



**North Central Arkansas
Workforce Development Area
Regional and Local Plan
Program Years 2016-2019**

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PY 2016-2019 North Central Arkansas Regional Plan

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North Central Arkansas PY 2016 – PY 2019 Transitional Regional Plan

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

1.1. Provide the following:

- A. **A reference name for the planning region:**
North Central Arkansas Workforce Development Area (NCAWDA)
- B. **Identification of the local workforce development areas that comprise the planning region;**
North Central Arkansas Workforce Development Area
- C. **Identification of the county(ies) each local workforce development area serves;**
Cleburne, Fulton, Independence, Izard, Jackson, Sharp, Stone, Van Buren, White & Woodruff
- D. **Identification of the key planning region committee members charged with drafting the regional plan;** The North Central Arkansas Workforce Development Board (NCWDB), WIOA Core Partners, NCWDB Youth Committee members, NCWDB Planning Committee members, and North Central Arkansas Chief Elected Officials (CEO's). One person was the main contact from each partner which made up the committee to help draft the regional plan.
- E. **Indication of the local workforce development area each committee member is associated with;**
North Central AR Workforce Development Area
- F. **A list of key planning region committee meeting dates. [WIOA Sec. 106(a) and (c)]**
The WIOA Core Partners met July 20, 2016, August 31, 2016, September 29, 2016, and October 27, 2016 and continue to meet monthly. The NCWDB met June 8, 2016, September 14, 2016 and December 14, 2016. The NCWDB Youth Committee met June 8, 2016. The North Central Arkansas CEOs met June 28, 2016. The NCWDB Planning Committee appointed by the board met October 20, 2016. Arkansas' ten Local Workforce Board Directors met and worked together on plans May 24, June 14, July 29, August 23 and September 28 during 2016.

Each committee member was instrumental in helping draft the regional and local plan through numerous telephone conversations and emails.

1.2 Provide a labor market and economic analysis of the workforce development planning region. This regional analysis must include:

- A. The economic conditions;
- B. Labor force employment and unemployment data;
- C. Information on labor market trends;
- D. Workforce development activities;
- E. The educational and skill levels of the workforce, including individuals with barriers; and
- F. The development and implementation of sector initiatives for existing and emerging in-demand industry sectors or occupations for the region.

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

A. Economic Conditions

The economy of the North Central Workforce Development Area is very diverse in that it includes the Delta on the south and east and the Ozark Mountains on the north and west. Even though North Central Arkansas is very rural in nature and is not home to any of the seven Fortune 500 companies in the state, it is rich in agricultural businesses, large manufacturing businesses, and unique thriving small businesses. The largest manufacturing companies in the region include: Bad Boy Inc., Intimidator, Inc., PECO, Inc., Ozark Mountain Poultry, FutureFuel Corporation, Excel Boat Company, Fiber Energy Products, UniFirst Corporation, Riceland Foods, Sloan Valve, Centoco, World Wide Label, Land O' Frost, Bryce Corporation, Eaton Corporation, Medallion Foods, Arkansas Steel Associates, Taylor Made Ambulances, Southwest Steel Processing, Delta Manufacturing, Inc., Broadwing, Microplastics, Unilin Flooring, Unimin Sand, Global Foods, Aromatique, and Defiance Metal Products. Other large employers in the region are fast food restaurants including McDonald's and Sonic, all local hospitals, nursing homes, electric cooperatives, school districts, community colleges and four-year colleges, transportation services, and local grocery stores such as, Harps, Wal-Mart, and Kroger.

The North Central area has a variety of tourist attractions including the Folk Center in Mountain View, craft shops in downtown Hardy, Blanchard Springs Caverns, Buffalo National River, Spring River, and Greers Ferry Lake that draw millions of tourists each year according to the Arkansas Department of Parks and Tourism.

The Arkansas Economic Development Commission has identified fifteen (15) target industries in this area of the state: Health Care and Social Assistance, Manufacturing, Retail Trade, Educational Services, accommodations and food services, administrative and support and waste management, transportation and warehousing, wholesale trade, construction, professional, scientific, and technical services, management of companies and enterprises, information, agriculture, forestry, fishing, and hunting, mining, and utilities.

2015 Census Population and 2014 income data from Discover Arkansas

<http://www.discover.arkansas.gov/Local-Workforce-Development-Area-Statistics/North-Central-Arkansas>

County	Population	Personal Income	Per Capita Income	Median HH Income
Cleburne	25,467	\$870,250,000	\$33,949	\$40,555
Fulton	12,204	\$327,268,000	\$26,991	\$33,347
Independence	37,052	\$1,197,584,000	\$32,403	\$41,085
Izard	13,445	\$382,613,000	\$28,371	\$32,744
Jackson	17,338	\$521,281,000	\$29,730	\$32,427
Sharp	16,912	\$490,430,000	\$29,009	\$32,101
Stone	12,456	\$345,805,000	\$27,678	\$30,010
Van Buren	16,771	\$500,443,000	\$29,698	\$32,975
White	79,161	\$2,500,267,000	\$31,813	\$42,044
Woodruff	6,741	\$235,504,000	\$34,082	\$29,969

B. Labor Force Employment and Unemployment Data

February 2016

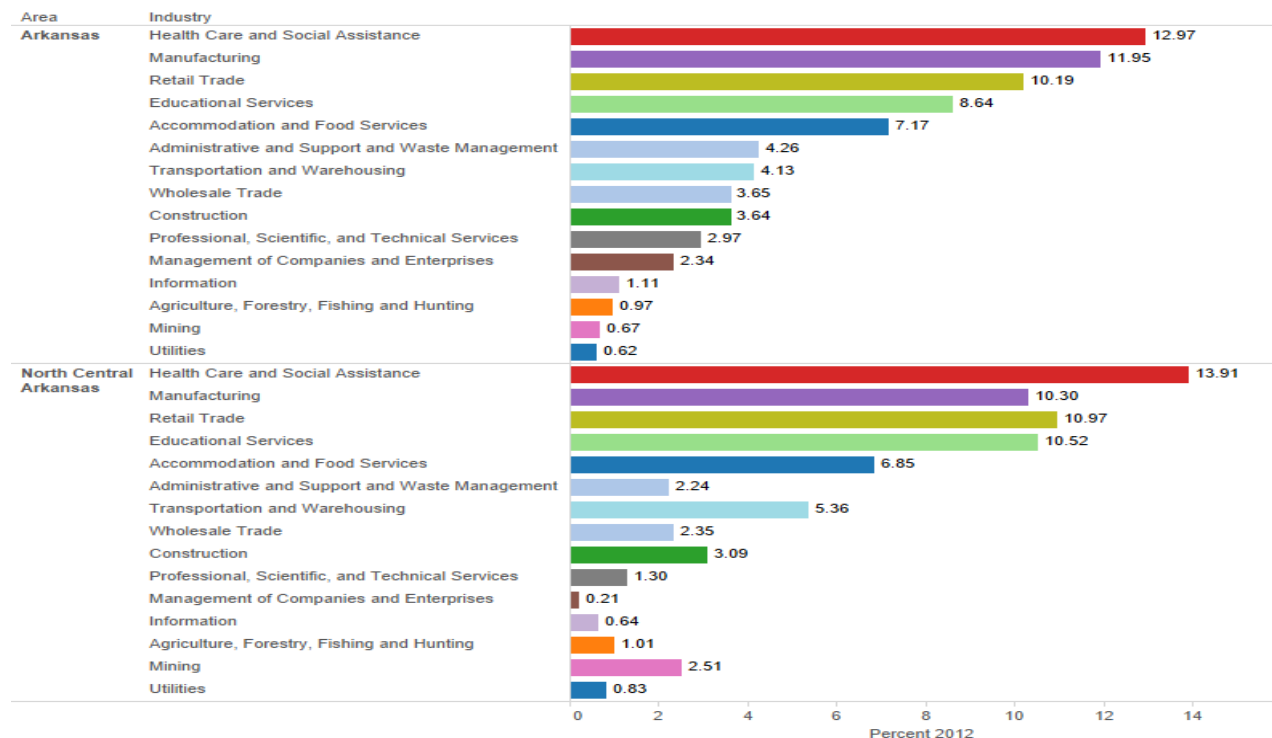
County	Civilian Labor Force	Number of Employed	Number of Unemployed	Unemploy. Rate
North Central LWDA	96,870	90,481	6,389	6.6
Cleburne County	9,661	8,922	739	7.6
Fulton County	4,840	4,592	248	5.1
Independence County	15,775	14,819	956	6.1
Izard County	5,092	4,742	350	6.9
Jackson County	6,235	5,766	469	7.5
Sharp County	6,022	5,606	416	6.9
Stone County	4,550	4,258	292	6.4
Van Buren County	6,645	6,146	499	7.5
White County	35,018	32,815	2,203	6.3
Woodruff County	3,032	2,815	217	7.2

Source: <http://www.discoverarkansas.net/?PAGEID=67&SUBID=143>

C. Information on Labor Market Trends

All data below can be found at: <http://arkansasresearchcenter.org/arc/index.php?CID=153> – Arkansas Research Center

Jobs by Industry 2012

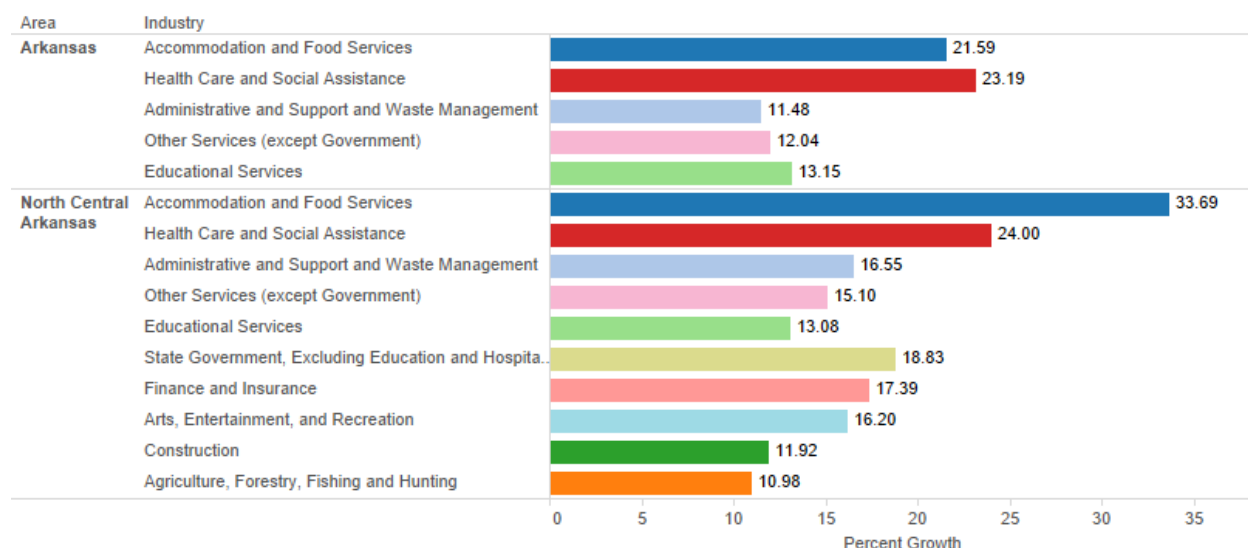


The chart above shows the current estimates for the percentage of workers in major industries. Compared to the state, the North Central region has a higher percentage of workers in health care and social

assistance, retail trade, educational services, transportation and warehousing, agriculture, forestry, fishing and hunting, mining and utilities. The two industries that North Central currently falls below the state more than two percentage points is administrative and support and waste management and management of companies and enterprises.

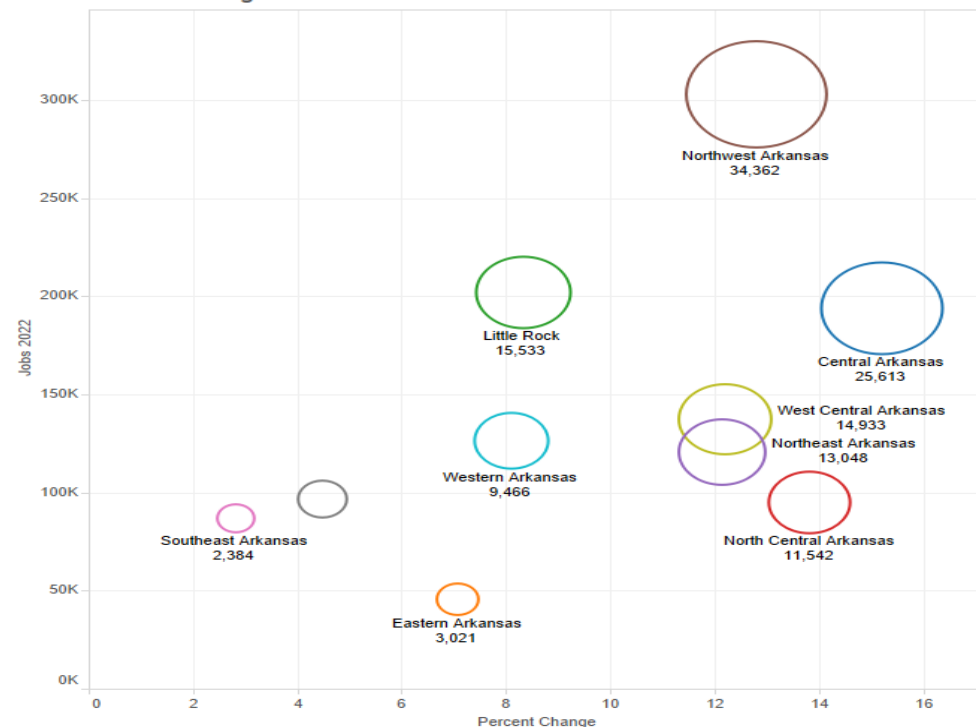
Projected Job Growth by Industry – 2022

Industry Growth



The chart above shows industries expected to have growth greater than 10% by 2022. The North Central area will excel above the state in accommodations and food services by 12.1%, administrative and support and waste management by 5.07% and other services by 3.06%. The largest industry growth in the region is a 33.69% growth in accommodations and food services, health care and social assistance, finance and insurance and state government. The lowest growth is projected to be in agriculture, forestry, fishing, and hunting. Overall the North Central region is projected to have a substantial increase in jobs by the year 2022.

