



**INNOVATE**

WORKFORCE DEVELOPMENT

**July 16, 2019**

**10:00 a.m. – 12:00 noon**

Embassy Suites  
11301 Financial Centre Pkwy  
Little Rock, AR 72211

# Arkansas Workforce Development Board

## Full Board Meeting



# AGENDA

July 16, 2019

## ARKANSAS WORKFORCE DEVELOPMENT BOARD FULL BOARD MEETING

10:00 a.m.

*Estimated Time: 2 hr. 30 min*

Call to Order (1 min) ..... Tom Anderson, Chair

Report of Board Director (3 mins) ..... Arnell Willis, Board Director

### **Agenda Item 1: ACTION**

Minutes of April 23, 2019 Full Board Meeting (1 min) ..... Tom Anderson, Chair

Report of Chairperson (5 mins)..... Tom Anderson, Chair

Report of Director (5 mins) ..... Dr. Charisse Childers, Director  
Arkansas Division of Workforce Services

Report of Staff (5 mins)..... Kris Jones, Employment Assistance - Assistant Director  
Arkansas Division of Workforce Services

### **Agenda Item 2: INFORMATIONAL**

Data in Workforce Development (20 mins) .....  
Dr. Nathan Smith, Arkansas Development Finance Authority  
Steve Sparks, Arkansas Economic Development Commission

### **Agenda Item 3: INFORMATIONAL**

Arkansas WIOA State Plan Revision (2 mins)..... Tom Anderson, Chair

### **Report of Committees-**

- Strategic Planning Committee Overview (2 mins) .....Karen Breashears, Committee Chair

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**Strategic Planning Committee Agenda Items**

**Agenda Item 4: INFORMATIONAL**

Note for Discussion: WIOA (PY2020-2023) State Plan

Development Timeline (5 min) .....Kris Jones, Director of Staff

**Board Discussion-**

Volunteers for One-Stop Certification Process and Strategic

Elements of the WIOA State Plan (10 mins) .....Karen Breashears, Committee Chair  
Tom Anderson, Chair

- One-Stop Certification Review
- Vision and Mission
- Goals (Strategic Plan)
- Assessment Process
- Apprenticeship

- Program & Performance Evaluation  
Committee (2 mins) .....Abby Houseworth, Committee Chair

**Program & Performance Evaluation Committee Agenda Items**

**Agenda Item 5: Informational**

Updates to the AWDB Dashboard (9 mins) .....Kris Jones, Director of Staff

**Board Discussion-**

AWDB Dashboard (9 mins) .....Abby Houseworth, Committee Chair

- Temporary Assistance for Needy Families (TANF)  
Oversight Committee (2 mins).....Gan Nunnally, Committee Chair

**TANF Oversight Committee Agenda Items**

**Agenda Item 6: Informational**

Career Pathways Initiative Presentation (15 mins) .....Dr. Willie Murdock, CPI Director

**Agenda Item 7: Information**

LWDB Certifications and WIOA Annual Report (5 mins).....Kris Jones, Director of Staff

**Agenda Item 8: Information**

Central Arkansas Workforce Development Board Presentation (12 mins) ..... Rodney Larson, Director

Little Rock Arkansas Workforce Development Board Presentation (12 mins)..... WJ Monagle, Director

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**Agenda Item 9: Action**

State Board Committee Membership Recommendations (8 mins)..... Tom Anderson, Chair

Board Open Discussion (15 mins) ..... Tom Anderson, Chair

Announcements (2 mins)

Adjournment

**NEXT MEETING DATES**

- October 15, 2019
- January 21, 2020
- April 21, 2020
- July 21, 2020

**For Consideration of the  
Arkansas Workforce Development Board**

July 16, 2019

**AGENDA ITEM 1 – ACTION:** Minutes of the April 23, 2019 Arkansas Workforce Development Board meeting.

**RECOMMENDATION:** It is recommended that the Arkansas Workforce Development Board approve the minutes of the April 23, 2019 meeting.

