and Order Fillers
- d. First-Line Supervisors of Retail Workers
- e. Pharmacy Technicians

3. **Leisure and Hospitality**

- a. Combined Food Preparation & Serving Workers, Including Fast Food
- b. Waiters and Waitresses
- c. First-Line Supervisors of Food Preparation and Serving Workers
- d. Cooks, Restaurant
- e. Maids and Housekeeping Cleaners

Central Arkansas Workforce Development Area Top Occupations

Education and Health Services

1. **Elementary School Teachers, Except Special Education**
 - a. Average Wages in 2018 = \$51,646 annually
 - b. Projected Growth (2016-2026) = +10.3%
2. **Personal Care Aide**
 - a. Average Wages in 2018 = \$10.46 hourly, \$21,761 annually
 - b. Projected Growth (2016-2026) = +41.3%
3. **Registered Nurse**
 - a. Average Wages in 2018 = \$27.94 hourly, \$58,112 annually
 - b. Projected Growth (2016-2026) = +16.8%
4. **Secondary School Teachers, Except Special & Career/Technical Ed**
 - a. Average Wages in 2018 = \$54,346 annually
 - b. Projected Growth (2016-2026) = +9.9%
5. **Teacher Assistants**
 - a. Average Wages in 2018 = \$20,794 annually
 - b. Projected Growth (2016-2026) = +12.3%

Retail Trade

1. **Retail Salesperson**
 - a. Average Wages in 2018 = \$12.19 per hour; \$25,357 annually
 - b. Projected Growth (2016-2026) = +9.7%
2. **Cashiers**
 - a. Average Wages in 2018 = \$10.53 hourly; \$21,912 annually
 - b. Projected Growth (2016-2026) = +4.6%
3. **Stock Clerks and Order Fillers**

- a. Average Wages in 2018 = \$12.65 hourly; \$26,309 annually
- b. Projected Growth (2016-2026) = +11.7%

4. First-Line Supervisors of Retail Workers

- a. Average Wages in 2018 = \$19.98 hourly, \$41,565 annually
- b. Projected Growth (2016-2026) = +9.8%

5. Pharmacy Technicians

- a. Average Wages in 2018 = \$14.60 hourly, \$30,373 annually
- b. Projected Growth (2016-2026) = +16.5%

Leisure and Hospitality

1. Combined Food Preparation & Serving Workers, Including Fast Food

- a. Average Wages in 2018 = \$9.83 hourly, \$20,450 annually
- b. Projected Growth (2016-2026) = +24.0%

2. Waiters and Waitresses

- a. Average Wages in 2018 = \$10.14 hourly, \$21,099 annually
- b. Projected Growth (2016-2026) = +13.4%

3. First-Line Supervisors of Food Preparation and Serving Workers

- a. Average Wages in 2018 = \$13.52 hourly, \$28,121 annually
- b. Projected Growth (2016-2026) = N/A

4. Cooks, Restaurant

- a. Average Wages in 2018 = \$11.47 hourly, \$23,858 annually
- b. Projected Growth (2016-2026) = +18.7%

5. Maids and Housekeeping Cleaners

- a. Average Wages in 2018 = \$9.79 hourly, \$20,374 annually
- b. Projected Growth (2016-2026) = +6.3%

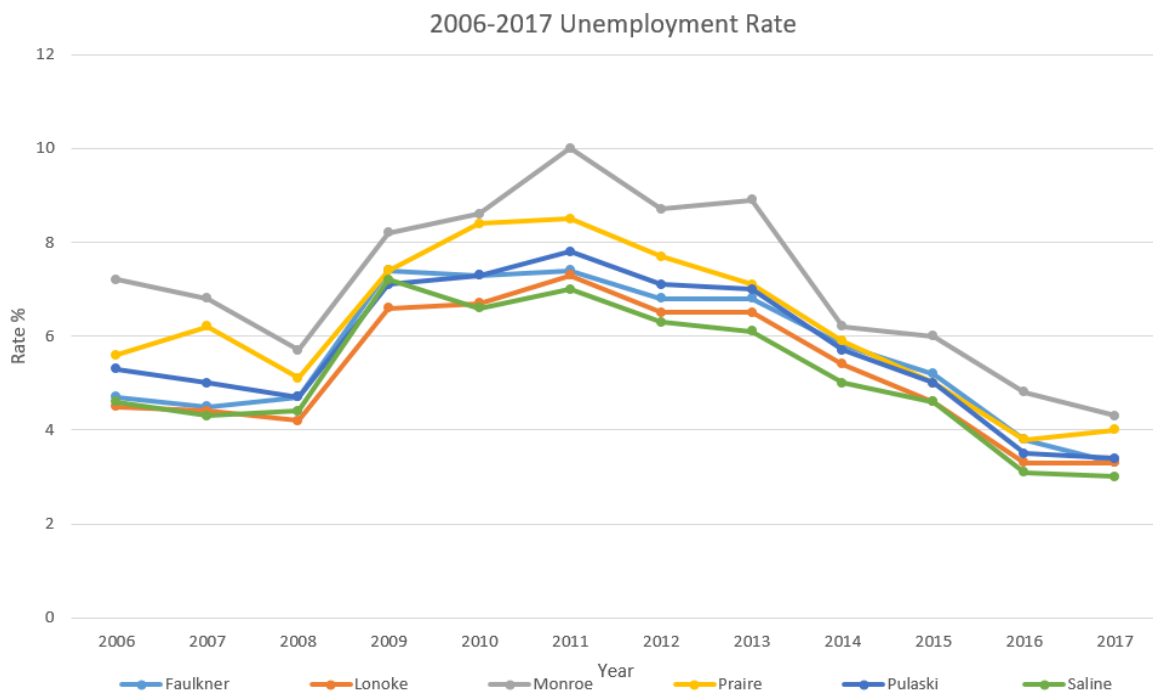
Top Ten Projected Growth Occupations (2012-2022)