Total Job Growth Region



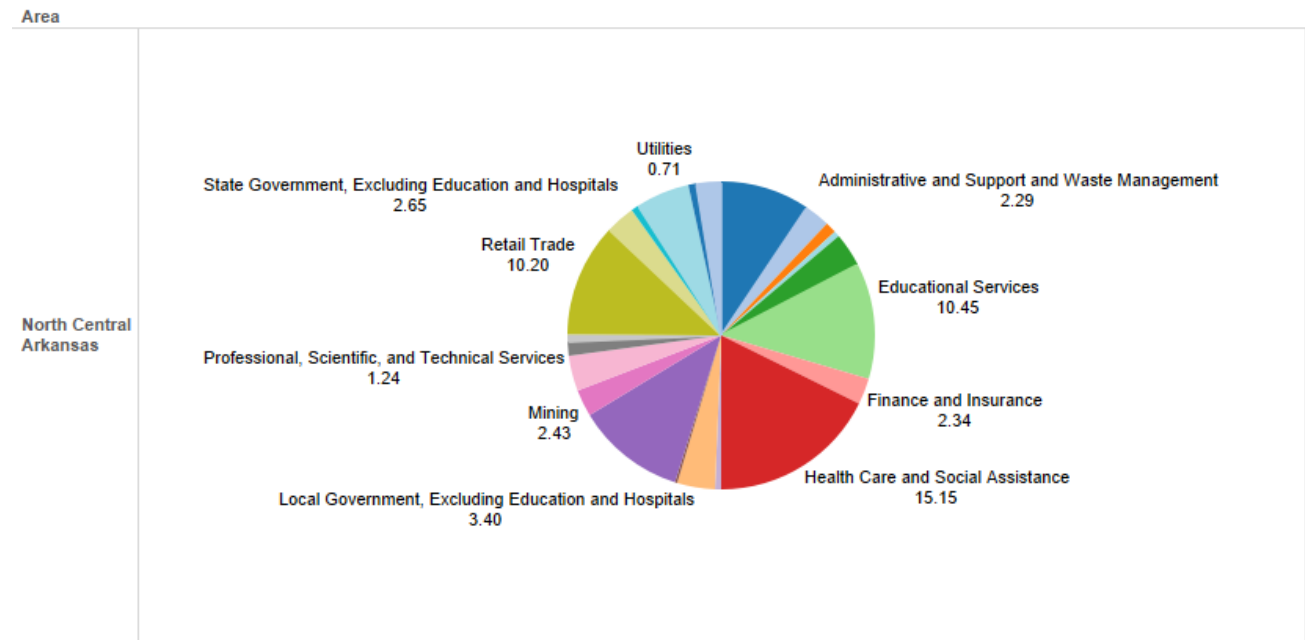
Total Job Growth Per Workforce Development Region

The size of the bubble represents the number of jobs expected to be created. The Y axis is the number of jobs projected by 2022. The X axis is the percent of growth.

As indicated by the chart, for all industries, the North Central region falls in 6th out of the 9 regions in the state. Northwest Arkansas is projected to have the largest growth with Central Arkansas being just below. Southeast Arkansas and Eastern Arkansas are projected to have the lowest of job growth by 2022.

Percent Workforce 2022 – North Central Region

2022



This pie chart represents what percent of the workforce is expected to be in each industry in the North Central Region in 2022.

The following data sourced from Discover Arkansas for the Northcentral region

(http://www.discover.arkansas.gov/Portals/136/Publications/Projections/LT_WIA_12-22.pdf)

Projected Industry Growth 2012-2022

Industry	2012 Estimated Employment	2022 Projected Employment	Net Growth	Percent Growth
Total Employment, All Industries	83,452	94,994	11,542	13.83%
Natural Resources and Mining	2,944	3,244	300	10.19%
Construction	2,575	2,882	307	11.92%
Manufacturing	8,596	9,339	743	8.64%
Trade, Transportation & Utilities	16,278	17,092	814	5.00%
Information	533	532	-1	-0.19%
Financial Activities	2,483	2,861	378	15.22%
Professional & Business Services	3,129	3,545	416	13.29%
Education and Health Service	20,388	24,322	3,934	19.30%
Leisure & Hospitality	6,146	8,142	1,996	32.48%
Other Services (except Government)	2,622	3,018	396	15.10%
Government	6,005	6,380	375	6.24%

Projected Occupational Growth 2012-2022

Occupations	2012 Estimated Employment	2022 Projected Employment	Net Growth	Percent Growth	Total Annual Openings
Total, All Occupations	83,452	94,994	11,542	13.83%	3,097
Management Occupations	11,295	12,946	1,651	14.62%	362
Business & Financial Operations Occupations	1,359	1,549	190	13.98%	47
Computer & Mathematical Occupations	339	393	54	15.93%	11
Architecture & Engineering Occupations	441	481	40	9.07%	15
Life, Physical & Social Science Occupations	276	313	37	13.41%	12
Community & Social Service Occupations	1,299	1,529	230	17.71%	52
Legal Occupations	282	309	27	9.57%	8
Education, Training & Library Occupations	5,131	5,880	749	14.60%	185
Arts, Design, Entertainment, Sports & Media Occup	629	702	73	11.61%	23
Healthcare Practitioners & Technical Occupations	5,167	6,181	1,014	19.62%	209
Healthcare Support Occupations	2,755	3,354	599	21.74%	113
Protective Service Occupations	1,609	1,762	153	9.51%	63
Food Preparation & Serving Related Occupations	6,248	8,156	1,908	30.54%	393
Bldg. & Grounds Maintenance Cleaning & Maint.	2,758	3,169	411	14.90%	97
Personal Care & Service Occupations	2,727	3,605	878	32.20%	143
Sales & Related Occupations	7,243	7,855	612	8.45%	295
Office & Administrative Support Occupations	10,644	11,523	879	8.26%	334
Farming, Fishing & Forestry Occupations	631	694	63	9.98%	24
Construction & Extraction Occupations	3,958	4,339	381	9.63%	118
Installation, Maintenance & Repair Occupations	3,598	3,956	358	9.95%	125
Production Occupations	7,308	8,030	722	9.88%	239
Transportation & Material Moving Occupations	7,755	8,268	513	6.62%	225

Top Ten Growing Industries, 2012-2022 Ranked by Net Growth

Industry	2012 Estimated Employment	2022 Projected Employment	Net Growth	Percent Growth
Food Services & Drinking Places	5,079	6,871	1,792	35.28%
Educational Services	8,778	9,926	1,148	13.08%
Social Assistance	2,238	3,293	1,055	47.14%
Ambulatory Health Care Services	3,232	4,009	777	24.04%
Hospitals	3,254	3,777	523	16.07%
Nursing & Residential Care Facilities	2,886	3,317	431	14.93%
Machinery Manufacturing	526	951	425	80.80%
State Gov't, Excluding Education & Hospitals	2,119	2,518	399	18.83%
Food Manufacturing	2,491	2,883	392	15.74%
General Merchandise Stores	2,743	3,037	294	10.72%

Top Ten Growing Occupations, 2012-2022 Ranked by Net Growth

Occupation	2012 Estimated Employment	2022 Projected Employment	Net Growth	Percent Growth	Total Annual Openings
Farmers, Ranchers & Other Agri Mgrs.	8,027	9,265	1,238	15.42%	254
Combined Food Prep & Serving Workers, Including Fast Food	1,664	2,351	687	41.29%	133
Personal Care Aides	908	1,419	511	56.28%	57
Nursing Assistants	1,797	2,087	290	16.14%	63
Registered Nurses	1,246	1,504	258	20.71%	50
Licensed Practical & Licensed Vocational Nurses	1,284	1,537	253	19.70%	56
Cooks, Fast Food	1,050	1,297	247	23.52%	46
Heavy & Tractor-Trailer Truck Drivers	2,816	3,052	236	8.38%	69
Waiters & Waitresses	765	994	229	29.93%	60
Childcare Workers	1,046	1,270	224	21.41%	53

The North Central region will see a significant increase in the Health Care, Accommodation and Food Services, Educational Services, Manufacturing, and Retail Trade industries by 2022. The following is the percent of job growth between 2012-2022 and the number of new jobs by 2022: Health care – 24%, 2786 jobs; Accommodation and Food Services – 33.69%, 1927 jobs; Educational Services – 13.08%, 1148 jobs, Manufacturing – 8.6%, 743 jobs; and Retail Trade – 5.9%, 538 jobs.

D. Workforce Development Activities

North Central's workforce development activities are coordinated through the Arkansas Department of Workforce Services (ADWS), White River Planning and Development District as the Title I Service Provider, the Arkansas Department of Career Education (ADCE), the Arkansas Rehabilitation Services (ARS), the Department of Human Services (DHS), Division of County Operations (DCO) and Division of Services for the Blind (DSB). These agencies are responsible for all the core and non-core programs.

The Arkansas Workforce Centers are at the forefront of the workforce activities and represent Arkansas's version of the American Job Centers. In North Central, there are three workforce centers throughout the region that provide access to the services. The majority of the North Central area is rural and the state's mobile workforce center units assist in providing services to the rural communities.

The local workforce development board, comprised of local businesses, labor, partner agencies and other key stakeholders, oversees the Arkansas Workforce Centers. The board, in alignment with the State's vision, provides front line strategic implementation for state-wide initiatives such as sector strategies, career pathway development and delivery of standardized business services. The local priorities by the board include layoff aversion, specific career pathway development, youth programs, targeted sector partnerships, and work-based learning.

Local boards are tasked with procuring a one-stop operator for the daily operation of their respective center(s) in accordance with WIOA 121(d). These boards carry out workforce activities by partnering locally through Memorandums of Understanding (MOU) to implement core, non-core, and other partner programs. Arkansas

Workforce Centers are fully integrated with WIOA, Wagner-Peyser, Jobs for Veterans State Grant (JVSG), Trade Adjustment Assistance (TAA), Temporary Assistance for Needy Families (TANF), Unemployment Insurance (UI), Adult Education and Family Literacy and Vocational Rehabilitation. Local partnerships and integration also exist in many areas with Supplemental Nutrition Assistance Program (SNAP) Employment and Training Programs and others.

Typical customers entering the center are engaged by an intake process that is designed to identify the needs of the individual by gathering information and then utilizing the appropriate resources for those needs. In some cases, the resources are initiated by a referral to a partner program. Customers are given solutions and next steps to their questions, barriers, and issues by connecting directly with the appropriate workforce system partner as part of this philosophy.

Within the North Central Region, the Arkansas Department of Career Education, Adult Education Division (ACE/AED) funds five local adult education programs (ASU-Beebe at Searcy, ASU-Newport, North Central Adult Education, Ozarka College, and U of A Community College at Batesville) and one community-based and/or privately operated literacy council (Ozark Foothills Literacy Project) through state and federal grants. The service delivery systems are diverse and funded through a variety of local administrative entities. Local programs provide adult education services to people with academic skills up through a 12.9 functioning grade level. These services are free and provided in classes held in locations throughout each program's service area. Services include GED Classes and testing, English as a Second Language Classes, family literacy, instruction to prepare for college or employment, customized workplace classes, and Workforce Alliance for Growth in the Economy (WAGE™). Statewide in the 2014-2015 program year, 27,636 adult Arkansans received services from programs receiving adult education funding; 5,484 or 20 percent were ESL students and 2,939 or 11 percent were individuals in institutional settings such as correctional facilities or community corrections programs.

Department of Human Services - Division of Services for the Blind (DSB) continues to support its accessible kiosks for consumers at Arkansas Workforce Center locations. The kiosks provide consumers the same access to the Internet to search for jobs as a sighted person seeking services from workforce centers. DSB provides training to workforce center staff and clients on the use of the kiosks. In the North Central region, kiosks are located at the Searcy and Batesville Comprehensive Workforce Centers.

Workforce System Services – Unemployed and Underemployed

Arkansas Workforce Centers offer the full array of career services outlined in WIOA 134(c)(2) for unemployed and underemployed jobseekers. Career services available at the centers vary because of local area inflexion and needs of particular communities. Basic career services are available at approximately 46 locations throughout Arkansas. Each center has computers, printers, copiers, printed resources, and staff to assist jobseekers. Many of the services, including Arkansas Job Link and Discover Arkansas LMI Portal, can be accessed virtually through the internet via computer, smart phone, or tablet. The LMI portal includes information related to employment and the workforce. The LMI portal helps customers make informed plans, choices, and decisions for a variety of purposes, including business investment decision making, career planning, career preparation, education, and training offerings, job search opportunities, hiring, and public/private investments. Arkansas Job Link is the state job matching system and the virtual one-stop-shop where Arkansans can centralize all their career search activities. It allows jobseekers to self-enter his/her resume(s) and job search 24/7. Arkansas Job Link also provides access to a toolbox of job search assistance links, including career exploration, training resources, self-marketing tools, Unemployment Insurance information, and additional job banks. The built-in event calendar communicates upcoming hiring events, job fairs, and other workforce activities.

Jobseeker Services

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

- * Labor exchange services must also provide labor market information to the individuals seeking services. The information must be accurate and include information on local, regional and national labor markets, such as job vacancies; skills necessary to obtain the jobs in-demand occupations and related earning potential and opportunities for advancement in those occupations
- * 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.
- * 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 are not always enough to enable job seekers to obtain self-sufficient employment. In some instances, formal training is required. Arkansas Workforce Centers offer multiple training services such as occupational skills training; on-the-job training (OJT); Registered Apprenticeships; incumbent worker training; skill upgrading and retaining; entrepreneurial training, and adult education and family literacy activities.

Training services are funded through WIOA programs, Pell Grants, partner programs, and state and local grants. The North Central area is responsible for establishing and implementing local policies for eligibility, Individual Training Account (ITA) limits, and the identification of in-demand sectors or occupations. Through multiple initiatives and projects, Arkansas has focused training and career development activities on sector strategies/partnerships and career pathway development. At the state level, the Eligible Training Provider List (ETPL) has been updated pursuant to WIOA Sections 122 and 134. This list ensures that Arkansans are able to make informed decisions on training providers and programs based on accurate data including completion and placement rates; labor market information and wage expectations.

Supportive Services

In order to assist jobseekers in obtaining or retaining employment through career or training services, Arkansas Workforce Centers offer a variety of supportive services. North Central region is responsible for establishing a supportive service policy that outlines types, eligibility, limits, etc. Examples of supportive services include child care; transportation; needs-related payments; housing; tools and equipment; uniforms; and other clothing. The NCAWDB's supportive services and procedures plan provides guidance regarding the supportive services offered in the North Central area along with the limit to these services which is \$8,000.00 per participant per year. The plan also outlines the procedures taken by the career specialist to ensure all WIOA requirements are fulfilled. This plan can be found at the office of White River Planning and Development District, 1652 White Drive,

Batesville, AR 72501. Each core partner provides an array of valuable services to the program participants. The Department of Human Services - Division of Services for the Blind provides optical devices, visual treatments, educational services, employment services, and independent living training. The Arkansas Department of Workforce Services provides a customer employer list, employment services, career readiness training, temporary assistance for needy families, and transitional employment assistance. The ADWS also provides a Veteran's program. The Arkansas Rehabilitation Service provides educational services, employment services, career training, and accommodations for individuals with disabilities. The Adult Education program provides, adult education classes, GED testing, and soft skills training.