**INFORMATION/RATIONALE:** Minutes of the meetings are attached.

UNOFFICIAL

**MINUTES**  
**ARKANSAS WORKFORCE DEVELOPMENT BOARD**  
**April 23, 2019**

The Arkansas Workforce Development Board convened on April 23, 2019, beginning at 10:00 a.m. The televised meeting took place at Embassy Suites, 11301 Financial Centre Parkway, Little Rock, Arkansas. Chair Tom Anderson presided with the following members present: Ms. Karen Breashears (arrived 10:12 a.m.), Mr. Lindsay Brown, Mr. Scott Bull, Dr. Charisse Childers, Ms. Marcy Doderer, Mr. Jeff Griffin, Judge Brandon Ellison, Mr. Randy Henderson, Ms. Abby Houseworth, Ms. Rebecca Ives, Mr. Johnny Key by proxy Ms. Adrienne Williams, Ms. Holley Little, Mr. Alan McClain by proxy Mr. Jonathon Bibb, Dr. Maria Markham by proxy Ms. Alisha Lewis, Mr. George Nunnally, Ms. Cassandra Williams-Stokes, Mr. Paul Rivera, Dr. Julie Roberson, Mr. Mike Rogers, Mr. Kelley Sharp, and Mr. Robert Thorne.

The following members were unable to attend the Arkansas Workforce Development Board: Mr. Daryl Bassett, Ms. Melissa Hanesworth, Mr. Alan Hughes, and Mr. Mike Preston.

Chair Anderson called the meeting to order at 10:04 a.m. upon seeing a quorum.

Chairman's Comments: Chair Tom Anderson recognized Arkansas Workforce Development Board Director Mr. Arnell Willis to speak to the Full Board. Mr. Willis provided highlights of Governor Asa Hutchinson's administration transformation for Full Board and guests, including Governor Hutchinson's spotlighting an increase of new businesses moving to the state; an increase of Registered Apprenticeship programs from 88 to 117; an increase of Registered Apprentices from 3,500 to over 6,000; an increase of career learning centers; reduction of the number of school districts without broadband internet access from 54 to 17; the Arkansas Works Initiative; the Arkansas Workforce Development Board and the Arkansas Department of Workforce Services will be structured under the new department of the Arkansas Department of Commerce; restructuring of the Arkansas Workforce Development Board meetings to facilitate engagement; a contract entered into with AETN to provide livestreaming for public access to the meetings.

**Agenda Item 1 – ACTION – Minutes of the January 24, 2019, Full Board Meeting:** Chair Tom Anderson asked if there were any additional corrections or revisions to the January 24, 2019, Full Board meeting minutes.

Hearing none, **a motion to accept the January 24, 2019, meeting minutes was made by Mr. Lindsay Brown and seconded by Mr. Robert Thorne. The motion carried unanimously with none opposed.**

Report of Chairperson: Chair Tom Anderson informed Board Members that he attended a national meeting in Washington D.C. with the Arkansas Workforce Development Board Director Arnell Willis. The meetings were composed of other Board Chairs and Liaisons from other

states to share best practices, collaborations, and networking. Chair Anderson was asked to write an article for the Chairman's Corner on Arkansas and the Arkansas Workforce Development Board.

Chair Anderson requested members to contemplate the structure of the current meetings and times to decide on how to implement the future meetings and times.

Report of Director: Chair Anderson informed Board Members and guests that Mr. Daryl Bassett was unable to attend the meeting due to a schedule conflict. The governor requested Mr. Bassett to be present at a press conference for an industry moving into central Arkansas.

Report of Staff: Chair Anderson recognized Board Staff Mr. Kris Jones. Mr. Jones provided updates on Salesforce (start date of September 1), Executive WIOA Roundtable (Common Intake and some executives participated in a data cohort for maximizing WIOA and non-WIOA data), and updates on the ADWS Website.

Report of Committees:

Strategic Planning Committee: Committee Chair Karen Breashears provided the Strategic Planning Committee report. The committee met on April 9, 2019, and approved the January 10, 2019, minutes via teleconference. Committee members began reviewing the WIOA State Plan and the One-Stop Center Certification Process. WIOA stipulates both have to be reviewed every two years for updates.

Program & Performance Evaluation Committee: Chair Anderson asked Committee Chair Abby Houseworth to provide an update for the Program and Performance Evaluation Committee. Ms. Houseworth reported the committee met via teleconference on April 9, 2019, and approved the January 10, 2019, meeting minutes. Highlights included the Arkansas Workforce Development Board Dashboard and the Workforce Centers Evaluation.