<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%

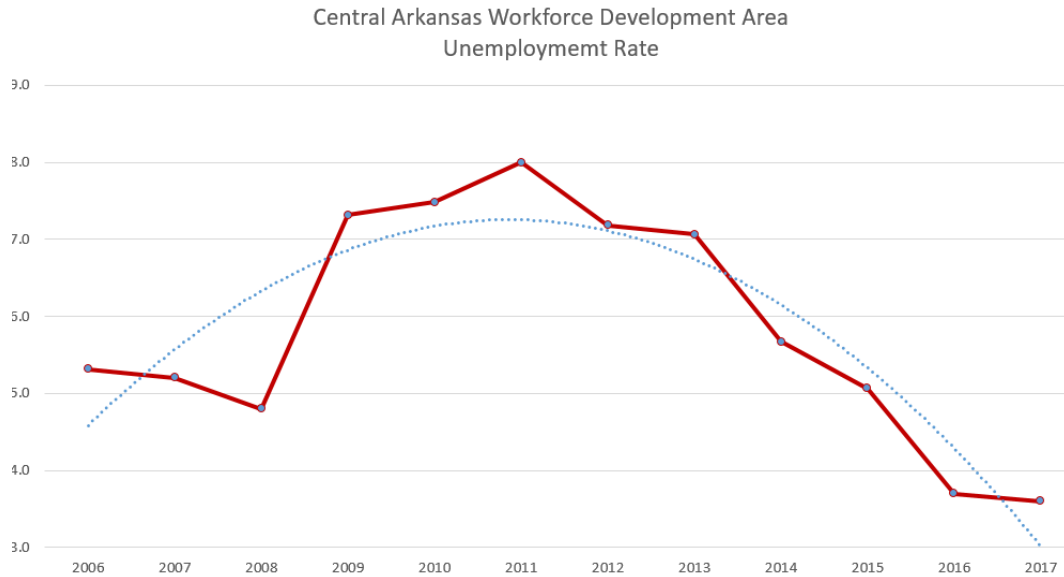
Source: Occupational Statistics and Employment Projections, Labor Market Information

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



While the region experienced unemployment rates from 4% - 8% in 2013, they have been trending downward to ranges of 2%-4% as of 2018. Despite the recession a decade ago, total employment has grown in all counties.

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".

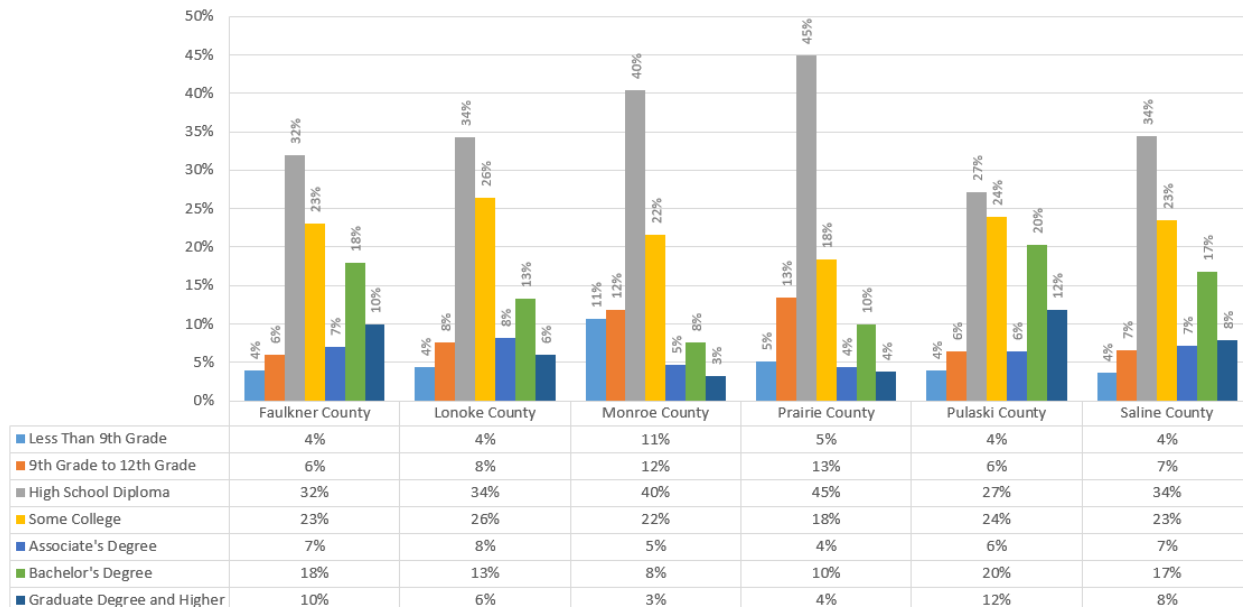
While current employment levels in the State of Arkansas are reaching all-time historic lows, counties such as Prairie and Monroe, who represent rural Arkansas, need workforce solutions that look different from those that work in Pulaski County. Below is expanded employment data for each of the six counties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

Labor Force

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 the 2010 Census.

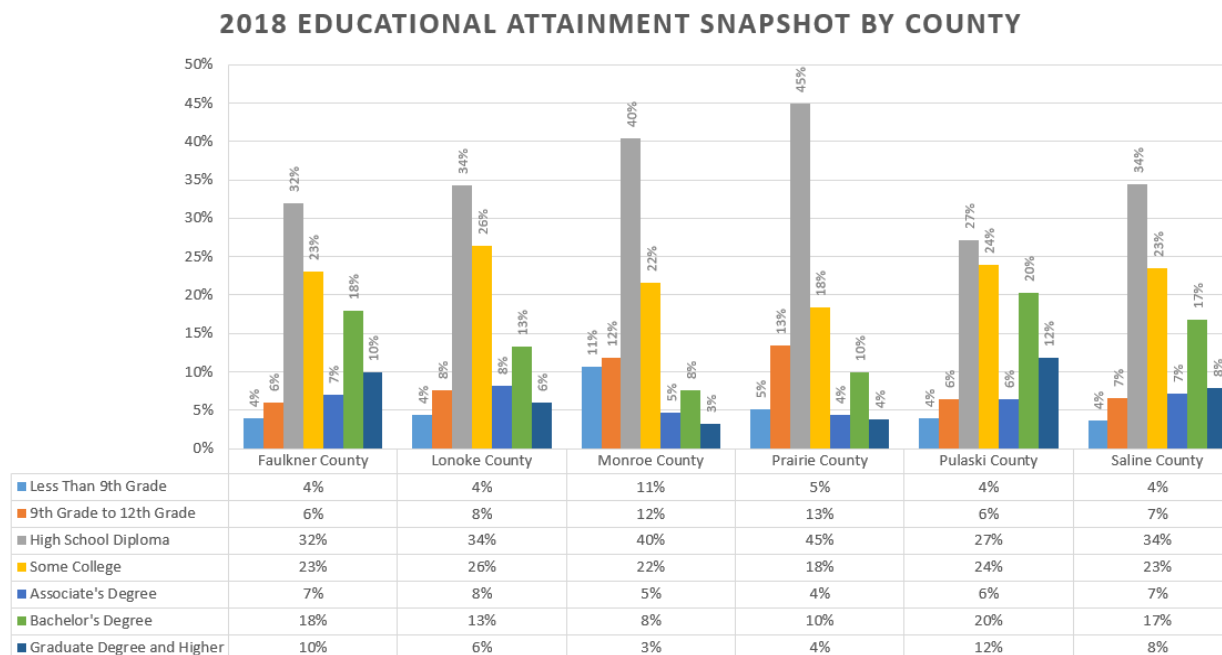
2018 EDUCATIONAL ATTAINMENT SNAPSHOT BY COUNTY