Business Services

The focal point of all workforce system activities is business and industry. These activities are taking place statewide and may include access to facilities –Use of Workforce Center facilities by a business for a variety of purposes such as meetings, trainings, orientations, interviews, etc.; assessments – any test or assortment of tests used to measure the skills, interests and/or personality traits of a jobseeker, potential employee, or current employee; business education – seminars, round tables, workshops, focus groups, etc.; business information – Information given to a business pertaining to a variety of incentive programs or other information requested that provides a benefit to that business; hiring events – a customized event for a single employer that assists with recruiting, interviewing, and hiring of one or more positions; job fairs – event for multiple employers that assists with the recruiting, interviewing, and hiring of one or more positions; job postings – staff-entered or web-entered job orders approved by staff; labor market information – information on state and local labor market conditions; industries, occupations, and characteristics of the workforce; area business identified skills needs; employer wage and benefit trends; short and long-term industry and occupational projections; worker supply and demand; and job vacancies survey results; Rapid Response – a variety of services to businesses that are facing restructuring and downsizing including onsite workshops for employees in transition; job placement assistance; and information on unemployment benefits; screening – any service that involves the initial evaluation of applications or resumes that assists the employer in the recruiting process; training and retraining - any service provided to a business that involves the training or retraining of current or future employees including OJTs, Work Experiences, Incumbent Worker Training, etc.

The NCAWDA website includes general contact information, general information about WIOA, services offered in the North Central Region, eligibility requirements, office locations, and a memorandum of understanding which includes information regarding partnerships.

Services to Persons with Disabilities

The Arkansas Department of Career Education, Arkansas Rehabilitation Services (ACE/ARS), and the Department of Human Services - Division of Services for the Blind (DSB) provide vocational rehabilitation services to individuals with disabilities. Currently, there are significant barriers for individuals with disabilities in relation to attaining employment. In the United States, only one-third (32%) of working individuals with disabilities were employed on average in the 2010-2012 period compared to two-thirds (72.7%) of individuals without disabilities according to the Disability Employment Data through the United States Department of Labor. In Arkansas, 28% of individuals with a disability were employed in 2013 compared to 75.3% of individuals without a disability. A 2008 study (StatsRRTC1) indicated the employment rate for individuals with disabilities was 33.9 percent when compared to 79.1 percent for individuals without disabilities. Historically, there are significant barriers to the inclusion of individuals with disabilities into the overall strategy for economic development in Arkansas. ARS in partnership with the Arkansas Department of Human Services - Division of Services for the Blind (DSB) are

leading the charge for providing targeted training and education for individuals with disabilities in order for them to develop the skills and abilities needed to attain competitive integrated employment in Arkansas.

Through the Governor's Executive Order 10-17, the Division of Services for the Blind and the Arkansas Rehabilitation Services 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. Governor Asa Hutchinson decided to continue and build on former Governor Mike Beebe's Executive Order 10-17 by creating the Employment First initiative to encourage state agencies to hire people with disabilities and serve as a hiring model to the private sector. The initiative also instructs agencies to provide consumer services with the goal of self-sufficiency through employment as the end result, rather than the service as an end in itself.

E. Educational and Skill Levels of the Workforce, Including Individuals with Barriers

Source for the chart below:

<http://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>

<https://nces.ed.gov/naal/estimates/stateestimates.aspx>

County	Population 25 years and over	# High School Grads or higher	% High School Grads or higher	# Bachelor degree or higher	% Bachelor Degree or Higher	# Grad Degree	% Grad Degree	% Lacking Basic Skills
Cleburne	18,878	7,060	37.4%	2,058	10.9%	1,208	6.4%	12%
Stone	9,140	3,400	37.2%	960	10.5%	530	5.8%	14%
Jackson	12,624	5,883	46.6%	720	5.7%	278	2.2%	17%
Independence	24,801	9,672	39.0%	2,406	9.7%	1,265	5.1%	13%
Woodruff	4,977	2,115	42.5%	314	6.3%	134	2.7%	21%
Sharp	12,305	5,267	42.8%	664	5.4%	652	5.3%	13%
Fulton	8,965	3,963	44.2%	565	6.3%	394	4.4%	13%
Van Buren	12,481	5,217	41.8%	974	7.8%	549	4.4%	13%
Izard	10,066	3,936	39.1%	846	8.4%	403	4.0%	13%
White	49,921	18,321	36.7%	5,891	11.8%	1,434	7.2%	13%

North Central has an average of 80.54% of individuals with a high school diploma, a 13% average of individuals with a bachelor's degree and 4.75% average of individuals with a graduate degree. An average of 14.2% of persons in the ten-county area lacks the basic literacy skills needed to join the workforce in the region. Woodruff County, located in the Delta, has the highest percentage at 21% who lack the basic literacy skills and Cleburne County has the lowest percentage at 12%.

F. Development/Implementation of Sector Initiatives for Existing/Emerging In-Demand Industry Sectors or Occupations for the Region

North Central partnered with the community colleges of ASU-Beebe, ASU-Newport and UACCB at Batesville on the two-year Arkansas Sector Partnership grant and continues to work with those partners. The training

program for ASU-Beebe includes multi-skills program (general technical skills in electronics, drafting and reading prints, quality control measurements, hand tool identification, hydraulics/pneumatics, mechanical power, welding); ASU-Newport includes welding and licensed practical nurse; and UACCB includes certified nursing assistants.

The North Central Workforce Development Board identified Health Care and Social Assistance, Accommodation and Food Services, Educational Services and Manufacturing as existing/emerging in-demand industry sectors in the region. Plans are to work closely with community colleges, employers, economic development, chambers of commerce and other partners to further develop sector initiatives for the health care industry initially.

Arkansas contracted with Maher and Maher to support the deployment of sector strategies statewide and provide support for the local areas. Over the next four years, they will be launching a wide array of consulting services to help the agencies in Arkansas at all levels—state and local—move forward to build world-class sector strategies.

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

North Central has adopted the vision and goals in the Arkansas Workforce Development Plan and will adapt them to the local area.

The vision of the North Central Arkansas Workforce Development region is to have a world-class workforce that is well educated, skilled and working in order to keep North Central Arkansas' economy competitive in the global marketplace.

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:

- Work with Maher consultant to identify and develop two sector strategies over the next four years.
- ☐ Increase the number of active Registered Apprenticeship programs, as well as, the number of participants by 10% each year.
- ☐ Expand small business participation by hosting one Town Hall meeting for small business annually in different counties.
- ☐ The Business Service Team will schedule visits with Chambers of Commerce in each county and report to the WDB each quarter.

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

Goal 2 Objectives:

- ☐ Sponsor (pay for) training that leads to industry recognized credentials and certification for incumbent workers in local industries. This could be through a consortium with colleges and industries. The goal will be at least one session annually.

- ☐ Sponsor one Career Fair annually at various locations in the 10 county area. The Career Fair could be a two day event with the first day for agency personnel that would provide workshops on resumes, interviewing, work accommodations through ARS, etc. The 2nd day would have employers booths set up for the public to visit.
- ☐ Develop a common business outreach strategy with a common message that will be utilized by all workforce system partners. The Business Services Team would represent each core partner and would elect a chair to serve annually. The Chair would organize industry visits, disseminate information to core partners, and make quarterly reports to the WDB.

Strategic Goal 3: Increase awareness of the North Central Region's Talent Development System

Goal 3 Objectives:

- ☐ Utilize an image-building outreach campaign that educates persons in the region about the services and the career development opportunities available in North Central Arkansas.
- ☐ The common intake form that is being prepared by local board members will increase awareness because the core partners will be personally contacting clients
- ☐ Conduct an open house twice a year at various core partner locations in the 10 county regions. The open house event will give individuals, partners, and business leaders the opportunity to explore the various partner locations which will ultimately help each partner understand the services offered at each location.

Strategic Goal 4: Address Skills Gaps

Goal 4 Objectives:

- ☐ Adult Education Programs will develop a student portfolio system that can be taken to employers by jobseekers. The portfolio contents will be based upon the soft skills identified in the 2016 employer survey conducted by the Workforce Development Board (WDB).
- ☐ The North Central WDB will survey the level of interest in the 10 county region and the process involved in becoming an ACT Work Ready Community.

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

WIOA coordinates with partners to effectively target businesses and employers. The Business Service Team will provide an overview of all the agencies and leave a packet of services which the employer can review. This approach has been successful in maximizing information with minimal intrusion.

In May 2016, the local board engaged employers throughout the region through a survey. The purpose of the survey was to determine which "soft skills" local employers were needing, determine if the employers would give preference to prospective employees that had completed a pre-employment program through Adult Education Centers, determine which credentials were required and/or recognized by employers, determine the employers' training needs for the next 12-18 months, and open a line of communication between employers and the NCWDB.

The North Central region has developed partnerships and alliances through the Chambers of Commerce, educational institutions and educational cooperatives and works closely with White River Planning and

Development District to further alliances with these groups as well as engage employers. These partnerships have been effective in cross training the different agencies about the various services available, to help simplify the process of obtaining services, and providing an overall menu of services to businesses and industries.

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

The North Central region will define workforce development strategies by working with partners to determine the best ways to provide services with guidance from the State regarding requirements and opportunities. Cooperative service delivery agreements can be memorandums of understanding for the local workforce system. This agreement allows the partners to ensure that all jobseekers, workers, and employers will be served in a way that all of their needs are addressed, the duplication of services is eliminated, and all programs are available.

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

The North Central region will adhere to the administrative cost requirements as specified under WIOA. It will use memorandums of understanding and Infrastructure Funding Agreement for the local workforce system. The one-stop operating budget will be considered the master budget that contains a set of individual budgets that consist of costs that are specifically identified in the TEG 17-16 statute. The budget will be periodically reconciled against actual costs incurred and adjusted according to the regional operational costs.

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

Transportation and other supportive services will be determined and coordinated through the partner programs as allowable by their program. Transportation support will be provided to participants who are in individualized career services including job search activities, full-time WIOA funded training or related vocational training. These services will be coordinated with various partners throughout the North Central region. Additional supportive services will be provided to eligible WIOA participants as needed. Brochures have been developed to properly provide information on the supportive services available in the North Central region. These brochures have been disbursed in many locations throughout the region.

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

North Central will continue to partner with regional economic development services and providers by leveraging resources with the White River Planning and Development District, Chambers of Commerce and other economic development organizations. . NCADWA coordinates meetings to disburse information, to ensure non-duplication and braided services, and to cross-train partner agencies to

provide better services to the needs of the community. The website will include a communication page which will provide a location for all partners to obtain information on events such as job fairs, hiring events, and community events.

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

Since the planning region is a single workforce development area, North Central will follow the federal and state guidance regarding negotiation and agreement with the state. At the State and Local Workforce Development Areas (LWDAs) meeting on October 6, 2016, the LWDA's agreed to accept the same performance measures as the State level. The State Workforce Development Board approved these percentages at their meeting in October 11, 2016.

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Section 1: Workforce and Economic Analysis

Please provide a separate response for each of the elements listed below.

- 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 [proposed 20 CFR 679.560(a)]

Note: Per WIOA Sec. 108(c), existing economic regional and/or local area analyses may be used if sourced data and/or derived analyses are economically relevant and current (i.e., within two years of the issuance of this guidance).

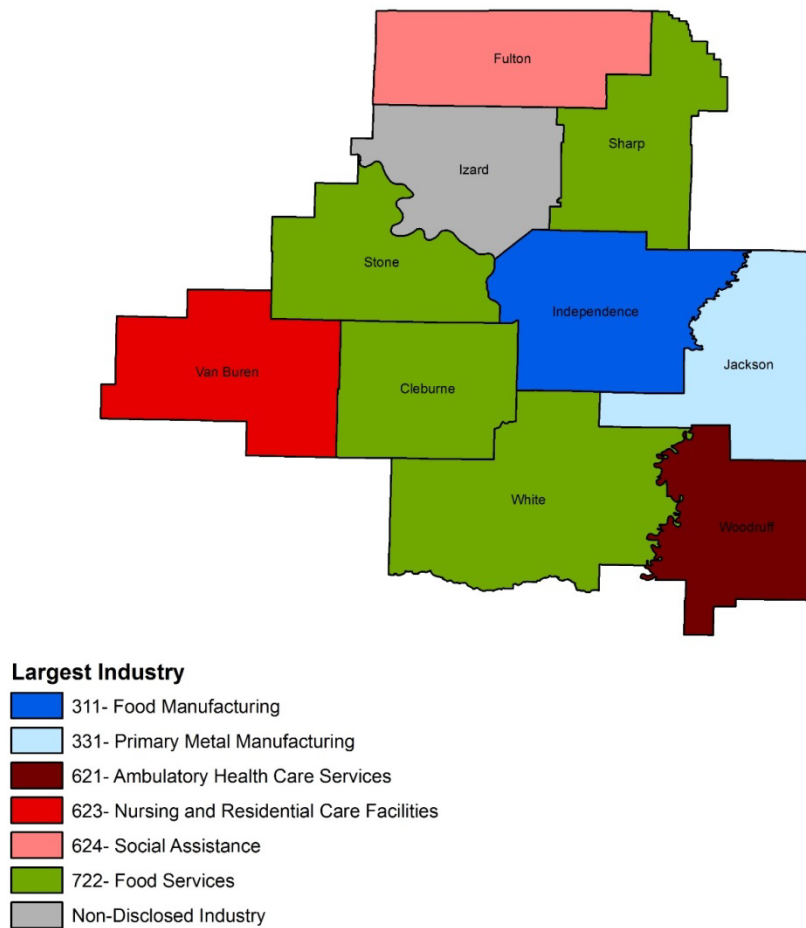
The economy of the North Central Workforce Development Area is very diverse in that it includes the Delta on the south and east and the Ozark Mountains on the north and west. Even though North Central Arkansas is very rural in nature and is not home to any of the seven Fortune 500 companies in the state, it is rich in agricultural businesses, large manufacturing businesses, and unique thriving small businesses. The largest manufacturing companies in the region include: Bad Boy Inc., Intimidator, Inc., PECO, Inc., Ozark Mountain Poultry, FutureFuel Corporation, Excel Boat Company, Fiber Energy Products, UniFirst Corporation, Riceland Foods, Sloan Valve, Centoco, World Wide Label, Land O' Frost, Bryce Corporation, Eaton Corporation, Medallion Foods, Arkansas Steel Associates, Taylor Made Ambulances, Southwest Steel Processing, Delta Manufacturing, Inc., Broadwing, Microplastics, Unilin Flooring, Unimin Sand, Global Foods, Aromatique, and Defiance Metal Products. Other large employers in the region are fast food restaurants including McDonald's and Sonic, all local hospitals, nursing homes, electric cooperatives, school districts, transportation services, and local grocery stores such as, Harps, Wal-Mart, and Kroger.

North Central consists of ten counties: Cleburne, Fulton, Independence, Izard, Jackson, Sharp, Stone, Van Buren, White and Woodruff, with the state of Missouri bordering the area to the north.

The North Central area has a variety of tourist attractions including the Folk Center in Mountain View, craft shops in downtown Hardy, Blanchard Springs Caverns, Buffalo National River, Spring River, and Greers Ferry Lake that draw millions of tourists each year according to the Arkansas Department of Parks and Tourism.

The area is home to three public two-year colleges that are part of the Arkansas State University campuses located in Beebe, Newport and Searcy. Also located in North Central are two four-year colleges including Lyon College in Batesville and Harding University in Searcy. Rounding out the area's educational community, technical and trade schools are UACCB in Batesville and Ozarka in Melbourne.

– Existing Industries and In-Demand Industry Sectors by County in North Central Region



In Izard County, the largest industry is manufacturing.