TANF Oversight Committee: Chair Anderson recognized Committee Chair George Nunnally to provide an update on the TANF Oversight Committee. Chair Nunnally reported the committee had a quorum and approved the January 10, 2019, committee meeting minutes via teleconference on April 9, 2019. He reported the committee heard reports on federal legislation and policy changes, HR430 TANF Extension Act of 2019 (extends appropriations until June 30, 2019,) a new pilot program between ADWS and DHS, Arkansas Workforce Integrated Network System (ARWINS,) a new module for Restore Hope, ARWorks, Career Pathways Initiative (CPI), and success stories. Mr. Nunnally also provided statistical information on enrollments in the CPI program.

**Agenda Item 2 – INFORMATIONAL – Report on Board Training & Surveys:** Chair Anderson requested Board Members complete the surveys enclosed in the packets before leaving after the meeting. Chair Anderson also requested Board Members complete Board Training. He stated Board Members may contact Board Staff through the Board e-mail at [AWDB@arkansas.gov](mailto:AWDB@arkansas.gov) to request additional assistance and/or questions.

**Agenda Item 3 – INFORMATIONAL – Using the Arkansas Workforce Development System:**

Chair Tom Anderson asked Board Member Mr. Mike Rodgers to provide his experience as an employer in utilizing the Arkansas Workforce Development System. Board members: Judge Ellison, Ms. Rebecca Ives, Mr. Randy Henderson, Ms. Holley Little and Mr. Robert Thorne added their experiences in the workforce centers in their local areas, as a follow-up to Chair Anderson's request for Board Members to visit their local workforce centers, before the next Full Board meeting.

One-Stop Certification Process: Chair Anderson recognized Committee Chair Karen Breashears to lead the discussion on the One-Stop Certification Process. Board Members were provided information on the process in their packet and were directed to utilize it as a tool while visiting the centers to see how improvements could be made.

**Agenda Item 4 – INFORMATIONAL – Strategic Sections of the WIOA State Plan:** Chair Anderson recognized Committee Chair Karen Breashears, who informed Board Members the deadline for updating the WIOA State Plan is July 2020. She asked for volunteers to assist in the review of the following sections of the plan: Vision and Mission, Goals (Strategic Plan), Assessment Process, and Apprenticeship. Board Members were given the e-mail of [WIOA@arkansas.gov](mailto:WIOA@arkansas.gov) e-mail address to request assistance and/or volunteer to assist with a section of the plan. Committee Chair Breashears informed Board Members of the 10 Local Area plans and have submitted those plans for review. She also informed the Board Members that assistance will be needed to review them, if anyone was interested.

**Agenda Item 5 – ACTION – Introduction to the Arkansas Workforce Development Board**

**Dashboard:** Chair Anderson recognized Board Staff Mr. Kris Jones to provide an overview of the dashboard to Board Members and guests. Recommendations were made to add a Glossary of Terms, remove items representing less than 5%, consolidate services into groups to reduce the number of services, summarize information on future reports and look at changes in service mix, per local area, over time.

**A motion to table the recommended dashboard until the next meeting was made by Mr. Lindsay Brown, and seconded by Judge Ellison. The motion carried unanimously with none opposed.**

**Agenda Item 6 – ACTION – Introduction to Workforce System Evaluation:** Chair Anderson recognized Committee Chair Ms. Abby Houseworth, who provided some background information on completing an evaluation including the requirements under WIOA. Ms. Houseworth provided the following recommendations to the Full Board for approval: Asset Mapping, Skills-Gap Analysis, and Customer Satisfaction Surveys.

Chair Anderson recognized Board Staff Mr. Elroy Willoughby to provide additional background information on the parameters set by the U.S. Department of Labor to make the reports similar for their review.

**A motion to approve the Evaluation Plan as recommended with no additional revisions was made by Mr. Scott Bull, and seconded by Ms. Marcy Doderer. The motion carried unanimously with none opposed.**

**Agenda Item 7 – INFORMATIONAL – Local Workforce Development Area Presentations:**

Chair Anderson recognized Mr. Dave Brady to present to the Full Board about the Eastern Local Workforce Development Area, WIOA activities, success stories and other programs. The Little Rock Workforce Development Area was not available to present to the Full Board.

Board Open Discussion: Chair Anderson stated the Board usually has a standing agenda item for open floor discussions; however, he deferred.

Announcements: Chair Anderson announced lunch would be provided for Board Members. He announced the next Arkansas Workforce Development Board Committee meetings will be on June 18, 2019. Board Staff will provide additional details at a later date. The next Full Board meeting will be at Embassy Suites in Little Rock beginning at 10:00 a.m. on July 16, 2019.