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

Projected Employment Growth by Education Level

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 highest educational attainment level that is required for the projected growth in employment within the Central Arkansas region. During the next six years, over 16,000 of those jobs to be created 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):

- a) Displaced homemakers, as defined in WIOA § 3(16) and ADWS Policy No. WIOA I-B – 2.4 (Eligibility for Dislocated Worker Program)
- b) Low-income individuals, as defined in WIOA § 3(36) and ADWS Policy No. WIOA I-B – 1.2 (Definitions).
- c) Indians (as defined in WIOA § 166(b) and 25 U.S.C 450b), Alaska Natives (as defined in WIOA § 166(b) and 43 U.S.C 1602(b),(r)), and Native Hawaiians (as defined in WIOA § 166(b) and 20 U.S.C 7517)
- d) Individuals with disabilities, including youth who are individuals with disabilities, as defined in WIOA § 3(25) and ADWS Policy No. WIOA I-B – 1.2 (Definitions) and including individuals who are recipients of Social Security Disability Insurance [TEGL 19-16]
- e) Older individuals, defined as age 55 or older [WIOA § 3(39)]

- f) Ex-offenders or offenders [TEGL 19-16], as defined in WIOA § 3(38) and ADWS Policy No. WIOA I-B – 1.2 (Definitions)
- g) Homeless individuals, including runaways and homeless children and youth, as defined in TEGL 19-16 and ADWS Policy No. WIOA I-B – 1.2 (Definitions)
- h) Youth who are in or have aged out of the foster care system
- i) Individuals who are English language learners, as defined in WIOA § 203(7) and ADWS Policy No. WIOA I-B – 1.2 (Definitions)
- j) Individuals who have low levels of literacy (i.e. Basic Skills deficient [TEGL 19-16]), as defined in ADWS Policy No. WIOA I-B – 1.2 (Definitions)
- k) Individuals facing substantial cultural barriers to employment, as defined in ADWS Policy No. WIOA I-B – 1.2 (Definitions)
- l) Eligible migrant and seasonal farmworkers, as defined in WIOA § 167(i)(1-3) and ADWS Policy No. WIOA I-B – 1.2 (Definitions)
- m) Individuals within 2 years of exhausting lifetime eligibility under TANF (See 42 U.S.C. 601 et seq.)
- n) Single parents (custodial and non-custodial, mothers and fathers) and single pregnant women [TEGLs 19-16 & 21-16]
- o) Long-term unemployed individuals, as defined in ADWS Policy No. WIOA I-B – 1.2.

A Youth with low-income, or other unique challenges that prohibit them from completing their educational goals may receive additional assistance to complete their education. Appropriate and reasonable financial records and other documentation must be gathered and maintained in the case file. Individuals will be evaluated on a case-by-case basis.

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 Workforce Development Area'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 and private sector; however, a majority of the Board are from the private sector.

Central Arkansas Workforce System Services-Unemployed and Underemployed

The Central Arkansas Workforce Development Area's 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 along with the 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 career path is best for them.

Jobseeker Services

Career services, available 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 that are provided in which employers seek in a good candidate for a position.

Labor Market Information that 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 that 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, including the soft skills and technical skills training required by Arkansas employers.

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; the skills necessary to obtain jobs within 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 Workforce Centers, such as occupational skills training that 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 a variety of funding streams including local, state, and Federal partners. Pell funding and financial aid shall be explored before utilizing funding through the Workforce Innovation and Opportunity Act. The Central Arkansas Workforce Development Area has 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, business services, manufacturing, general trades, education, and healthcare. Sector strategies have taken on a new role in the region, with the Central Arkansas Workforce Development Board using data-driven decision making to enhance the likelihood of employment of participants.

Supportive Services

The Arkansas Workforce Centers offer a variety of supportive services to help ensure job seekers can obtain or regain employment through career or training services. The Central Arkansas Workforce Development Area has established a supportive service policy that outlines the types, eligibility, and limits of such support. Examples of supportive services include childcare, 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.

The need for any supportive service will be documented in the participant's Individual Employment Plan (IEP) or Individual Service Strategy (ISS), as must all efforts to obtain the needed services from a non-WIOA source. The types of supportive services available through the Central Arkansas Workforce Centers are described in more detail below:

Child/Dependent Care:

Child or dependent care may be provided to a participant's child or parent while the participant is engaged in training or employment, including transportation time, consistent with her or his IEP or ISS. Payment will be based upon actual costs while the participant is participating in and traveling to or from approved activities, as documented in attendance records, at rates that are not greater than current Arkansas Department of Human Services reimbursement rates. In instances where an hourly rate is being paid, the amount paid is not to exceed the maximum daily rate.

Transportation:

Transportation assistance may include bus tokens, passes or mileage allowances. Transportation will be reimbursed at the rate of 53 cents per mile for travel from the participant's home to the training site and return.

Clothing:

Appropriate work clothing, including uniforms required by an employer, safety gear, and suitable clothing for interviewing are an allowable supportive service. The need for this service must be described in the participant's file.

Certification, Screening, and Testing:

Supportive service funds may be used for employment-related fees, including but not limited to, testing fees, drug screening, background checks, food handlers permits, security clearance, first aid/CPR certification, finger printing, commercial and business licenses, and other similar expenses. Union dues may be paid for the first month of employment.

Tools/Supplies/Equipment:

Participants may receive assistance for the purchase of tools, supplies, and equipment related to training or necessary for accepting an employment offer.

Other Allowable Supportive Services:

Participants may receive assistance with housing and food, utility payments, medical and prescription services, employment related professional memberships, access to translations, learning disability assistance, and out-of-state job search and relocation to a new job.

Business Services

The focal point of all workforce system activities is business and industry. The Central Arkansas Workforce Development Board provides training for participants to increase their quality of life and provide business and industry with a skilled workforce. The Central Arkansas Workforce Development Area's Business Services Team plays a vital role in achieving this mission. The Central Arkansas Business Services Team provides a variety of services to companies throughout the Central Arkansas region. These services can be categorized into three categories: Assessments and information, Direct Technical Assistance, and Response and Training.