Source: Quarterly Census of Employment and Wages (QCEW), Labor Market Information

North Central Area Employment by Industry

Top 5 Private Industries (by Employment) in 2014

- **Food Services**
 - Employs 5,079 workers
 - 351 Individual Establishments
 - Represents 9.4% of total employment
 - Projected Growth (2012-2022) = + 35.3%

- **Ambulatory Health Care**
 - Employs 3,316 workers
 - 404 Individual Establishments
 - Represents 6.0% of total employment
 - Projected Growth (2012-2022) = +24.0%

- **Hospitals**
 - Employs 3,082 workers
 - 8 Individual Establishments
 - Represents 5.6% of total employment
 - Projected Growth (2012 – 2022) = +16.1%

- **Education and Health Services**
 - Employs 20,388 workers
 - 1,021 Individual Establishments
 - Represents 24.4% of total employment
 - Projected Growth (2012-2022) = +13.08

- **Manufacturing**
 - Employs 8,596 workers
 - 225 Individual Establishments
 - Represents 10.3% of total employment
 - Projected Growth (2012-2022) = 8.64%

Source: Quarterly Census of Employment and Wages (QCEW), Labor Market Information

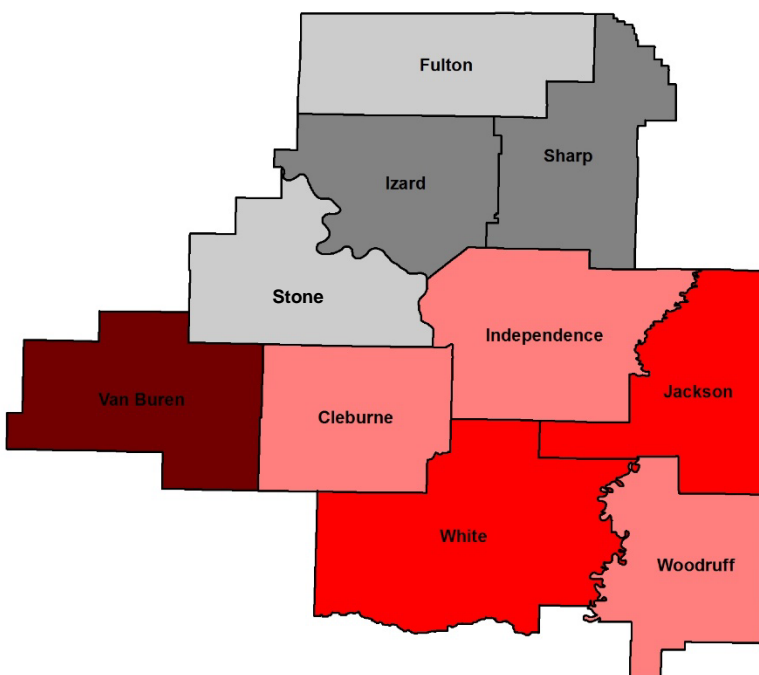
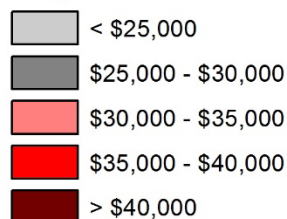
Long-Term Employment Projections, Labor Market Information

North American Industry Classification System (NAICS), Industry Title of the 3-digit level

Wages by County

2014 Average Annual Wages (Private Sector)

Wages



2014 Average Annual Wages (Private Sector)

Ranked by County

- | | |
|-----------------------------------|-------------------------------|
| 1) Van Buren County - \$42,555 | 6) Cleburne County - \$30,816 |
| 2) White County - \$36,511 | 7) Izard County - \$28,732 |
| 3) Jackson County - \$36,020 | 8) Sharp County - \$26,710 |
| 4) Independence County - \$34,267 | 9) Fulton County - \$24,851 |
| 5) Woodruff County - \$31,423 | 10) Stone County - \$24,709 |

North Central LWDA Annual Average Wage= \$34,146

Based on data obtained from the U.S. Census Bureau, the median average wage in the State is \$41,264, as compared to \$34,146 in the North Central area.

Source: Quarterly Census of Employment and Wages (QCEW), Labor Market Information

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 [proposed 20 CFR 679.560(a)]

Based on numerous surveys and discussions with employers, the number one skill they require in their employee is soft skills. This includes, but is not limited to, employee's attitude, professionalism, attendance, teamwork, work ethic, dress code and initiative. Other basic knowledge and skills that employers need include literacy and math, problem solving, computing, communication, work readiness and other skills. These are things that almost every employer requires. In addition skills that are particular to each job are varied. Health Care employers are seeking individuals that have certain skills, depending on the job, whether it is in janitorial services, food service, patient care or other health care services. Employers hiring workers in the Accommodation and Food Service industry look for workers that possess math, communication and customer service skills to name a few. The advanced manufacturing industry seeks workers that have more technical skills.

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 [proposed 20 CFR 679.560(a)]

Labor Force Employment and Unemployment
February 2016

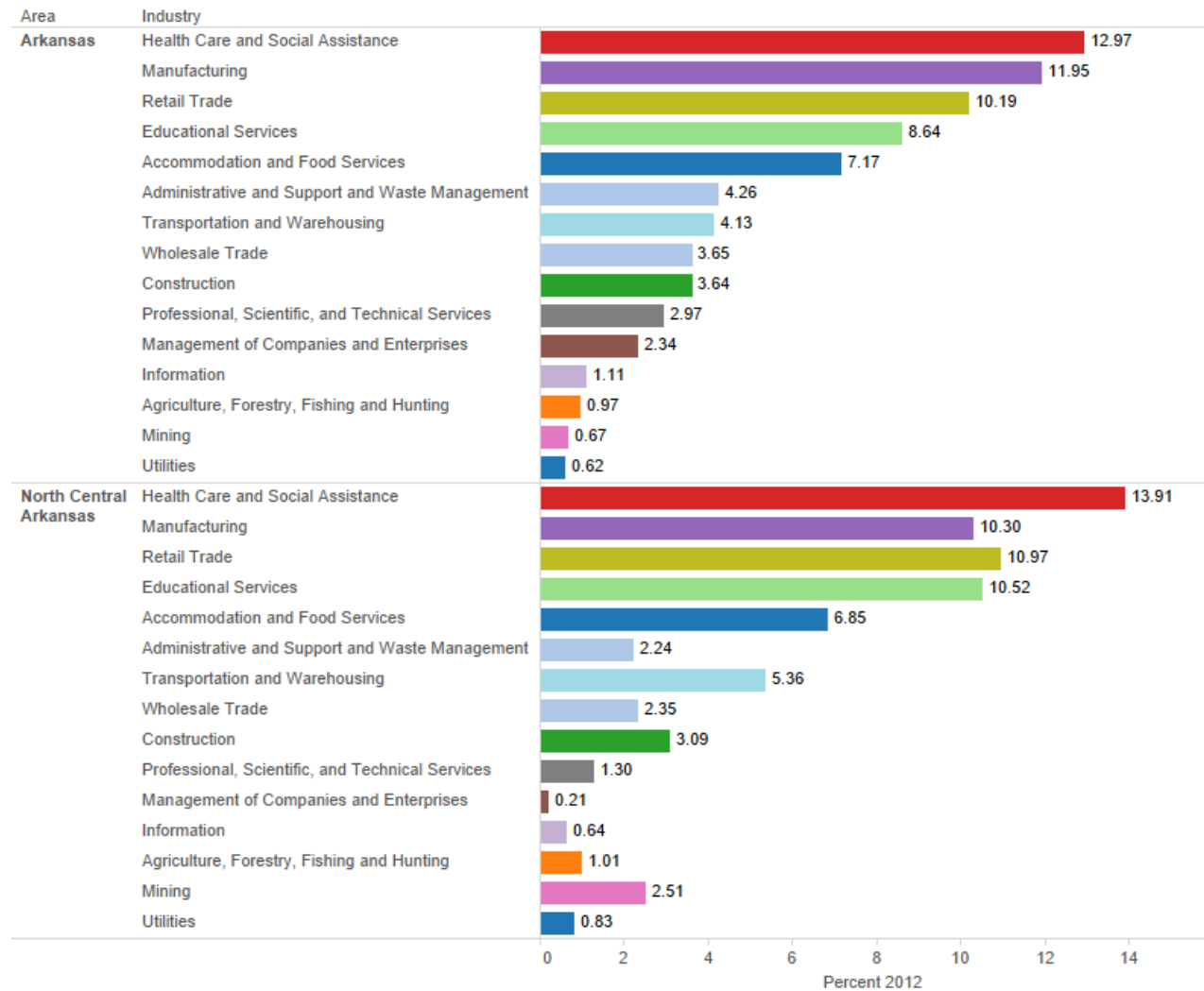
County	Civilian Labor Force	Number of Employed	Number of Unemployed	Unemploy. Rate
North Central LWDA	96,870	90,481	6,389	6.6
Cleburne County	9,661	8,922	739	7.6
Fulton County	4,840	4,592	248	5.1
Independence County	15,775	14,819	956	6.1
Izard County	5,092	4,742	350	6.9
Jackson County	6,235	5,766	469	7.5
Sharp County	6,022	5,606	416	6.9
Stone County	4,550	4,258	292	6.4
Van Buren County	6,645	6,146	499	7.5
White County	35,018	32,815	2,203	6.3
Woodruff County	3,032	2,815	217	7.2

Source: <http://www.discoverarkansas.net/?PAGEID=67&SUBID=143>

Labor Market Trends

All data below can be found at: <http://arkansasresearchcenter.org/arc/index.php?cid=153> – Arkansas Research Center

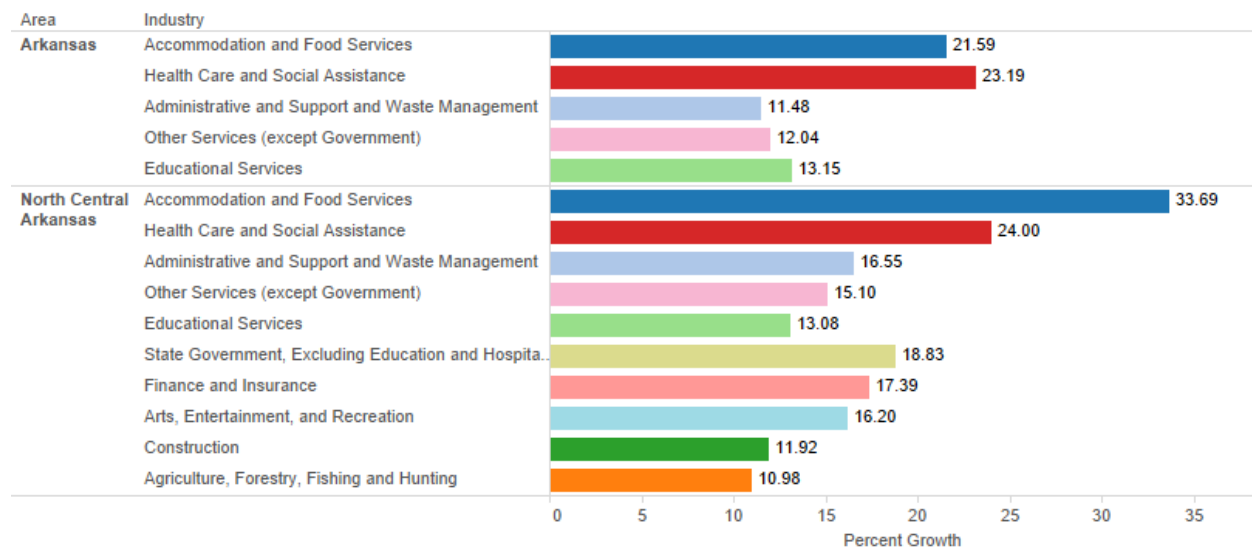
Jobs by Industry 2012



The chart above shows the current estimates for the percentage of workers in major industries. Compared to the state, the North Central region has a higher percentage of workers in health care and social assistance, retail trade, educational services, transportation and warehousing, agriculture, forestry, fishing and hunting, mining and utilities. The two industries that North Central currently falls below the state more than two percentage points is administrative and support and waste management and management of companies and enterprises.

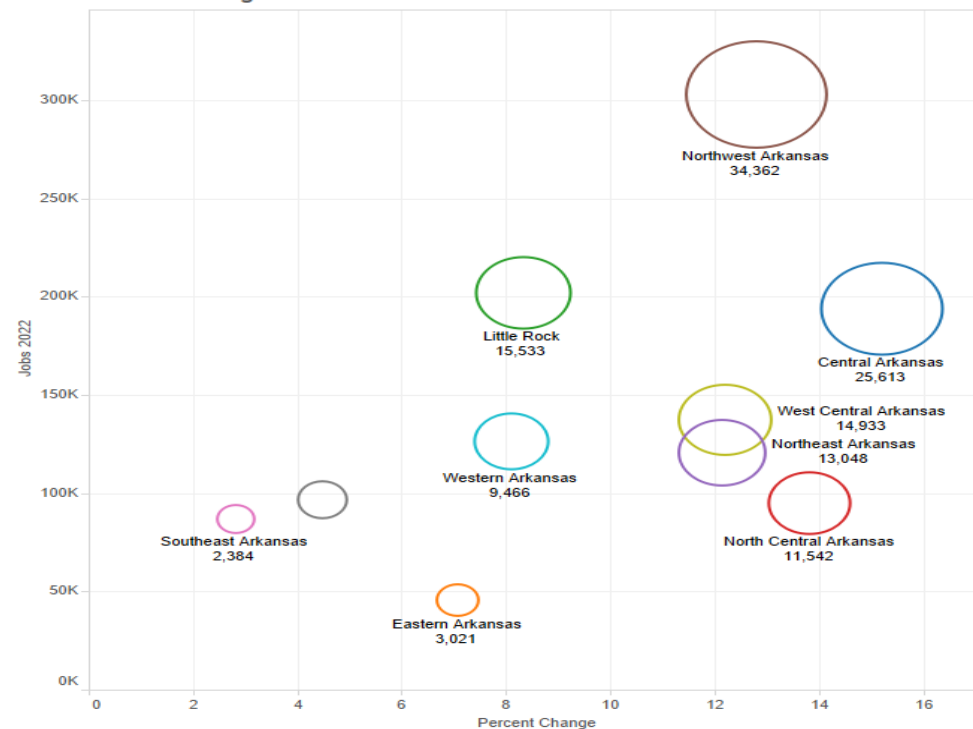
Projected Job Growth by Industry – 2022

Industry Growth



The chart above shows industries expected to have growth greater than 10% by 2022. The North Central area will excel above the state in accommodations and food services by 12.1%, administrative and support and waste management by 5.07% and other services by 3.06%. The largest industry growth in the region is a 33.69% growth in accommodations and food services, health care and social assistance, finance and insurance and state government. The lowest growth is projected to be in agriculture, forestry, fishing, and hunting. Overall the North Central region is projected to have a substantial increase in jobs by the year 2022.