Adjourn: Chair Tom Anderson adjourned the meeting at 12:14 p.m., **on a motion made by Mr. Lindsay Brown, seconded by Judge Ellison, and carried unanimously with none opposed.**

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Tom Anderson, Board Chair  
Arkansas Workforce Development Board

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Arnell Willis, Director Workforce Development  
Department of Workforce Services

*Minutes recorded by Rebecca Edwards  
Department of Workforce Services Staff*

**For Consideration of the  
Arkansas Workforce Development Board**

July 16, 2019

**AGENDA ITEM 2 - INFORMATION:** Data in Workforce Development

**INFORMATION/RATIONALE:** Workforce data is information that comes from many different sources, such as schools and colleges, job training programs, state unemployment records and real-time information from job posting sites. Some of this information is gathered by local, state and federal agencies and some by companies, organizations and institutions. Data from any one of these sources is valuable to understanding a region or state's workforce needs and resources.

Recognizing the value of workforce data to economic development needs in states and regions and looking at all the data in one big picture can provide policymakers, job seekers and employers with important information to make important choices.

The importance of increased use of workforce data will be presented to the board.

# Workforce Data and its Many Uses

Nathan Smith, Arkansas Department of Commerce Research Director

July 16th

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## Workforce Data Sources

- Federal government
  - Census Bureau
    - American Community Survey
  - Bureau of Labor Statistics
    - Quarterly Census of Employment and Wages (QCEW)
    - Occupational Employment Statistics (OES)
    - Job Openings and Labor Turnover Survey (JOLTS)
    - Longitudinal Employer-Household Dynamics (LEHD)
  - National Center for Education Statistics
  - Bureau of Economic Analysis
- Data vendors like EMSI, Chmura Analytics, ESRI/ArcGIS
  - Much of what they offer is derived from government data sources
  - Often projections and built-in analytics are added
  - Occasionally there is freshly-collected data, e.g., job postings data scraped from jobs sites by web crawlers
- State government data assets
  - Higher education graduation records
  - Unemployment Insurance wage data

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## Workforce Data Use Cases

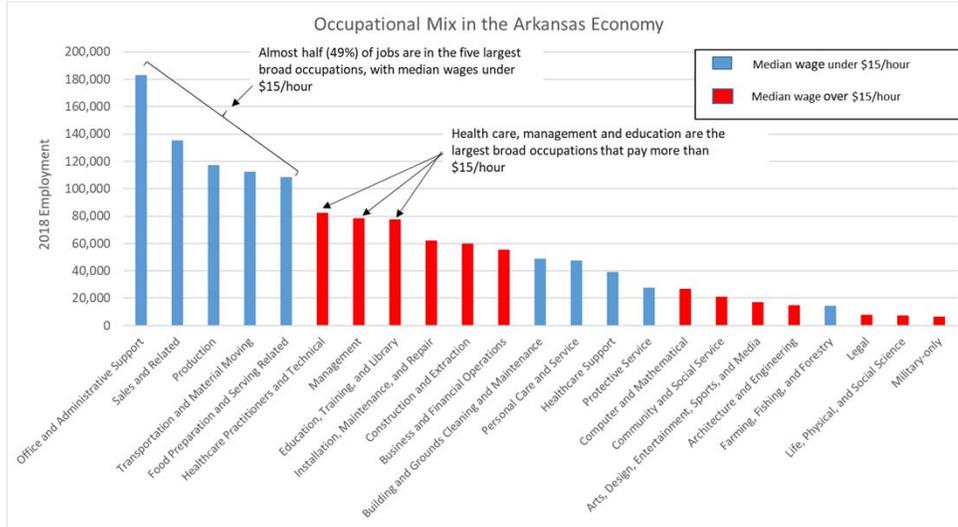
- Business recruitment, retention and expansion
  - Help businesses that are considering an Arkansas location to assess availability of a desired workforce
- Planning for academic and training programs
  - Assess likely labor market value of credentials from a proposed academic of training program
  - Data-driven decision-making about whether to continue or terminate an existing academic of training program
- Macroeconomic intelligence
  - Planning taxes and spending
  - Assessing adequacy and targeting of welfare programs

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## Stylized Facts about the Labor Market