A. Assessments and Information:

Businesses and industries can utilize skills assessments and other testing methods to measure the skills, interests, or personality traits of job seekers or current employees. The Career Readiness Certificate is an example of one of the certifications provided through the Central Arkansas Workforce Centers. Workforce Alliance for Growth in the Economy (WAGE™) is a job readiness program conducted by Adult Education. WAGE™ offers six certifications which cover 112 basic skill competencies based on the Secretary's Commission on Achieving Necessary Skills (SCANS) which have been determined as essential by the nation's and Arkansas' employers, according to the Arkansas Department of Career Education's

website. WAGE™ accepts students who assess at less than a 12th grade, 9-month equivalency on the Test of Adult Basic Education (TABE™).

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 Technical Assistance:

Businesses have access to any of the Workforce Center locations for the purposes of meetings, trainings, orientations, and interviews. The Central Arkansas Workforce Development Area can also host hiring events that are customized to the specific needs of businesses. Job orders that 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 Central Arkansas Workforce Development Area provides coordinated 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. The Business Services Team coordinates with the Governor's Dislocated Worker Task Force to directly assist individuals impacted by plant closures and layoff announcements.

Customized training is also available through the Central Arkansas Workforce Development Area. The development of "Customized Training" may be considered when available training programs and/or curricula do not meet the specific training requirements of an employer(s) which are identified as "in demand" occupations within identified industry clusters. The training provider must be competitively procured and such training must be designed to meet the specific needs of a participating employer.

Employers eligible to participate in Customized training shall be:

- Current in unemployment insurance and workers' compensation taxes, penalties, and/or interest or related payment plan;
- Located within the State of Arkansas;
- Currently liable for Arkansas State Business and Occupation tax;
- In need of assistance in training future and current employees;
- Able to contract for customized, short-term, training services (typically less than 6-9 months);
- Have not laid-off workers within 120 days to relocate.
- Committed to employ all individuals upon successful completion of the training; and
- Identified as "In-demand" as defined by WIOA Section 3(23) and determined by LEVERAGE; or
- Declining, but there is a compelling reason justifying investment in customized training.
- Paid for, in part, by participating employer, who must pay a "significant cost" of the training.

Incumbent worker training programs are also available through our partners, such as the Office of Skills Development's (OSD) Grant Program. The Office of Skills Development is a division of the Arkansas

Department of Career Education. OSD grants support the development of the Central Arkansas Workforce by strategically investing in training programs that are prioritized by employer needs and economic impact. Grants are available to support training in the following categories:

- Grow Our Own
- Skills Gap
- Customized Technical
- Professional Development

Services to Individuals with Disabilities

The Arkansas Department of Career Education, Arkansas Rehabilitation Services (ACE/ARS), and Division of Services for the Blind provide vocational rehabilitation services to individuals with disabilities.

Currently, there are significant barriers for people with disabilities in relation to attaining employment. 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) is 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.

All of the Workforce Centers in the Central Arkansas Workforce Development Area are compliant with the Americans with Disability Act. Each Workforce Center in the Central Arkansas Workforce Development Area is equipped with the following assistive technology:

- An accessible computer workstation equipped with a CPU, Monitor, Keyboard, Mouse, and software.
- Assistive Devices, including amplifiers, magnifiers, tapes, videos, and calculators.
- Arkansas Relay Service TDD Telephone.
- Access to Sign Interpreters.
- Alternative Format Forms and Information.

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 Workforce Development Area, through the implementation and utilization of the Workforce Innovation and Opportunity Act, has a strong program that provides assistance to jobseekers and employers in its six-county service area.
- The Central Arkansas Workforce Development Board is composed of over 51% private sector representation, providing insights to the needs of business and industry in its six-county service area.
- The Central Arkansas Workforce Development Board's private sector members represent in-demand industries identified in the Board's economic analysis titled *LEVERAGE*.

- The Central Arkansas Workforce Development Area has strong working relationships with local, regional, and state economic development organizations such as Chambers of Commerce and the Arkansas Economic Development Commission.
- The Central Arkansas Workforce Development Area has strong coordinated relationships with its core partners under the Workforce Innovation and Opportunity Act; Wagner-Peyser, Division of Services for the Blind, Adult Education, and Arkansas Vocational Rehabilitation. Furthermore, the Central Arkansas Workforce Development Area has partnered with numerous other organizations who provide career and supportive services to jobseekers.
- The Central Arkansas Workforce Development Area has a strong diverse staff that is growing annually in order to provide enhanced delivery of services to both jobseekers and business and industry.
- The Central Arkansas Workforce Development Board has conducted an independent internal economic analysis that identified seven in-demand industry sectors; Manufacturing, Education, Healthcare, Retail, Construction and General Trades, Business Services (which encompasses Information Technology), and Transportation and Logistics.
- The Central Arkansas Workforce Development Board has aligned all training programs to the fore mentioned in-demand industry sectors, providing enhanced opportunities for sustainable employment for all jobseekers.

Weaknesses:

- The Central Arkansas Workforce Development Area services several rural counties that are witnessing a migration of their young workforce in the face of an aging workforce.
- Quality of life and place issues exist in rural areas throughout the region, exacerbating the “brain-drain” syndrome.
- Coordination with Economic Development is weak at the macro-level.
- Relationships with certain Community Colleges and Four Year Institutions in the Central Arkansas region need to be strengthened.
- Staff training programs need to be enhanced to ensure smooth delivery of all local, state, and federal guidance.

Opportunities:

- Coordinate with Registered Apprenticeship programs to provide jobseekers access to quality career paths beyond collegiate and vocational training.
- Continue to grow the Business Services Team to provide a broader reach for companies throughout the entire region.

- Customized training programs can be developed to provide tailored assistance to business and industry.
- Expanding job growth in the State of Arkansas through Governor Hutchinson's economic development area providing new employment opportunities to jobseekers in the Central Arkansas Workforce Development Area.

Challenges:

- As business and industry are faced with an aging workforce, many of the jobseekers currently do not possess applicable skill sets to replace the aging workforce.
- Many Industries and economic development organizations may not feel that the Workforce Innovation and Opportunity Act can assist them.
- Duplication of workforce development efforts not only causes redundancy for jobseekers and industry, but it is also a major waste of resources.
- Budgetary cuts restrict the capabilities of the Central Arkansas Workforce Centers.