Total Job Growth Region



Total Job Growth per Workforce Development Region

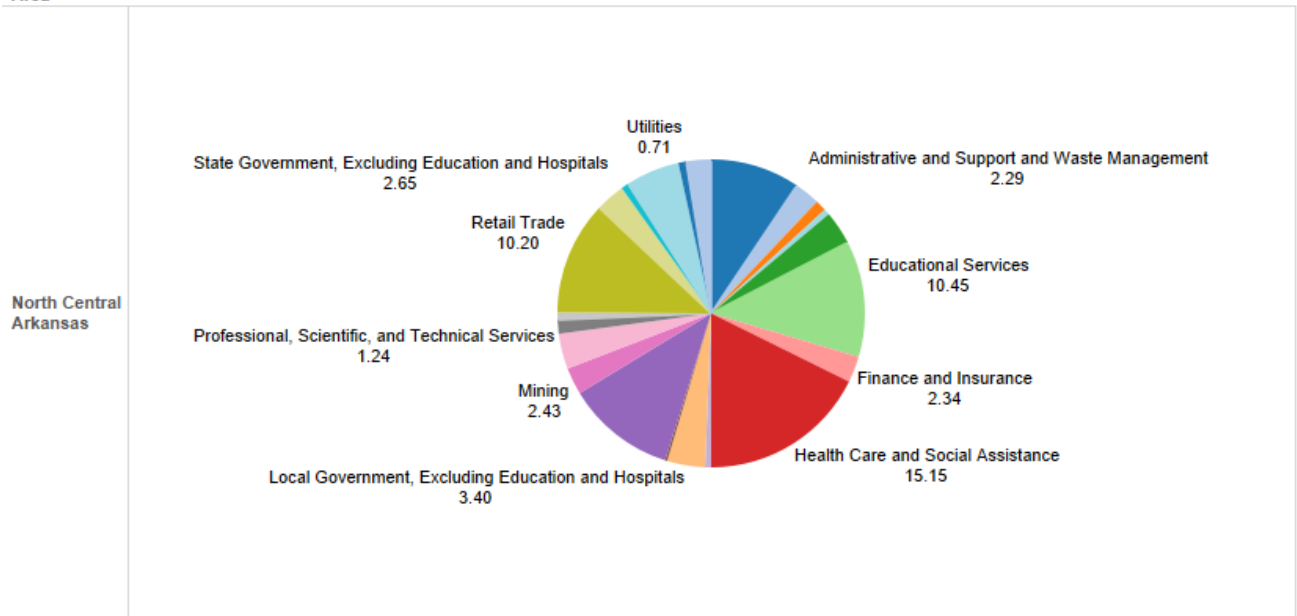
The size of the bubble represents the number of jobs expected to be created. The Y axis is the number of jobs projected by 2022. The X axis is the percent of growth.

As indicated by the chart, for all industries, North Central falls in 6th out of the 9 regions in the state. Northwest Arkansas is projected to have the largest growth with Central Arkansas being just below. Southeast Arkansas and Eastern Arkansas are projected to have the lowest of job growth by 2022.

Percent Workforce 2022 – North Central Region

2022

Area



This pie chart represents what percent of the workforce is expected to be in each industry in the North Central Region in 2022.

The following data sourced from Discover Arkansas for the Northcentral region

(http://www.discover.arkansas.gov/Portals/136/Publications/Projections/LT_WIA_12-22.pdf)

Projected Industry Growth 2012-2022

Industry	2012 Estimated Employment	2022 Projected Employment	Net Growth	Percent Growth
Total Employment, All Industries	83,452	94,994	11,542	13.83%
Natural Resources and Mining	2,944	3,244	300	10.19%
Construction	2,575	2,882	307	11.92%
Manufacturing	8,596	9,339	743	8.64%
Trade, Transportation & Utilities	16,278	17,092	814	5.00%
Information	533	532	-1	-0.19%
Financial Activities	2,483	2,861	378	15.22%
Professional & Business Services	3,129	3,545	416	13.29%
Education and Health Service	20,388	24,322	3,934	19.30%
Leisure & Hospitality	6,146	8,142	1,996	32.48%
Other Services (except Government)	2,622	3,018	396	15.10%
Government	6,005	6,380	375	6.24%

Projected Occupational Growth 2012-2022

Occupations	2012 Estimated Employment	2022 Projected Employment	Net Growth	Percent Growth	Total Annual Openings
Total, All Occupations	83,452	94,994	11,542	13.83%	3,097
Management Occupations	11,295	12,946	1,651	14.62%	362
Business & Financial Operations Occupations	1,359	1,549	190	13.98%	47
Computer & Mathematical Occupations	339	393	54	15.93%	11
Architecture & Engineering Occupations	441	481	40	9.07%	15
Life, Physical & Social Science Occupations	276	313	37	13.41%	12
Community & Social Service Occupations	1,299	1,529	230	17.71%	52
Legal Occupations	282	309	27	9.57%	8
Education, Training & Library Occupations	5,131	5,880	749	14.60%	185
Arts, Design, Entertainment, Sports & Media Occup	629	702	73	11.61%	23
Healthcare Practitioners & Technical Occupations	5,167	6,181	1,014	19.62%	209
Healthcare Support Occupations	2,755	3,354	599	21.74%	113
Protective Service Occupations	1,609	1,762	153	9.51%	63
Food Preparation & Serving Related Occupations	6,248	8,156	1,908	30.54%	393
Bldg. & Grounds Maintenance Cleaning & Maint.	2,758	3,169	411	14.90%	97
Personal Care & Service Occupations	2,727	3,605	878	32.20%	143
Sales & Related Occupations	7,243	7,855	612	8.45%	295
Office & Administrative Support Occupations	10,644	11,523	879	8.26%	334
Farming, Fishing & Forestry Occupations	631	694	63	9.98%	24
Construction & Extraction Occupations	3,958	4,339	381	9.63%	118
Installation, Maintenance & Repair Occupations	3,598	3,956	358	9.95%	125
Production Occupations	7,308	8,030	722	9.88%	239
Transportation & Material Moving Occupations	7,755	8,268	513	6.62%	225

Top Ten Growing Industries, 2012-2022 Ranked by Net Growth

Industry	2012 Estimated Employment	2022 Projected Employment	Net Growth	Percent Growth
Food Services & Drinking Places	5,079	6,871	1,792	35.28%
Educational Services	8,778	9,926	1,148	13.08%
Social Assistance	2,238	3,293	1,055	47.14%
Ambulatory Health Care Services	3,232	4,009	777	24.04%
Hospitals	3,254	3,777	523	16.07%
Nursing & Residential Care Facilities	2,886	3,317	431	14.93%
Machinery Manufacturing	526	951	425	80.80%
State Gov't, Excluding Education & Hospitals	2,119	2,518	399	18.83%
Food Manufacturing	2,491	2,883	392	15.74%
General Merchandise Stores	2,743	3,037	294	10.72%

Top Ten Growing Occupations, 2012-2022 Ranked by Net Growth

Occupation	2012 Estimated Employment	2022 Projected Employment	Net Growth	Percent Growth	Total Annual Openings
Farmers, Ranchers & Other Agri Mgrs.	8,027	9,265	1,238	15.42%	254
Combined Food Prep & Serving Workers, Including Fast Food	1,664	2,351	687	41.29%	133
Personal Care Aides	908	1,419	511	56.28%	57
Nursing Assistants	1,797	2,087	290	16.14%	63
Registered Nurses	1,246	1,504	258	20.71%	50
Licensed Practical & Licensed Vocational Nurses	1,284	1,537	253	19.70%	56
Cooks, Fast Food	1,050	1,297	247	23.52%	46
Heavy & Tractor-Trailer Truck Drivers	2,816	3,052	236	8.38%	69
Waiters & Waitresses	765	994	229	29.93%	60
Childcare Workers	1,046	1,270	224	21.41%	53

The North Central region will see a significant increase in the Health Care, Accommodation and Food Services, Educational Services, Manufacturing, and Retail Trade industries by 2022. The following is the percent of job growth between 2012-2022 and the number of new jobs by 2022: Health care – 24%, 2786 jobs; Accommodation and Food Services – 33.69%, 1927 jobs; Educational Services – 13.08%, 1148 jobs, Manufacturing – 8.6%, 743 jobs; and Retail Trade – 5.9%, 538 jobs.

Due to the aging of the baby boomers, it is understandable that there is a 24 percent projected job growth in the North Central area in Health Care and Social Assistance by 2022. Several retirement communities including Cherokee Village, Fairfield Bay, Horseshoe Bend and Mountain View are located in the North Central area.

Educational and Skill Levels of the North Central Workforce

County	Population 25 years and over	# High School Grads or higher	% High School Grads or higher	# Bachelor degree or higher	% Bachelor Degree or Higher	# Grad Degree	% Grad Degree	% Lacking Basic Skills
Cleburne	18,878	7,060	37.4%	2,058	10.9%	1,208	6.4%	12%
Stone	9,140	3,400	37.2%	960	10.5%	530	5.8%	14%
Jackson	12,624	5,883	46.6%	720	5.7%	278	2.2%	17%
Independence	24,801	9,672	39.0%	2,406	9.7%	1,265	5.1%	13%
Woodruff	4,977	2,115	42.5%	314	6.3%	134	2.7%	21%
Sharp	12,305	5,267	42.8%	664	5.4%	652	5.3%	13%
Fulton	8,965	3,963	44.2%	565	6.3%	394	4.4%	13%
Van Buren	12,481	5,217	41.8%	974	7.8%	549	4.4%	13%
Izard	10,066	3,936	39.1%	846	8.4%	403	4.0%	13%
White	49,921	18,321	36.7%	5,891	11.8%	1,434	7.2%	13%

North Central has an average of 80.54% of individuals with a high school diploma, a 13% average of individuals with a bachelor's degree and 4.75% average of individuals with a graduate degree. An average of 14.2% of persons in the ten-county area lacks the basic literacy skills needed to join the workforce in the region. Woodruff County, located in the Delta, has the highest percentage at 21% who lack the basic literacy skills and Cleburne County has the lowest percentage at 12%.

Sources for the above chart from:

<http://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>

<https://nces.ed.gov/naal/estimates/stateestimates.aspx>

**1.4 Provide an analysis and description of workforce development activities, including type and availability of education, training and employment activities. Include analysis of the 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 [proposed 20 CFR 679.560(a)]**

North Central's workforce development activities are coordinated through Division of Arkansas Department of Workforce Services (ADWS), White River Planning and Development District as the Title I Service Provider, Division of Arkansas Department of Career Education (ADCE), Division of Arkansas Rehabilitation Services (ARS), Division of Arkansas Department of Human Services (DHS), Division of County's Operations (DCO) and Division of Services for the Blind (DSB). These agencies are responsible for all the core and non-core programs.

There are 19 ARS field offices located throughout the state. The only office in the North Central region is located in Batesville at 111 12th Street. The next closest office is located in Jonesboro at 2920 McClellan Drive, Ste 2168. These offices offer services which enable Arkansans with disabilities to work and lead productive and independent lives. Services offered are career and technical education, on-the-job training, post-secondary educational opportunities, and ancillary supportive services.

There are also 10 Division of Services for the Blind (DSB) field offices located throughout the state. The local DSB office is located in Batesville at 100 Weaver Avenue with the next closest being in Jonesboro at 1600 Browns Lane Access Road. Each of these offices offer employment services for visually impaired and blind persons as well as rehabilitation by way of the development of life skills, accommodations, and adaptations of daily living.

The Arkansas Workforce Centers are at the forefront of the workforce activities and represent Arkansas's version of the American Job Centers. In North Central, there are three workforce centers throughout the region that provide access to the services. The majority of the North Central area is rural and the state's mobile workforce center units assist in providing services to the rural communities.

The local workforce development board, comprised of local businesses, labor, partner agencies and other key stakeholders, manages the Arkansas Workforce Centers. The board, in alignment with the State's vision, provides front line strategic implementation for state-wide initiatives such as sector strategies, career pathway development and delivery of standardized business services. The local priorities by the board include layoff aversion, specific career pathway development, youth programs, targeted sector partnerships, and work-based learning.

Local boards are tasked with procuring a one-stop operator for the daily operation of their perspective center(s) in accordance with WIOA 121(d). These boards carry out workforce activities by partnering locally through Memorandums of Understanding (MOU) to implement core, non-core, and other partner programs. Arkansas Workforce Centers are fully integrated with WIOA, Wagner-Peyser, Jobs for Veterans State Grant (JVSG), Trade Adjustment Assistance (TAA), Temporary Assistance for Needy Families (TANF), Unemployment Insurance (UI), Adult Education and Family Literacy and Vocational Rehabilitation. Local partnerships and integration also exist in many areas with Supplemental Nutrition Assistance Program (SNAP) Employment and Training Programs and others.

Typical customers entering the center are engaged by an intake process that is designed to identify the needs of the individual by gathering information and then utilizing the appropriate resources for those needs. In some cases, the resources are initiated by a referral to a partner program. Customers are given solutions and next steps to their questions, barriers, and issues by connecting directly with the appropriate workforce system partner as part of this philosophy.

Within the North Central Region, the Arkansas Department of Career Education, Adult Education Division (ACE/AED) funds five local adult education programs (ASU-Beebe at Searcy, ASU-Newport, North Central Adult Education, Ozarka College, and U of A Community College at Batesville) and one community-based and/or privately operated literacy council (Ozark Foothills Literacy Project through state and federal grants. The service delivery systems are diverse and funded through a variety of local administrative entities. Local programs provide adult education services to people with academic skills up through a 12.9 functioning grade level. These services are free and provided in classes held in locations throughout each program's service area. Services include GED Classes and testing, English as a Second Language Classes, family literacy, instruction to prepare for college or employment, customized workplace classes, and Workforce Alliance for Growth in the Economy (WAGE™). Statewide in the 2014-2015 program year, 27,636 adult Arkansans received services from programs receiving adult education funding; 5,484 or 20 percent were ESL students and 2,939 or 11 percent were individuals in institutional settings such as correctional facilities or community corrections programs.

DSB continues to support its accessible kiosks for consumers at Arkansas Workforce Center locations. The kiosks provide consumers the same access to the Internet to search for jobs as a sighted person seeking services from workforce centers. DSB provides training to workforce center staff and clients on the use of the kiosks. In the North Central region, kiosks are located at the Searcy and Batesville Comprehensive Workforce Centers.

Workforce System Services – Unemployed and Underemployed

Arkansas Workforce Centers offer the full array of career services outlined in WIOA 134(c)(2) for unemployed and underemployed jobseekers. Career services available at the centers vary because of local area inflexion and needs of particular communities. Basic career services are available at approximately 46 locations throughout Arkansas. Each center has computers, printers, copiers, printed resources, and staff to assist jobseekers. Many of the services, including Arkansas Job Link and Discover Arkansas LMI Portal, can be accessed virtually though the internet via computer, smart phone, or tablet. Arkansas Job Link is the state job matching system and the virtual one-stop-shop where Arkansans can centralize all their career search activities. It allows jobseekers to self-enter his/her resume(s) and job search 24/7. Arkansas Job Link also provides access to a toolbox of job search assistance links, including career exploration, training resources, self-marketing tools, Unemployment Insurance information, and additional job banks. The built-in event calendar communicates upcoming hiring events, job fairs, and other workforce activities.