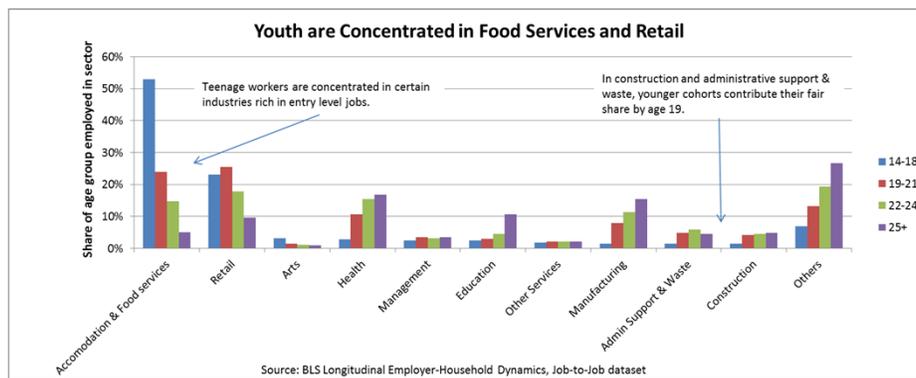
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## Arkansas Has a Lot of Jobs in Predominantly Low-Paid, Low-Skill Occupations, but Also Many Better-Paid and/or More Education-Demanding Jobs

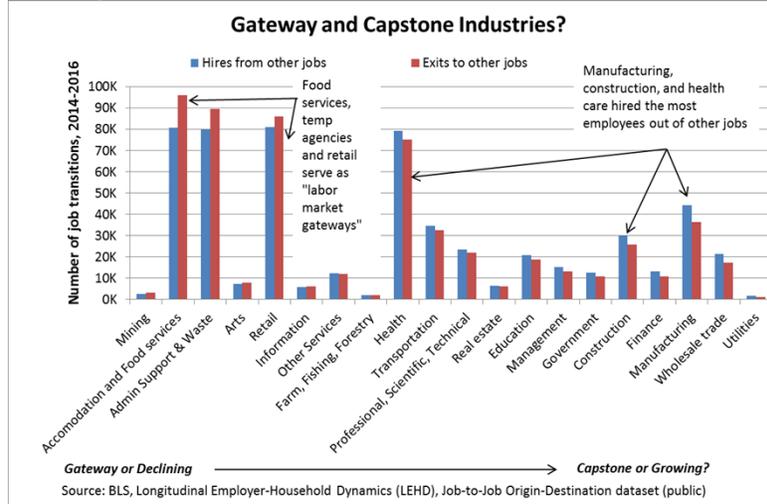


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## Youth Employment Patterns