Central Arkansas Workforce Development Area Capacity to provide services

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

- *Adult Education (Core)*
- *Arkansas Vocational Rehabilitation (Core)*
- *Division of Services for the Blind (Core)*
- *Wagner-Peyser (Arkansas Department of Workforce Services) (Core)*
- 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:

1. Develop monthly “Core-Four” partner meetings with the leadership of the Central Arkansas Workforce Development Area, Adult Education, Arkansas Vocational Rehabilitation, Wagner-Peyser, and Division of Services for the Blind.
2. Conduct 20 site visits with employers throughout the six-county service area of the Central Arkansas Workforce Development Area in order to identify and monitor needs and build industry relationships.
3. Conduct partner meetings with educational training providers on a quarterly basis in order to build strong relationships and enhance service delivery.
4. Develop an effective referral system between all partners to enhance service delivery for jobseekers, ensuring all participant receive the services and support they need to succeed.

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

Goal 2 Objectives:

1. Expand service delivery access points by the utilization of “virtual workforce centers” and revolving workforce centers throughout the region.
2. Train for applicable in-demand industries only to ensure jobseekers receive the training of their choice in a field that provides sustainable employment.

3. Develop career pathways with input from private industries and educational training providers in the region.
4. Provide training in the Central Arkansas Region that leads to recognized credentials, which assist jobseekers to obtain sustainable employment and meet the needs of business and industry.
5. Coordinate business outreach activities with core, co-located, and external partners through the development of a joint database.

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

Goal 3 Objectives:

1. Conduct coordinated outreach efforts on social media platforms in order to increase awareness of the services available through the Central Arkansas Workforce Centers.
2. Improve employer perception of the Arkansas Workforce Centers located in the Central Arkansas Workforce Development Area through educational outreach campaigns.
3. Finalize the Central Arkansas Workforce Development Area's website www.WorkforceAR.com to serve as a "one-stop-shop" for services in the region.
4. Coordinate with partners to ensure all applicable information is available at community outreach events.

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

Goal 4 Objectives:

1. Survey businesses within each of the seven identified "in-demand" industry sectors to assess the true needs of business and industry in the Central Arkansas region.
2. Utilize partnerships to develop customized training programs that are identified by comparing the fore mentioned survey results to training available in the region.
3. Identify training gaps that may exist within the seven "in-demand" industry sectors through surveys and analytics.

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 Development 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 Board 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 such as social media "boosting", canvassing and partnerships with other non-profit organizations to promote the services provided at the regional level and the states Talent Delivery System. Outreach material will be developed for each of the special populations identified by the Department of Labor.
- 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 conduct targeted outreach to Veterans.
- 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 Board 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.

The Central Arkansas Workforce Development Board conducted an in-depth analysis of the regional economy, including a local and non-local cluster analysis, business inventory, and occupational assessment. This report titled “LEVERAGE” can be viewed by visiting the Central Arkansas Workforce Development Area’s website; www.WorkforceAR.com. Career Consultants have been trained to educate participants on the in-demand industries available in the region. Educational material has also been developed for each industry sector and is provided to jobseekers in the Central Arkansas Workforce Centers. The eligible training provider list is approved by the Central Arkansas Workforce Development Board, and has been developed in a way that displays training programs by industry sector. The Central Arkansas Workforce Development Board shall make exceptions for Registered Apprenticeship programs, which fall outside the seven industries, on a case-by-case basis at the direction of the Central Arkansas Workforce Development Board.

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 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 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 (Wagner-Peyser), Arkansas Vocational Rehabilitation Services, Adult Education, and Division of Services for the Blind. 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).

The Central Arkansas Workforce Development Board has a strong working partnership with Adult Education. Adult Education enhances the capacity of services available to participants through Job Readiness Training, Workforce Alliance for Growth in the Economy classes, TABE testing, Career Scope Testing, General Education Diploma courses, and English as a second language.

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 at Conway
1500 Museum Road, Suite 111
Conway, AR 72032
501-730-9895
Hours: 8:00AM-4:30PM

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

Pulaski County
Arkansas Workforce Center at North Little Rock
324 W Pershing Blvd, Suite 1
North Little Rock, AR 72114
501-376-4119
Hours: 8:00AM-4:30PM M-F

Prairie and Monroe Counties
Arkansas Workforce Center at Brinkley
405 W. 4th Street
Brinkley, AR 72021
870-734-3374
Hours: 8:00AM-4:30PM M-F

Lonoke County
Arkansas Workforce Center at Lonoke
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)]

The Central Arkansas Workforce Development Area, working in partnership with Core partners (Wagner-Peyser, Adult Education, Arkansas Vocational Rehabilitation, and Division of Services for the Blind) will develop a referral process to ensure jobseekers receive the services they need to succeed. This referral system coupled with increased communication through monthly “core-four” meetings will expand access to employment, training, and supportive services to all jobseekers no matter the point of entry. This partnership will promote co-enrollment and increase credential attainment. Career pathways will be developed by engaging business and industry and educational training providers to identify pathways that exist in the Central Arkansas Workforce Development Area.

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* (www.WorkforceAR.com/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. During the roundtables, the Central Arkansas Workforce Development Area will facilitate a discussion with industry employers on their challenges, needs, and concerns with the Central Arkansas workforce. This information will be utilized by the Central Arkansas Workforce Development Board to enhance service delivery to employers and prepare jobseekers for employment.

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. Industry training programs identified as “not in demand” 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)].

"Core-Four" meetings will be held monthly with the Arkansas Department of Workforce Services (Wagner-Peyser) included in this new line of meetings among the leadership of these organizations. The co-enrollment process will be utilized to help the one-stop delivery system and unemployment insurance program better serve participants. The Central Arkansas Workforce Development Area will utilize on-the-job training programs to help jobseekers currently utilizing unemployment insurance gain sustainable employment. The utilization of sector strategies through the development of *LEVERAGE* will also assist jobseekers currently utilizing unemployment insurance. *LEVERAGE*'s primary goal is to increase the probability that jobseekers receiving services in the Central Arkansas Workforce Development Area will achieve sustainable employment following their training. The Central Arkansas Workforce Development Area shall engage employers through survey's and a series of business roundtables to development career pathways that exist in Central Arkansas.

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. The Central Arkansas Workforce Development Area shall develop a referral process so that individuals interested in entrepreneurship receive access to those services.

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)]

Supportive Services shall be coordinated through the partner referral system, along with being documented on a case-by-case basis on the job seekers individual employment plan. A coordinated referral process will allow participants access to the resources they need to thrive no matter the point of entry. More information on supportive services in the Central Arkansas Workforce Development Area is provided below:

All WIOA enrolled adults, dislocated workers and youth are eligible for supportive services as defined in WIOA Section 3(59). Supportive services are provided to eligible WIOA adults, dislocated workers, and youth when the supportive service will assist the participant with reaching his/her employment and training goals.