Jobseeker Services

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

- * Labor exchange services must also provide labor market information to the individuals seeking services. The information must be accurate and include information on local, regional and national labor markets, such as job vacancies; skills necessary to obtain the jobs in-demand occupations and related earning potential and opportunities for advancement in those occupations
- * 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.
- * 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 are not always enough to enable job seekers to obtain self-sufficient employment. In some instances, formal training is required. Arkansas Workforce Centers offer multiple training services such as occupational skills training; on-the-job training (OJT); Registered Apprenticeships; incumbent worker training; skill upgrading and retaining; entrepreneurial training, and adult education and family literacy activities.

Training services are funded through WIOA programs, Pell Grants, partner programs, and state and local grants. The North Central area is responsible for establishing and implementing local policies for eligibility, Individual Training Account (ITA) limits, and the identification of in-demand sectors or occupations. Through multiple initiatives and projects, Arkansas has focused training and career development activities on sector strategies/partnerships and career pathway development. At the state level, the Eligible Training Provider List (ETPL) has been updated pursuant to WIOA Sections 122 and 134. This list ensures that Arkansans are able to make informed decisions on training providers and programs based on accurate data including completion and placement rates; labor market information and wage expectations.

Adult education provides programs, activities, and services that include adult education, literacy, workplace adult education and literacy activities, family literacy activities, English language acquisition activities, workforce preparation activities, and integrated education and training to eligible persons who is at least 16 years of age, is not enrolled in a secondary school and is basic skills deficient, is an English language learner, or does not have an equivalent level of education.

Supportive Services

In order to assist jobseekers in obtaining or retaining employment through career or training services, Arkansas Workforce Centers offer a variety of supportive services. North Central region is responsible for establishing a supportive service policy that outlines types, eligibility, limits, etc. Examples of supportive services include child care; transportation; needs-related payments; housing; tools and equipment; uniforms; and other clothing.

Business Services

The focal point of all workforce system activities is business and industry. These activities are taking place statewide and may include access to facilities – Use of Workforce Center facilities by a business for a variety of purposes such as meetings, trainings, orientations, interviews, etc.; assessments – any test or assortment of tests used to measure the skills, interests and/or personality traits of a jobseeker, potential employee, or current employee; business education – seminars, round tables, workshops, focus groups, etc.; business information – Information given to a business pertaining to a variety of incentive programs or other information requested that provides a benefit to that business; hiring events – a customized event for a single employer that assists with recruiting, interviewing, and hiring of one or more positions; job fairs – event for multiple employers that assists with the recruiting, interviewing, and hiring of one or more positions; job postings – staff-entered or web-entered job orders approved by staff; labor market information – information on state and local labor market conditions; industries, occupations, and characteristics of the workforce; area business identified skills needs; employer wage and benefit trends; short and long-term industry and occupational projections; worker supply and demand; and job vacancies survey results; Rapid Response – a variety of services to businesses that are facing restructuring and downsizing including onsite workshops for employees in transition; job placement assistance; and information on unemployment benefits; screening – any service that involves the initial evaluation of applications or resumes that assists the employer in the recruiting process; training and retraining - any service provided to a business that involves the training or retraining of current or future employees including OJTs, Work Experiences, Incumbent Worker Training, etc.

Services to Persons with Disabilities

The Arkansas Department of Career Education, Arkansas Rehabilitation Services (ACE/ARS), provides vocational rehabilitation services to individuals with disabilities. Currently, there are significant barriers for individuals with disabilities in relation to attaining employment. In the United States, only one-third (32%) of working individuals with disabilities were employed on average in the 2010-2012 period compared to two-thirds (72.7%) of individuals without disabilities according to the Disability Employment Data through the United States Department of Labor. In Arkansas, 28% of individuals with a disability were employed in 2013 compared to 75.3% of individuals without a disability. A 2008 study (StatsRRTC1) indicated the employment rate for individuals with disabilities was 33.9 percent when compared to 79.1 percent for individuals without disabilities. Historically, there are significant barriers to the inclusion of individuals with disabilities into the overall strategy for economic development in Arkansas. ARS in partnership with the Arkansas Department of Human Services - Division of Services for the Blind (DSB) are leading the charge for providing targeted training and education for individuals with disabilities in order for them to develop the skills and abilities needed to attain competitive integrated employment in Arkansas.

Governor Asa Hutchinson decided to continue and build on former Governor Mike Beebe's Executive Order 10-17 by creating the Employment First initiative to encourage state agencies to hire people with disabilities and serve as a hiring model to the private sector. The initiative also instructs agencies to provide consumer services

with the goal of self-sufficiency through employment as the end result, rather than the service as an end in itself.

Strengths and Weaknesses of Workforce Development Activities

Strengths

- Vast array of services offered by the core programs to assist individuals
- Large network of available community colleges and private universities to provide education
- Strong partnerships among the core programs
- The diverse knowledge and expertise of the local board members in a wide array of areas pertaining to the clients served.
- Core programs have existed for many years and are well-established and experienced
- The area has growth in some “home grown” industries such as Bad Boy and Intimidator and in the poultry industry
- Short-term training to accommodate job seekers and employers

Weaknesses

- Projected job growth in Accommodations and Food Services are typically low paying jobs.
- The decline in funding over the years and, in some cases, the redirection of funding
- The number of unemployed is under-represented because many of the long-term unemployed have stopped looking for work.
- Lack of skilled workforce that would entice employers to locate in the area

Challenges

- Recruitment of out-of-school youth
- Engaging employers to utilize services through the workforce centers
- A challenge to employers is the lack of work ethic in recruiting new workers. Some companies have to bring in foreign workers to fill positions.
- Age of out-of-school youth and the liability concerns of the employers

Through the myriad of partners and workforce development activities as indicated above, the North Central area has the capacity to provide the needed services.

Section 2: Strategic Vision and Goals

Section 2 responses will require input from members of the local workforce development board and other local stakeholders. Please provide a separate response for each of the elements listed below.

- 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)]

North Central has adopted the State's vision and goals and will adapt them to the local area. The local board will strive to prepare an educated and skilled workforce through partnerships with all core partners through various education training such as: Adult Education, Apprenticeship, Institutional Training, Literacy Training, On-the-Job Training and Work Experience.

The vision of the North Central Arkansas Workforce Development region is to have a world-class workforce that is well educated, skilled and working in order to keep North Central Arkansas' economy competitive in the global marketplace. These goals and objectives will be initiated and fulfilled by the year 2019.

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:

Work with Maher consultant to identify and develop two sector strategies over the next four years.

- Increase the number of active Registered Apprenticeship programs as well as the number of participants by 10% each year.
- Expand small business participation by hosting one Town Hall meeting for small business annually in different counties.
- The Business Service Team will schedule visits with Chambers of Commerce in each county and report to the WDB each quarter.

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

Goal 2 Objectives:

- Sponsor (pay for) training that leads to industry recognized credentials and certification for incumbent workers in local industries. This could be through a consortium with colleges and industries. The goal would be at least one session annually.
- Sponsor one Career Fair annually at various locations in the 10 county areas. The Career Fair could be a two day event with the first day for agency personnel that would provide workshops on resumes, interviewing, work accommodations through ARS and DBS. The 2nd day would have employers booths set up for the public to visit.
- Develop a common business outreach strategy with a mission statement that will be utilized by all workforce system partners. The Business Services Team would represent each core partner and would elect a chair to serve annually. The Chair would organize industry visits, disseminate information to core partners, and make quarterly reports to the WDB.

Strategic Goal 3: Increase awareness of the North Central Region's Talent Development System

Goal 3 Objectives:

- Utilize an image-building outreach campaign that educates persons in the region about the services and the career development opportunities available in North Central Arkansas.
- The common intake form that is being developed by the local board has been working on will increase awareness because the core partners will be personally contacting clients. I'm not sure if that fits in this objective, but we could easily list that as an objective since we've already made progress with it.
- Conduct an Open House twice a year at various core partner locations in the 10 county regions. The open house event will give individuals, partners, and business leaders the opportunity to explore the various partner locations which will ultimately help each partner understand the services offered at each location.

Strategic Goal 4: Address Skills Gaps

Goal 4 Objectives:

- Adult Education Programs will develop a student portfolio system that can be taken to employers by jobseekers. The portfolio contents will be based upon the soft skills identified in the 2016 employer survey conducted by the WDB.
- The North Central WDB will survey the level of interest in the 10 county region and the process involved in becoming an ACT Work Ready Community.

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)

North Central Workforce Development Board's vision and goals align with the State's and will have a world-class workforce that is well educated, skilled and working in order to keep North Central's economy competitive in the global marketplace.

2.3 Describe how the local board's vision and goals contributes to each of the governor's goals. [WIOA Sec. 108 (b) (1) (E)] (See Appendix C: Transitional Planning References and Resources) Note: The State Plan includes a number of objectives under each goal.

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

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

For participants enrolling in educational training, the goal is for the participants to complete their training and obtain their credential and accomplish measurable skills gain. These participants will also be directed toward higher paying jobs which have a livable wage to help ensure a much higher retention rate that extends beyond a year after exit. This goal also stands true for those participants receiving basic and individualized career services. The North Central region will strive to meet the needs of the employers by providing quality services, meeting performance requirements, maximizing financial resources, and

carrying out directives of the North Central Workforce Development Board. The North Central region will strive to match quality participants to logical, long-standing employers.

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;

The Chief Elected Officials (CEOs) of North Central Arkansas include 25 county judges and mayors of first class cities.

The North Central Arkansas Workforce Development Board was appointed by the area's Chief Elected Officials in a meeting on June 30, 2015. The board composition includes members that represent the core partners as well as at least 51% business representatives and other groups according to the state guidelines. Standing committees of the board include the executive committee, youth committee, one stop committee and disability committee.

The CEO's and the Workforce Development Board entered into an agreement to assure they will comply with all provisions of the WIOA Act and other policies and directives set forth by the State Workforce Development Board.

The White River Planning and Development District was designated as the Grant Recipient/Administrative Entity, Fiscal Agent and Title I Service Provider/One-Stop Operator under WIOA.

Sixth sentence - The core partners include Title II Arkansas Career Education, Division of Adult Education, Title III Arkansas Department of Workforce Services, Wagner-Peyser, Title IV Arkansas Career Education, Arkansas Rehabilitation Services and Arkansas of Department of Human Services, Division of Services for the Blind.

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

Arkansas Workforce Center of Batesville
398 Barnett Drive
Batesville, AR 72501

Phone: 870-612-8199
Hours of Operation: 8:00 a.m. – 4:30 p.m. (M-F)

Arkansas Workforce Center of Searcy
501 West Arch St.
Searcy, AR 72143
Phone: 501-268-6650
Hours of Operation: 8:00 a.m. – 4:30 p.m. (M-F)

Arkansas Workforce Center of Newport
7648-B Victory Blvd, ASUN Campus
Newport, AR 72112
Phone: 870-523-3641
Hours of Operation: 8:00 a.m. – 4:30 p.m. (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 Section 7: Attachment A - Organization Chart, page 57

- 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 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 and will coordinate efforts through a memorandum of understanding. An on-line referral system will be provided that lists services and links to each core partner's website. Plans are to conduct an awareness campaign to have an open house at various core partner locations throughout the region at least once a year. The open house would provide an opportunity to conduct mini workshops such as developing a resume and pre-employment skills. A community calendar of events will be developed to share with partners. Memorandum of Understanding (MOU) is in place between the partner agencies. These give the agencies authorization to share information, minimize duplication, streamline services, and provide individuals with information on available services offered by each partner.

- 3.3 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development**

of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). [WIOA Sec. 108 (b) (3)]

Workforce center staff will review the individual's needs to determine what programs may be able to provide the appropriate services and then refer the individual. Outreach will be conducted by providing WIOA brochures and information to incoming Adult Education students. Set up adult education centers as education training sites with students receiving pay for class attendance. Join efforts with adult education centers that have Accelerating Opportunity programs where students are co-enrolled in credit programs. Notify partners and local board about the hard-to-serve groups in order to reach more that need our services. Use of a common intake system and collaboration to identify solutions to the barriers. Development of tracking and follow-up to ensure barriers are removed that will enable the participant to become employed and retain employment.

Each workforce center in the North Central region has a resource room in which the core services are made available to the potential participants. Job Search, resume building, and program assistance. The local board will ensure the NCAWDA website is up-to-date with the latest information related to the services provided.

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;

North Central plans to implement the following strategies: Individual Training Accounts (ITA's), on-the job training programs, work-based learning programs and Registered Apprenticeship programs, continuation of partner meetings with employers to engage in strategic planning, and providing labor market data, and sharing economic analyses. The State has contracted with Maher and Maher to provide training and guidance in developing sector strategies throughout the state and local workforce areas. Community events, human resources meetings with major employers in the North Central area, Chamber of Commerce meetings, and community outreach programs are all instrumental in engaging employers.

At the October 2016 partners meeting, a business service team committee was formed to develop strategies to improve services to employers and develop core partner brochures to share with employers. One person from each core partner is part of the business service team. Brochures have been developed and distributed which provides valuable information about services offered and eligibility requirements to become a participant. Additional brochures are being developed to give to employers addressing the importance and benefits of work experience personnel and on-the-job training personnel.

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

North Central conducted a survey in May of 2015 to determine the needs of businesses with soft skills being the number one skill lacking in potential employees. Based on those needs, the local board will work with the adult education coordinators and community colleges to develop soft skill workshops. Plans are to conduct future surveys to determine other training needs and coordinate with community colleges. The system will align education and training with business and industry needs.

Another strategy is to better educate the business industry on the full array of services at the Arkansas Workforce Centers in the area through open houses, business services, outreach, job fairs, on-the-job training and apprenticeships.

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

North Central will focus its efforts on the major in-demand industry sectors identified in the economic analysis to place job seekers and will work closely with Chambers of Commerce's and economic developers throughout the region as well as the White River Planning and Development District to leverage resources. Continue working with the Chamber of Commerce's, Arkansas Economic Development Commission staff, and economic developers throughout the region to ensure all employers are aware of the various services offered and the benefits to the employer by employing the participants who are receiving those services.

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

Partners at the workforce centers meet routinely and discuss methods to better serve all customers, including unemployed individuals. Efforts have been made and will continue to be made in determining who has exhausted their unemployment benefits and who is close to exhausting their unemployment benefits. Once they are identified these individuals will be provided additional coordinated services to utilize the supportive services offered such as on-the-job training, work experience, and secondary schooling opportunities.

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)].

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)]

White River Planning and Development District, the Title I Service Provider, encourages and facilitates business development through referrals and small business loans. UACCB offers a technical certificate in entrepreneurship. UACCB is on the ETP list to offer entrepreneurship training. Individuals that need small business counseling, training and assistance can be referred to ASU's Small Business Program. Arkansas Rehabilitation Services and the Division of Services for the Blind offer Small Business Programs to allow clients with entrepreneurial pursuits to seek self-employment as a realistic employment goal.

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. Adult Ed and the board have coordinated services by enrolling GED students as out-of-school youth receive, and the students receive a monetary incentive as long as they progress in their studies. The local board will review local applications submitted under Title II Adult Education and Literacy to ensure that applications for providing adult education and literacy activities are consistent with the local workforce board plan.

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

Transportation and other supportive services will be coordinated through the core programs as well as other resources available.