# Classifying Industries along a Gateway-to-Capstone Spectrum

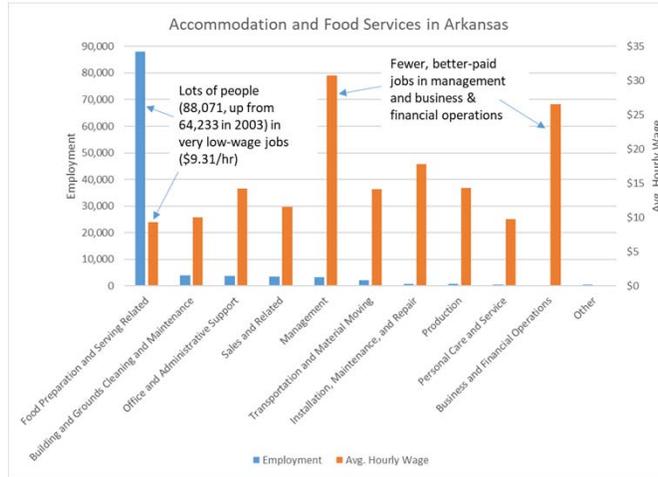


# Jobs to Get Away From: Low-Wage Employment in the Retail Industry



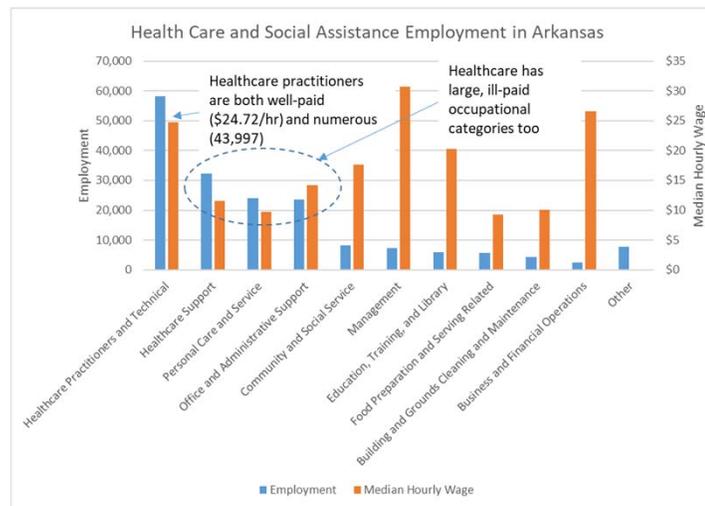
Source: EMSI. Geography: Arkansas

# Jobs to Get Away From: Low-Wage Employment in Accommodation and Food Services



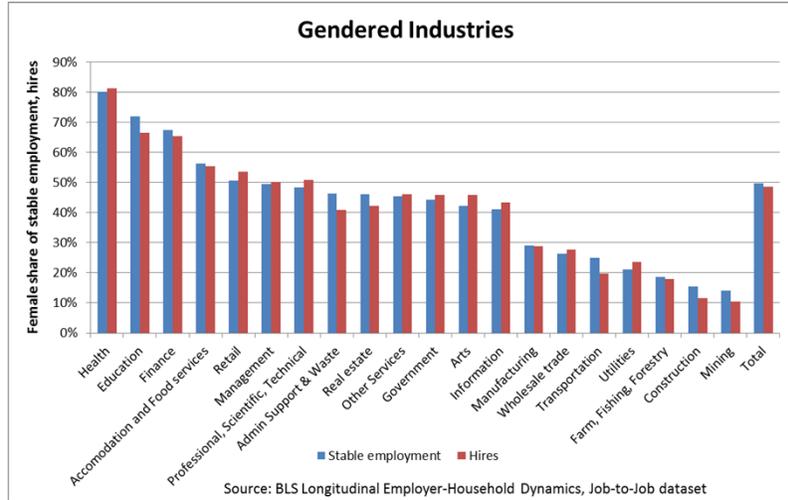
Source: EMSI. Geography: Arkansas

# Mass Skilled Employment in the Health Care Sector



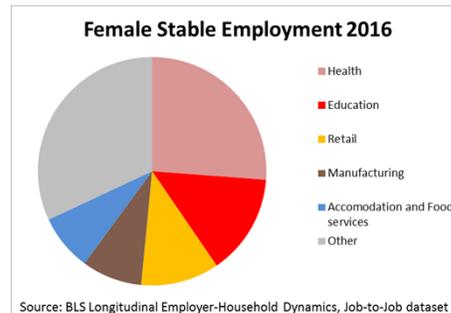
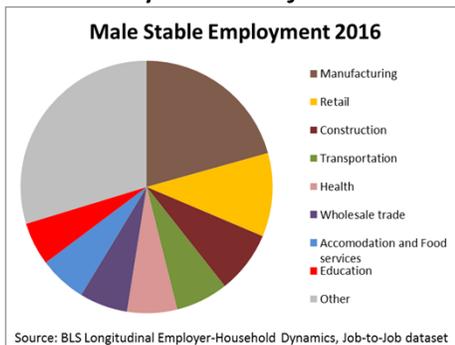
Source: EMSI. Geography: Arkansas