Supportive Services are based on financial need and participants are not automatically entitled to supportive services.

Supportive Services may be provided to eligible WIOA participants who:

1. Are enrolled in WIOA career or training services; and,
2. Are unable to obtain the supportive service through any other resource program providing such services.

Supportive services must be necessary for a given participant to complete her or his Individual Employment Plan or Individual Service Strategy and be beyond her or his ability to pay. Supportive services are not entitlements and will be approved by CAPDD Arkansas Workforce Center managers for a given participant on the basis of a documented financial assessment, individual circumstances, the absence of other resources, and funding limits.

Supportive services may take the form of in-kind or cash assistance. Reimbursement will be for actual costs up to the established limits. Supportive services in excess of the established limits must be requested in writing and approved by the Executive Director of the Central Arkansas Planning and Development District **before** costs are incurred. Costs incurred before approval will **not** be reimbursed.

Workforce center staff will provide workforce center participants with accurate information about the availability of supportive services in the local area. Resource area staff will also refer applicants and participants to locally available services. The provision of information and referral to other agencies for such resources are classified as a self-assisted services for adults, youth and dislocated workers.

Types of Supportive Services are listed below:

Child/Dependent Care:

Child or dependent care may be provided to a participant's child or parent while the participant is engaged in training or employment, including transportation time, consistent with her or his IEP or ISS. Payment will be based upon actual costs while the participant is participating in and traveling to or from approved activities, as documented in attendance records, at rates that are not greater than current Arkansas Department of Human Services reimbursement rates. In instances where an hourly rate is being paid, the amount paid is not to exceed the maximum daily rate.

Transportation:

Transportation assistance may include bus tokens, passes or mileage allowances. Transportation will be reimbursed at the rate of 53 cents per mile for travel from the participant's home to the training site and return.

Clothing:

Appropriate work clothing, including uniforms required by an employer, safety gear, and suitable clothing for interviewing are an allowable supportive service. The need for this service must be described in the participant's file.

Certification, Screening, and Testing:

Supportive service funds may be used for employment-related fees, including but not limited to, testing fees, drug screening, background checks, food handlers permits, security clearance, first aid/CPR certification, finger printing, commercial and business licenses, and other similar expenses. Union dues may be paid for the first month of employment.

Tools/Supplies/Equipment:

Participants may receive assistance for the purchase of tools, supplies, and equipment related to training or necessary for accepting an employment offer.

Other Allowable Supportive Services:

Participants may receive assistance with housing and food, utility payments, medical and prescription services, employment related professional memberships, access to translations, learning disability assistance, and out-of-state job search and relocation to a new job.

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)]

The Central Arkansas Workforce Development Board shall appoint an “Adult Education RFP Review Committee” to review and score local applications for Adult Education Funding. The Adult Education RFP Review Committee shall review applications based on the following criteria:

1. The applications alignment to the Central Arkansas Workforce Development Board regarding employment, training, education, and supportive services that are needed by adult education students
2. The applications identification of regional priorities as set forth by the Central Arkansas Workforce Development Board.
3. Applicant’s alignment of proposed activities, services, and regional needs as identified by the Central Arkansas Workforce Development Area’s local plan.
4. How the applicant will promote concurrent enrollment and coordinate referrals for partner services with the Local Workforce Development Board.
5. Details provided about shared cost activities and resources used to support those cost.

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*

EDUCATION: *Emerging*

MANUFACTURING: *Emerging*

TRANSPORTATION AND LOGISTICS: *Emerging*

RETAIL SERVICE: *Exploring*

CONSTRUCTION AND GENERAL TRADE: *Emerging*

BUSINESS SERVICES: *Emerging*

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.

CAWDB has applied for and received discretionary grants through ADWS. In particular, one AREA paid for Pre-Apprenticeship and Certified Nursing Assistant training. CAWDB worked with Youth Challenge Arkansas, and were able to help 43 youth, with specific challenges, obtain the tools needed to join the workforce once they completed the Youth Challenge Program.

CAWDB has previously administered the PROMISE Grant for the previous five years. PROMISE stands for 'Promoting Readiness Of Minors in Supplemental Security Income.'

These types of funding sources allow the CAWDB to leverage resources to assist a greater number of current and future job seekers.

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". The Central Arkansas Workforce Development Board will evaluate the effectiveness of eligible training providers by utilizing the Economic Security Report developed by the

Arkansas Department of Workforce Services. The Central Arkansas Workforce Development Board will also begin aggregating data from case management services to identify top performing training providers.

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) 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 (Job Access With Speech) system is available at all Centers as assistance for visually impaired customers. JAWS is a screen reader developed for computer users whose vision loss prevents them from seeing output for the most popular computer applications.

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 participants 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. 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 Services Team.

2. 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 that 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 Development 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.

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 Occupational Skills training. Work Experience provides a participant with firsthand experience in the workplace. Occupational Skills training provides educational funding, not to exceed two years, while a participant 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 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. 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. The Federal TRIO Programs are Federal outreach and student services programs designed to identify and provide services to individuals from disadvantaged backgrounds.

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 Center offers education and training courses to help adult participants 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. 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 Services Team.

2. Arkansas Rehabilitation Services – Required

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

3. Adult Education (East Arkansas Community College) – Required

Adult Education offers education and training courses to help adult participants 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.

4. 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% participant satisfaction by excellent care with promptness, compassion, integrity, and properly trained staff. Their goal is to provide their participants with friendly, experienced and highly dedicated caregivers. They are committed to providing standard of care while striving to allow participants 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.

5. Literacy Council of Monroe County—Optional

Program/Services: provides four levels of one-on-one tutoring and classes in Adult Basic Literacy and English as a Second Language (Basic, Beginning, Intermediate, Advanced) that include curriculum in language, civic, financial, health, and workforce literacy. Services are free with trained volunteer tutors.

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

Inside the Workforce Center:

6. 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 Services Team.

7. Department Of Workforce Services. – Required partner

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

8. Adult Education – 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:

9. 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.

10. Arkansas Rehabilitation, Conway – Required partner

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

11. Carelink, Conway – Not required

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

12. 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.

13. 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 the workforce center to help with job search and programs.

14. 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.