The workforce services delivery team will work cohesively and comprehensively to determine how each participant's needs will be met by the partners' different types and levels of supportive services. Participants will be referred to outside agencies if those needs cannot be met with internal resources. Supportive services such as transportation will be coordinated through the provision of gas vouchers, public transit passes, agency-owned or contracted transportation, or community - sponsored transportation.

Additional supportive services include tuition assistance, childcare vouchers, gas vouchers, rent/mortgage payments, job placement, resume building, soft skills training, follow-up services, apprenticeships program, and pre-employment planning.

By meeting on a regular basis the core partners are able to address supportive services ensuring all services available are offered and the duplication of services is eliminated.

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)]

Central to WIOA is the integration of service delivery among multiple workforce and talent development programs. North Central has strong partnerships among state agencies, community colleges, economic development, and community-based organizations. A priority of the local board and central to the implementation of the strategic plan 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.

Organize Service by Function – Organize and integrate services by function (rather than by program); when permitted by a program’s authorizing statute and as appropriate, and by coordinating staff communication, capacity building and training efforts. Functional alignment includes having workforce center staff who cross-trained to serve all customers seamlessly (including target populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope and requirements of each program.

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)]

State guidance should be forthcoming regarding this review of the local applications by the local board. A draft document from the Arkansas Department of Career Education provided the following:

A function of local workforce boards, identified under section 107(d)(11) of the WIOA Act is to coordinate local workforce activities with education and training providers, including providers of adult education and literacy activities under Title II of WIOA. The coordination of education and training activities includes the review of applications for providing adult education and literacy activities submitted to the Department of Career Education, Adult Education Division for funding under Title II. Local board review of Title II applications is to ensure that applications for providing adult education and literacy activities are consistent with local workforce board plans (WIOA, 107(d)(11)(B)(i)(I)). If a local workforce board determines that an application is not consistent with the local workforce board plan, the local workforce board shall make recommendations to the eligible provider that “promote” alignment of the application to the local plan (WIOA, 107(d)(11)(B)(i)(II)). Local workforce boards are not responsible for approving or denying applications submitted under Title II of WIOA. They are, however, expected to evaluate the extent to which an application submitted under Title II addresses the requirements of the local plan developed in accordance with WIOA (WIOA, 108(b)(13)). The adult education ad hoc committee reviews all applications. The following criteria are proposed:

Local boards will receive Requests for Proposals from Title II Adult Education and Literacy providers and should consider the extent to which the eligible applicant:

- Demonstrates its participation in carrying out activities related to the development and implementation of career pathways in the local area;
- Describes a plan for fulfilling its education and training and administrative responsibilities as a one-stop partner and for participating on the local workforce board;
- Aligns adult education and literacy activities with the education and training objectives and activities of the local workforce plan and the One-Stop Delivery System, including concurrent enrollment in Title I and Title II Programs under WIOA, as appropriate;
- Demonstrates a plan and strategies for effectively working with workforce partners identified by the local plan to share resources;
- Contributes to regional education and training efforts, including career pathways programs.

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 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.

We are exploring the Health Care Industry. The local board identified four in-demand industries to focus on that include Health Care, Maintenance, Accommodation and Food Services and Educational Services. It plans to explore each industry and move forward over the next four years.

The North Central Workforce Development Board will continue the support of large-scale job fairs and community outreach activities. Advertisements and public service announcements will also be printed periodically to help with engaging additional partners with other services to offer.

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? Briefly describe the additional funding and how it will impact the local system. If the local board does not currently have oversight of additional funding, describe any future plans to pursue them; however, if additional funding was made available the funds would be redirected to serving additional participants in work experience and occupational training services

The local board is partnering with ASUB at Searcy, UACCB and ASU-Newport on the Arkansas Sector Partnership (ASP) grant. ASP provides employer-driven workforce training in high growth industry sectors of Advanced Manufacturing, Health Care, Information Technology and skilled construction trades.

Due to natural disasters in the North Central area, the local board applies for National Dislocated Worker grants through DOL. These grants provide much needed assistance to counties and cities that were impacted by the storms as well as provide temporary jobs to individuals working at these sites. Additional funding includes National Emergency Grants and other DOL Discretionary Grants as well as the PROMISE Grant which serve youth with disabilities receiving SSI. The Promise Grant will expire on September 30, 2018.

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 continued 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 following are methods used to ensure continuous improvement and that providers meet employment needs:

- Internal financial and program monitoring
- Review of eligible training providers to ensure there is a range of programs included on the list that include the growth occupations.
- Annual audit of White River Planning and Development District

- Workforce Center Surveys

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 local board will facilitate access to services provided through the one-stop delivery system in remote areas by use of Facebook, online classes, Arkansas Job Link and the AR Workforce mobile unit. Clients in remote areas will be encouraged through marketing materials to contact their local workforce center where staff-assisted services can be made available. Also, since access to a center in very remote areas may be limited, staff will travel to work with participants and employers.

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 North Central area will provide training to staff on applicable provisions of the ADA using material jointly developed by the partners and state entities.

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.

Encourage active engagement with the business sector to identify the skills and supports that workers with disabilities need and communicate these needs to the partners, education and training providers, as well as job seekers with disabilities.

Improve the employment outcomes of individuals 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 pathways 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)]

The six core programs identified by WIOA are : Adult, Dislocated and Youth (Title I), Adult Education and Literacy (Title II), Wagner-Peyser Program (Title III) and Vocational Rehabilitation (Title IV) including Arkansas Rehabilitation Services and AR Dept. of Human Services, Division of Services for the Blind.

WIOA Title I Services – White River Planning and Development District (WRPDD) provides Adult, Dislocated Worker and Youth Programs in the North Central area to help job seekers access employment, education, training and support services and assist employers through business services. Some of those services include supportive services, work experience, on-the-job training, occupational skills training, registered apprenticeships.

Locations:

Arkansas Workforce Center at Batesville, 398 Barnett Drive, Batesville, AR
Arkansas Workforce Center at Searcy, 501 W. Arch St., Searcy, AR
Arkansas Workforce Center at Newport, 7648-B Victory Blvd, ASUN Campus, Newport, AR

Arkansas Department of Career Education - Division of Arkansas Rehabilitation Services (ARS) - To achieve its mission of preparing Arkansans with disabilities to work and lead productive and independent lives, ARS provides a variety of training and career preparation programs. Services include: career and technical education and training; transition services for high school students with disabilities who are moving from high school to postsecondary education or work; scholarships and leadership programs for students with disabilities; diagnosis and evaluation of capacities and limitation; guidance and counseling; job placement; on-the-job training; physical and cognitive restorative services; assistive technology; community rehabilitation programs and supported employment services.

Locations: North Central Arkansas is served out of two ARS field offices.
111 N. 12 Street, Batesville, AR
501 West Arch Street, Searcy, AR

Arkansas Department of Career Education - Division of Adult Education – Services include: GED Classes and Testing, English as a Second Language Classes, individual tutoring for beginning readers, Workforce Alliance for Growth in the Economy (WAGE), Career Readiness Certificate Instruction, Career Counseling, digital literacy for the workplace or college prep, and customized workplace classes to bring skill levels up to post-secondary level.

Locations:
ASU-Newport Campus, 7648 Victory Blvd., Newport, AR
United Methodist Church, 219 N. Edmonds Ave., McCrory, AR (ASU-Newport Center Location)
North Central Adult Education, 100 Success Drive, Clinton, AR
North Central Adult Education, 402 Oak St., Leslie, AR
UACCB, 2005 White Drive, Batesville
Ozarka College, 218 College Drive, Melbourne, AR
Ozarka College Ash Flat, 64 College Drive, Ash Flat, AR
Ozarka College Mammoth Spring, 5th and Archer, Mammoth Spring, AR
Ozarka College Mountain View, 1800 College Drive, Mountain View, AR
ASU-Beebe Searcy Campus, 1800 E. Moore St., Searcy, AR
ASU-Beebe Campus, 208 Palm St., Beebe, AR
ASU-Beebe Heber Springs Campus, 71 Cleburne Park Road, Heber Springs, AR
Ozark Foothills Literacy Project serving Fulton, Sharp, Independence and Izard Counties
Educational Cooperatives – www.aresc.k12.ar.us/arkansas-education-cooperatives for locations.

Arkansas Department of Workforce Services – Wagner-Peyser Program – Services include job services, re-employment services, unemployment insurance, Trade Adjusted Assistance/Trade Readjustment Assistance (TAA/TRA), Veterans Services and Temporary Assistance for Needy Families (TANF) (Transitional Employment Assistance (TEA) and WorkPays Case Management), Career Readiness Certificate instruction, Microsoft IT Learning Program and Labor Market information. The Conway Workforce Center also offers the Workforce Alliance for Growth in the Economy (WAGE) Program.

Locations:

Arkansas Workforce Center, 398 Barnett Dr., Batesville, AR – Serves Independence, Stone, Sharp, Fulton and Iard Counties.

Arkansas Workforce Center, ASUN Campus, 7648 Victory Blvd., Suite B, Newport, AR – Serves Jackson and Woodruff Counties.

Arkansas Workforce Center, 501 W. Arch, Searcy, AR – Serves White and Cleburne Counties.

Arkansas Workforce Center, 1500 N. Museum Road, #111, Conway, AR – Serves Van Buren County.

Arkansas Department of Human Services – Division of Services for the Blind (DSB) - The priority focus at DSB is to assist Arkansans who are blind or visually impaired to secure and maintain employment in careers consistent with their skills. DSB provides assistance by helping individuals with:

- Counseling and guidance to aid greater independence and access resources
- Optical devices (magnifiers, etc.)
- Medical treatments and surgeries to prevent blindness, stabilize vision and when possible, to restore vision
- Training (technical, college and certificates like CAN) for the goal of obtaining employment
- Small business start-up costs
- Job services to prepare for the world of work (job readiness, job search, job placement)
- Supported employment
- On the job supports and accommodations
- Assessments (vocational, functional, technical, etc.)
- Independent living training
- Technology items (as accommodations to aid training or employment)
- Benefits counseling (Re: effects of working on SSI or SSDI benefits)

Locations

Independence County Dept. of Human Services (DHS), 100 Weaver Ave., Batesville, AR - Serves White, Independence, Cleburne, Iard, Fulton, Sharp and Stone Counties.

Craighead County DHS, 1600 Browns Lane Access Road, Jonesboro, AR – Serves Jackson and Woodruff Counties.

DSB Central Office, 700 Main St., P.O. Box 3237, Little Rock, AR – Serves Van Buren County

Arkansas Human Development Corporation (Title I) – Provides free assistance to seasonal and migrant agricultural workers in AR. Services include tuition assistance, adult basic education, English as a second language, occupational skills training programs, on-the-job training programs, work experience, child care assistance, employment assistance, job placement/follow-up, mileage while attending eligible training programs, stipends while attending eligible training programs and supportive services.

Location – Serves North Central

2825 South Division
Blytheville, AR

Goodwill Industries – Provides an array of services including, but not limited to, the Transitional Employment Opportunity Program for persons that were incarcerated, program for youth that offers education and career opportunities, Horizons, a job training program for adults, support service, and helping employers recruit and retain employees for entry- and mid-level positions.

Locations in North Central AR

Batesville, Newport, and Searcy.

Each of the partners plays a key role in the success of the workforce development system by providing a valuable service to the participant and/or employer to build our talent pipeline.

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)]

Our Local Area advocates and supports an integrated information system at the state and local level that would allow entities that carry out core programs to better coordinate service delivery for mutual customers and cross program referrals. Currently, all DOL-funded partner programs utilize Arkansas Job Link (AJL) as a technology platform. The State is exploring Information Technology options that will assist in the transitioning to an integrated common intake component which acts as the front end to the state's workforce programs. Until such an option exists, our workforce center staff maximizes the utilization of currently available technology to consolidate, streamline services and enhance the overall customer experience.

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 local board follows the WIOA Act in determining the type of employment and training activities that may be provided to adults and dislocated workers. With the many community college campuses dispersed throughout the North Central region, there are sufficient training providers available to meet the needs of the participants. Customers are provided with a variety of services depending on their needs such as basic career services, individualized career services, work experience, on-the-job training, Registered Apprenticeships, occupational skills training, supportive services such as transportation, housing and child care, individual training accounts, Job search, labor market information and career counseling.

Occupational skills training and work experience are services provided to eligible adult and dislocated workers. Occupational skills training provides clients with tuition and fee assistance in demand occupational skills training at 2 and 4 year colleges. Work experience provides another avenue for growing the skill set of job seekers in the local area. This provides a "hands on" approach to learning new job skills.

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.

The Business Retention and Workforce Transition is a function of the Governor's Dislocated Worker Task Force. This task force 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 workforce center staff does not initiate contact with an employer regarding layoff without first speaking with the Task Force Coordinator.

The Business Retention and Workforce Transition team may conduct a worker assistance workshop, to be 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 Worker Task Force by providing information and services to the affected employees.

Dislocated workers are given a full array of services through the Arkansas Workforce Center partnership and community organizations.

The Work Opportunity Tax Credit is a federal tax credit available to employers who hire and retain veterans and individuals from other target groups with significant barriers to employment. There is no limit on the number of individuals an employer can hire to qualify to claim the tax credit. In order to take advantage of these tax credit employers must hire from the target groups such as low income residents, ex-felons, veterans, youth, and individuals with disabilities.

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 such as developing and implementing a local layoff policy, creating partnerships that contribute to layoff aversion strategies, gathering information on economic transition trends within industries, communities, or at specific employers, developing early warning networks and systems, connecting employers and workers with short-term, on-the-job, and customized training.
- 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 and the WIOA DLW Program
- Necessary services and resources, such as workshops, resource and job fairs to support re-employment assistance
- Trade Act petition services through the Governors Dislocated Worker Task Force

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

Services may be provided by the service provider or on a referral basis if needed.