15. 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 Development 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 Occupational Skills training. Work Experience provides the participant with firsthand experience in the workplace. Occupational Skills training provides educational funding, not to exceed two years, while a participant 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. Experience Works – Not Required (Referral Source)

The Experience Works Program provides a variety of resources, services and information to job seekers, 55 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 Occupational Skills training. Work Experience pays a participant a stipend as the participant gains experience while working on a job. Occupational Skills training provides educational funding, not to exceed two years, while a participant attends post-secondary school to complete a course of study leading to a credential that can be utilized to seek employment.

4. Lonoke and Prairie County Adult Education Center – Required

Lonoke County Adult Education offers education and training courses to help adult participants upgrade their educational level, attain job readiness skills and improve the life skills that prepare them for self-sufficiency and improvement of their 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 Diploma (G.E.D.). Among other options, business computer classes, computer assisted instruction classes, or basic skills remediation classes for college and military entrance exams. Financial Literacy and Job Readiness are integrated components of all Adult Education Courses.

5. 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 Services Team.

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. 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.

5. 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)

6. Wagner Peyser (Employments Services)-DWS – Required (Referral Source)

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

7. 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 Services Team.

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)]

The Central Area has developed an interactive website that conducts intake activities with job seekers,

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 to jobseekers. 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 participants 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 program is to ensure 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 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 th and September 30 th 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"> • basic skill remediation; • supervised work experiences; • pre-employment abilities such as career planning, resume preparation, use of labor market information, completing applications, and interviewing skills attainment ;

	Summer Youth Continued	<ul style="list-style-type: none"> • attainment of core employability/work maturity skills such as dependability, honesty, problem solving skills, initiative, enthusiasm, team player; • Interpersonal skills, appearance, leadership, and cultural sensitivity. emphasis on jobs in in-demand and emerging industries;
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 monitors youths' success during their transition to employment and further education and to provide assistance as	Frequent interaction, including guidance and counseling, support services, and other assistance for at least 12 months after exit;

	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.	
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. Adult Education can assist 16-17 year olds that are waived out of high-school and/or have been home schooled.
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. Adult Education Programs will have a financial component beginning July 1, 2017.
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 career consultant uses the WIOA Training Expenditure Form and Financial Aide documentation from 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 an application and received determination from other funding sources and present the award letter to the career consultant 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. The Career Consultant 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 of the ETP list is achieved, the list is 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. Registered Apprenticeship Programs are also available within the Central Arkansas Workforce Development Area. The seven in-demand industry sectors encompass most of the registered apprenticeship programs available in the State of Arkansas. If a program falls outside of the seven in-demand industry sectors, that program will be evaluated on a case-by-case basis.

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 (educational training providers) 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)]

Local ARS Field offices or other ARS organizational units will replicate cooperative agreements in part or in whole with local divisions of Workforce Innovation and Opportunity Act core programs. These may include the following:

- Provision of inter-component staff training and technical assistance with regard to:
- the availability and benefits of, and information on eligibility standards for, vocational rehabilitation services; and
- The promotion of equal, effective, and meaningful participation by individuals with disabilities in workforce investment activities in the State through the promotion of program accessibility, the use of nondiscriminatory policies and procedures, and the provision of reasonable accommodations, auxiliary aids and services, and rehabilitation technology, for individuals with disabilities;
- Use of information and financial management systems that link all components of the statewide workforce development system, that link the components to other electronic networks, including nonvisual electronic networks, and that relate to such subjects as employment statistics, and information on job vacancies, career planning, and workforce innovation and opportunity activities; use of customer service features such as common intake and referral procedures, customer databases, resource information, and human services hotlines;
- Establishment of cooperative efforts with employers to:
- Facilitate job placement; and
- Carry out any other activities that the designated State unit and the employers determine to be appropriate; identification of staff roles, responsibilities, and available resources, and specification of the financial responsibility of each component of the statewide workforce

investment system with regard to paying for necessary services (consistent with State law and Federal requirements); and

- Specification of procedures for resolving disputes among such components.

Development of these agreements at the local level must include the local manager (field office district manager or the top executive at the organizational units of Arkansas Rehabilitation Services). The agreement must be signed by the local manager, the supervising Senior Leader from Arkansas Rehabilitation Services, and the Commissioner of Arkansas Rehabilitation Services or his/her designee. Copies of the agreement will be maintained by the local manager and Chief Fiscal Officer of Arkansas Rehabilitation Services.

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. Conflict of Interest is eliminated through the One Stop Operator Task Force's selection of an independent contractor. The selected independent contractor will serve as staff for the Task Force, developing the RFQ, issuing the RFQ, and working with the Task Force to score and rank respondents.

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. The tool generates baseline indicators for performance, and populates performance for the following categories:

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

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

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

Youth: Employment or Placement Rate 2nd Quarter after exit, Employment or Placement Rate 4th 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 I 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 fiscal agent on an annual basis.

The Central Arkansas Workforce Development Board will review applications for the Eligible Training Provider List on an as needed basis.

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 was 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 remained 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 were presented to the Central Arkansas Workforce Development Board for their consideration and approval on September 10, 2019. The public comment period ran from May 15- June 17 2019.

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 was made available through email, public display, and on Central Arkansas Workforce Development Area's website: www.WorkforceAR.com from May 15 – June 17, 2019. The plan was also submitted in May 2019 to the Arkansas Department of Workforce Services for State review and public comment.

- 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, any 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.

No comments received.

- 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
		Required Policies and Procedures	References
☒	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	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305

	Official and local board to determine that the center conforms to the definition therein.	
<input checked="" type="checkbox"/>	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)
<input checked="" type="checkbox"/>	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
<input checked="" type="checkbox"/>	6.15 The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.	WIOA Section 188; 29 CFR 37.42
<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"/>	Administration of Funds	References
<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	WIOA Section 108(b)(15)

	followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program funds.	
☒	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
☒	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
☒	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
☐	Eligibility	References
☒	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
☒	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
☒	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
☒	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: 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 that 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 can 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.gov 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.gov>. 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/> includes:

- Industries in 2018
- Job Growth in 2024
- Projected Job Growth by Workforce Development Area
- Projected Job Growth by Industry
- Percent Workforce in 2024

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 2024. 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/> includes:

- Arkansas Occupations, Current and 2024 Projections, which includes data visualizations concerning occupations in Arkansas, both currently and projections for 2024. 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 2020-2021 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 2020 - PY 2021