	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 instruction. Referrals made to partners providing educational services and the use of on-line tutorials. The WDB authorizes incentives for the participants that achieve goals that contribute to their success. The primary goal of local WIOA youth programming is to insure youth completion of a HSD/GED.
2.	Alternative high school services which offer specialized, structured curriculum inside or outside of the public school system which may provide work, study and/or academic intervention for students with behavior problems, physical/mental disabilities, who are at risk of dropping out, and/or who are institutionalized or adjudicated youth Pre-employment transition services to students with disabilities will include job exploration and counseling, work-based learning experiences, workplace readiness training to develop social skills, and independent living skills. Work-based learning may include in-school or after school programs and internships Supportive services for youth with disabilities includes situational assessment and/or discovery, job search and placement, job coaching, and long-term follow up care to ensure a long –term employment future Adult Education centers can assist 16-17 year-olds that are waived out of high school with earning their GED and pursuing secondary education classes and degrees	WIOA youth programs will work closely with alternative schools throughout the 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. ARS will provide and coordinate services to students with disabilities
3.	Summer youth employment that takes place between May 15th and September 30th and consists of employment for which youth are paid a wage. Summer employment should be coordinated and linked with academic and occupational	Participants will prepare for employment opportunities through the provision of various services including, but not limited to: • basic skill remediation

	learning that leads to the career or employment goal as stated in the individual service strategy.	<ul style="list-style-type: none"> • supervised work experiences • pre-employment abilities such as career planning, resume preparation, labor market information usage, application completion, and interview skills attainment • attainment of core employability/work maturity skills such as dependability, honesty, problem solving, 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	Referral to community-, faith-based, and/or other organizations to provide one-on-one encouragement and direction;

	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.	
8.	Supportive services to enable an individual to participate in WIOA youth program activities. These may include, but are not limited to, housing, meals, medical care, day care, transportation, school related supplies, training related supplies, etc.	Assistance with transportation, childcare, clothing, supplies, and related needs;
9.	Follow-up services include activities after completion of participation to monitor youths' success during their transition to employment and further education and to provide assistance as needed for a successful transition. Follow-up services must be provided for not less than 12 months after obtaining employment and/or completion of participation.	Frequent interaction, including guidance and counseling, support services, and other assistance for at least 12 months after exit;
10.	Comprehensive guidance and counseling to help youth make and implement informed educational, occupational, and life choices. It includes imparting skills through counselor-directed learning opportunities that help youth achieve success through academic, career, personal, and social development.	Career counseling will be an integral part of youth programming and provide the basis for individual employment plans.
11.	Financial literacy education to help youth gain the skills needed to create household budgets, initiate savings plans, and make informed financial decisions about education, retirement, home ownership, wealth building, or other savings goals. An example of financial literacy education is the FDIC approved Money Smart curriculum.	Financial literacy education is supported by activities such as partnerships with financial institutions and to provide workshops at the local one stop.
12.	Entrepreneurial skills training including the use of curriculum based training modules that teach youth the value of being skilled and applying those skills to meet a consumer need or demand; to think creatively and critically; to problem solve; how to recognize opportunities, and other skills related to entrepreneurialism.	Entrepreneurial skills training is supported by activities such as partnerships with economic development agencies and referrals to business development organizations.
13.	Services that provide career awareness, career counseling, and career exploration by using labor market and employment information about in-demand industry sectors or occupations available in the local area.	Workshops and other services that prepare youth for careers in in-demand and/or emerging occupations. Information is provided in the local one-stops or on-line systems such as the Arkansas Job Link. Information about in-demand industry sectors or occupations is available in areas, such as career awareness, career counseling, and career exploration services.
14.	Activities that help youth prepare for and transition to post-secondary education and training include 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	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.

opportunities such as apprenticeships and occupational training	
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One of the best practices in our region is to coordinate our efforts to recruit OSY with the adult education programs. Eligible OSY receive a monetary incentive while they are attending GED classes if they are making progress in their class.

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 local board will continuously monitor the programs to ensure compliance with the laws and performance measures are met. Board members should have a complete understanding of their role and inventory its own resources. Policies and procedures should be in place. The board will carry out analyses of the economic conditions in the region; obtain needed knowledge and skills for the region as well as the workforce in the region and workforce development activities. The board will regularly update this information as it becomes available.

Board member training was provided by Rick Maher on April 27, 2016 in Little Rock. The board worked through the basics of how to become a strategic rather than tactical board. Additionally, webinars and training was continued by Maher and Maher to Board Directors to continue the development process.

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 specialist uses the ITA request form to determine a participant's financial need. The individual selects the course of study from the eligible training provider list. The individual must have made application and received determination from other funding sources and present the award letter to the career specialist to show the monetary amounts of unmet financial need. He/she must also present a statement of how much the family will be able to contribute to the cost of the training. 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 Training Application Review Committee composed of five persons appointed by the WIOA Program Director reviews the ITA request. Any three of the five committee members can be used to document approval and initial the ITA request form. 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 career specialist and sent to the

eligible training provider (ETP). The ETP bills the WIOA Program each semester, and the participant is informed of the account balance at his/her monthly meeting with the career specialist. 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.

Registered Apprenticeship training will also be offered to participants who qualify. The Batesville School District is currently operating a pilot program to provide high school seniors the opportunity to graduate high school with the skills to move straight into employment after finishing the apprenticeship program. This program offers in-school youth the opportunity to join an apprentice program sooner so when they graduate they will already have that much of the apprenticeship program behind them and can join the workforce at a faster rate.

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)]

The projected employment opportunities list is made available to the customers in order for them to select a training program that is in demand. Additionally, demand occupations and targeted industry sectors specific to the North Central area are focused on. Training services are funded through WIOA programs, Pell Grants, partner programs, and state and local grants. Local areas are responsible for establishing and implementing local policies for eligibility, Individual Training Accounts (ITA) limits, and the identification of in-demand sectors or occupations.

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 either in the local area or in an area to which an individual is willing to relocate. 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 and be on the Eligible Training Provider List (ETPL). To be included on the Eligible Training Provider List (ETPL), providers must submit an electronic application to the local board for their approval. Additionally, demand occupations and targeted industry sectors specific to the North Central area are focused on. Eligible participants must also apply for PELL Grant funds thru the two or four year college they will be attending. Students must also apply for scholarships, additional grants, etc. in addition to obtaining WIOA funds

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)]

Interagency agreements typically are memoranda of understanding. These will be developed by the State Transition Roundtable Policy Committee as part of the Workforce Certification document.

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

- provision of intercomponent 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 hotline;
- 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 ARS). The agreement must be signed by the local manager, the supervising Senior Leader from ARS and the Commissioner of ARS or his/her designee. Copies of the agreement will be maintained by the local manager and Chief Fiscal Officer of ARS.

The local rehabilitation committee provides oversight of the cooperative agreements as well as facilitates compliance as establish in the MOU's between core partners.

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

White River Planning and Development District, Inc. is the entity responsible for disbursement of grant funds as determined by the Chief Elected Officials. Currently all correspondence regarding the disbursement of grant funds would need to be addressed to the following:

Van Thomas, Executive Director
870.793.5233
thomas@wrpdd.org

Mitzi Hargan, Community Development Director
870.793.5233
mitzi@wrpdd.org

Carrie McIntosh, Community Development Coordinator
870.793.5233
carrie@wrpdd.org

5.3 Describe the competitive processes to award the subgrants 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 subgrants and contracts. The notice advertising the RFP or RFQ is placed at least once 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 (or youth committee initially, if for youth providers). The provider is selected by the local board with agreement by the chief elected officials.

To prevent a conflict of interest in the competitive procurements all policies in the procurement process should have strict rules and regulations to ensure that a conflict of interest will not occur. If good policies are in place there will be no room for conflicts in the process.

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".

Local performance measures for each local area will be the same as the State goals.

North Central WIOA Performance Measures		NC Area PY 16 & PY 17 Performance Goals
Employment (Second Quarter after Exit) Negotiated Goals		
Adult		82.5%
Dislocated Worker		77.0%
Youth		75.0%
Employment (Fourth Quarter after Exit) Negotiated Goals		
Adult		78.0%
Dislocated Worker		74.5%

Youth	71.2%
Median Earnings (Second Quarter after Exit) Negotiated Goals	
Adult	\$5,842
Dislocated Worker	\$6,400
Credential Attainment Rate Negotiated Goals	
Adult	75.3%
Dislocated Worker	75.0%
Youth	70.0%
Measurable Skill Gains Negotiated Goals	
Adult	Baseline
Dislocated Worker	Baseline
Youth	Baseline
Effectiveness in Serving Employers Negotiated Goals	
Adult	Baseline
Dislocated Worker	Baseline
Youth	Baseline

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)]

Local and state monitoring of the fiscal agent, Title I Service Provider and One-Stop Operator will be conducted at least annually, and the local board will be made aware of any issues or concerns that may arise from the monitoring. Performance reports will be presented to the board on a quarterly basis at each board meeting in order for them to be informed. WRPDD, Inc., the fiscal agent, Title I service provider and one-stop operator shall be audited on an annual basis. The board will be presented the eligible training provider list and programs twice a year for their review and approval.

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)]

The Arkansas Vision of the Workforce Development Delivery System was shared at the Dec. 2015 meeting. The local board met March 16, 2016 and discussed sector strategies and the board's role. At its June 8, 2016 meeting, the board was asked for their input into the development of the local plan. At the September 14, 2016 local board meeting and September 22, 2016 CEO meeting, both groups approved the region's vision and strategic goals that mirrored the state's and had the opportunity to provide input. The local board appointed a Planning Committee that met October 20, 2016 to further help with the development of the plan. Also, the local board and CEO's were emailed a copy of the plan and asked for input and review on November 1, 2016.

Workforce Center partners provided input into the plan at the ongoing partner meetings and via email. Businesses, labor organizations, partner agencies, educators and economic developers from throughout the local area are all represented on the board and had the opportunity to comment.

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)];

A public notice was placed in the newspaper advising that the public has 30 days from that date to submit comments on the proposed plan. It was also available on WRPDD's website, through email notification and at WRPDD's physical address. This comment period began on November 10, 2016 and concluded on December 12, 2016. The local board met on December 13, 2016 to address the plan and any comments that were made.

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

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 these disagreements or concerns. Concerns will also be included as an attachment to the local plan

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

Lee Hissong, EEO Officer
White River Planning and Development District, Inc.
P.O. Box 2396
1652 White Drive
Batesville, AR 72503
Phone: 870-793-5233

Section 6: Plan Assurances

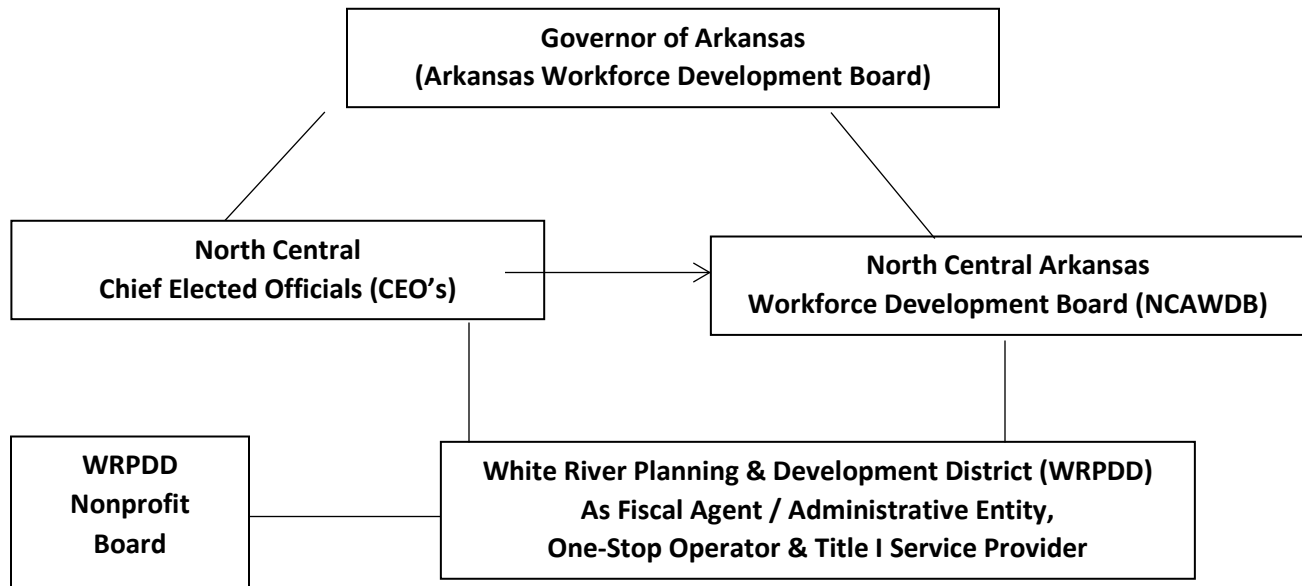
	Planning Process and Public Comment	References
<input checked="" type="checkbox"/>	6.1 The local board has processes and timelines, consistent with WIOA Section 108(d), to obtain input into the development of the local plan and provide the opportunity for comment by representatives of business, labor 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)
<input checked="" type="checkbox"/>	6.2 The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)
<input checked="" type="checkbox"/>	6.3 The local board has established procedures to ensure public access (including individuals 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
<input checked="" type="checkbox"/>	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
<input checked="" type="checkbox"/>	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)
<input checked="" type="checkbox"/>	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
<input checked="" type="checkbox"/>	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)
<input checked="" type="checkbox"/>	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)
<input checked="" type="checkbox"/>	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
<input checked="" type="checkbox"/>	6.10 The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts	WIOA Sections 107(d)(10), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)-(m) and 680.410-430

☒	6.11 The local board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	WIOA Section 181(c); proposed 20 CFR 683.600
☒	6.12 The local board has established at least one comprehensive, full-service one-stop center and has a written process for the local Chief Elected Official and local board to determine that the center conforms to the definition therein.	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305
☒	6.13 All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)
☒	6.14 The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	WIOA Section 188; 29 CFR 37.42
☒	6.15 The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.	WIOA Section 188; 29 CFR 37.42
☒	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)
☒	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
☒	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
☒	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
☒	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
Administration of Funds		References
☒	6.21 The local board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable	WIOA Section 108(b)(16); proposed 20 CFR

	federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	679.560(a)(15); WIOA Section 134(c)(3)(G); proposed 20 CFR 680.300-310
☒	6.22 The local board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program funds.	WIOA Section 108(b)(15)
☒	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

Section 7: Attachment A

NORTH CENTRAL ARKANSAS WORKFORCE DEVELOPMENT AREA ORGANIZATION CHART



Note: 1) CEO's appoint Fiscal Agent to receive funds and to provide local oversight
2) NCAWDB selects WIOA Title I Provider and WIOA One-Stop Operator and appoints Administrative entity to be its staff.

Appendix C: Transitional Planning References and Resources

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

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

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

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

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

Goal 1 Objectives:

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

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

Goal 2 Objectives:

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

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

Goal 3 Objectives:

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

Strategic Goal 4: Address Skills Gaps

Goal 4 Objectives:

1. Conduct a statewide skills and asset analysis to determine the skills gap present and resources available to solve the skills issue.
2. Develop and implement an action plan to close the basic core, technical, and soft skills gaps in Arkansas.

3. Analyze the effectiveness of currently used job readiness standards and ensure coordination between the Arkansas Career Readiness Certificate program and the Workforce Alliance for Growth in the Economy (WAGE) program.

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

II. State Policy and Guidance.

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

III. Labor Market and Workforce Information.

A. Discover Arkansas

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

B. Arkansas State Plan Economic and Workforce Analysis

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

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

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

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

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

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

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

IV. PY 2016 Performance Targets Template. (Attached)

V. Other Resources.

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

Transitional PY2016 – PY 2019 Local Plan

Appendix C: Local Area WIOA Negotiated Performance Goals

Name of local workforce development area: North Central

WIOA Performance Measures	Local Area PY15 Performance Goals
Employment (Second Quarter after Exit)	
Adult	82.5%
Dislocated Worker	77.0%
Youth	75.0%
Employment (Fourth Quarter after Exit)	
Adult	78.0%
Dislocated Worker	74.5%
Youth	71.2%
Median Earnings (Second Quarter after Exit)	
Adult	\$5,842
Dislocated Worker	\$6,400
Youth	N/A
Credential Attainment Rate	
Adult	75.3%
Dislocated Worker	75.0%
Youth	70.0%
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.