Local Area WIOA Negotiated Performance Goals

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PY2020 – PY 2024 Local Plan

Appendix C: Local Area WIOA Negotiated Performance Goals

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

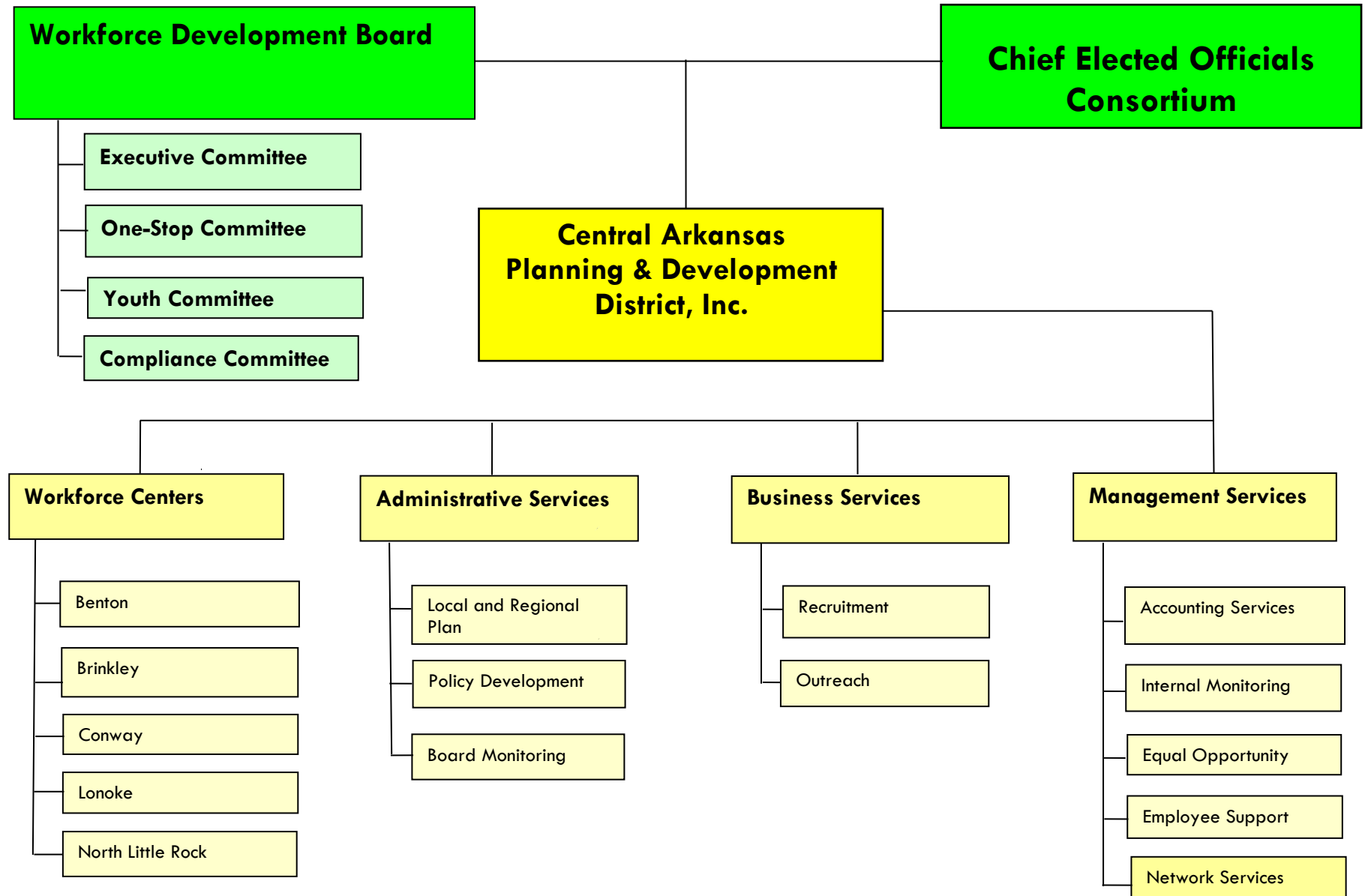
WIOA Performance Measures	Local Area PY18 & 19 Performance Goals
Employment (Second Quarter after Exit)	
Adult	91.1%
Dislocated Worker	92%
Youth	77%
Employment (Fourth Quarter after Exit)	
Adult	85.8%
Dislocated Worker	87%
Youth	79%
Median Earnings (Second Quarter after Exit)	
Adult	\$6,900
Dislocated Worker	\$7,200
Youth	N/A
Credential Attainment Rate	
Adult	77%
Dislocated Worker	77%
Youth	80%
Measurable Skill Gains	
Adult	Baseline
Dislocated Worker	Baseline
Youth	Baseline
Effectiveness in Serving Employers	
Adult	Baseline
Dislocated Worker	Baseline
Youth	Baseline

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, Deandriea
District Manager
Arkansas Rehabilitation Services

Fry, Paul
General Manager
Home Instead Senior Care

Graham, Jonathon
Field Representative
Plumbers & Pipefitters Local #155

Hardin, Melynda
Sr. Human Resources Representative
Virco Manufacturing Corporation

Kirkdoffer, Diana
Local Office Manager
Arkansas Department of Workforce Services

Risk, Amy
Lean Employment & Training Coordinator
Experience Works

Stires, Jamie
Human Resource Manager
Kimberly Clark

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

Davis, MeLora
Administrator
Des Arc Nursing and Rehab

Kelly, Byrum
Owner
Prescription Shop Pharmacy

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

PULASKI

Allgood, Michele
Attorney
Mitchell Williams Law Firm

Blaty, Richard
Membership Representative
International Brotherhood of Electrical Workers

Dozier, Brent
Vocational Rehab Counselor
International brotherhood of Electrical Workers

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

Hein, Michael
Executive Director
American Indian Center of Arkansas

McCalister, Jimmy
International Union of Painters & Allied Trades

Perry, Mark
Financial Representative
Modern Woodman Fraternal Financial

Wallace, Bentley
Vice Chancellor for Economic Development
UA-Pulaski Technical College

Young, Clevon
Executive Director
Arkansas Human Development Corporation

SALINE

Little, Holley
Regional Manager
FirstStaff

Rivers, Salina
Corporate Human Resources Manager & Recruiter
Rineco

Central Arkansas Workforce Development Board Committees

Compliance Committee

Bass, Deandriea
District Manager
Arkansas Rehabilitation Services

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

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
Dillards

Danner, Charles
ADWS

Florence, Michael
CEO
ALPS, Inc.

Hopkins, Danny
Maintenance Manager
Remington Outdoor Company

Kelly, Byrum
Co-Owner
Prescription Shop Pharmacy

Kirkdoffer, Diana
Local Office Manager
Arkansas Dept of Workforce Services

Padget, Gary
President and CEO
Southern Paramedic Service

Shelton, Debbie
Director
Lonoke School District

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

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