# Employment in Many Industries is Dominated by One Gender

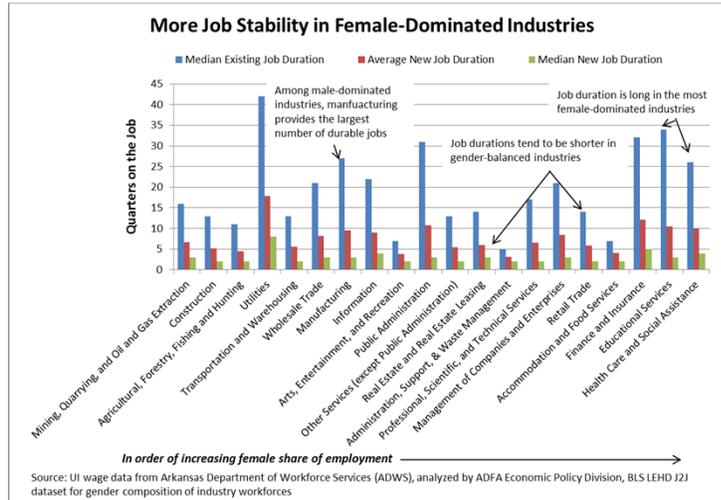


# Women are More Concentrated by Industry

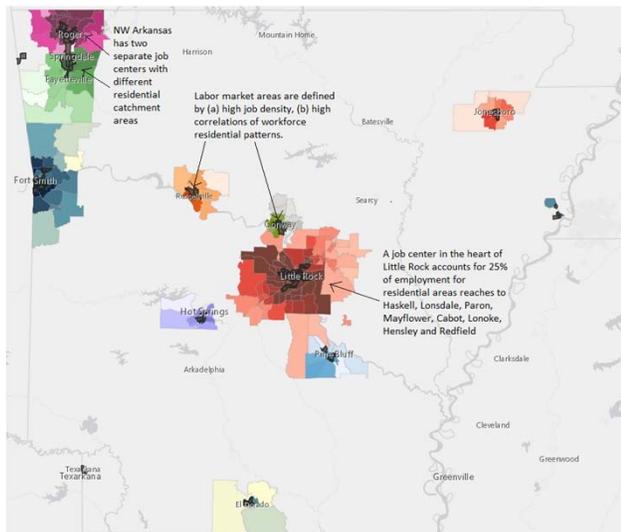
- The top three industries (2-digit NAICS) for female employment account for 52% of jobs
- The top three industries for male employment account for only 39% of jobs



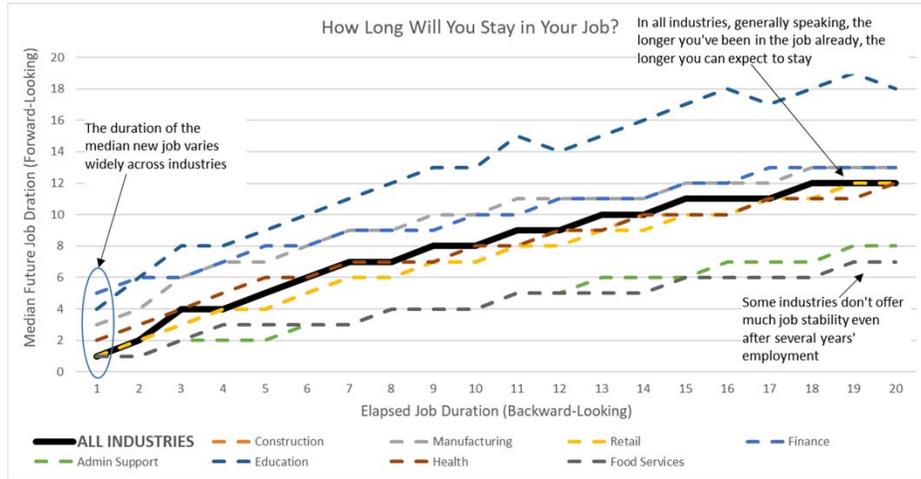
# Gendered Industries and Job Stability



# Analysis of Labor Sheds and Commuting Patterns Using BLS Origin-Destination Data

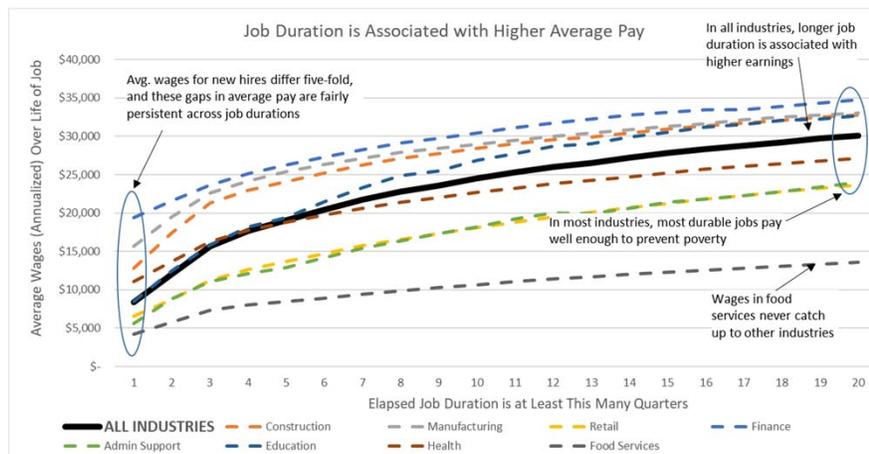


# The Importance of Job Stability Most New Hires Don't Last a Year



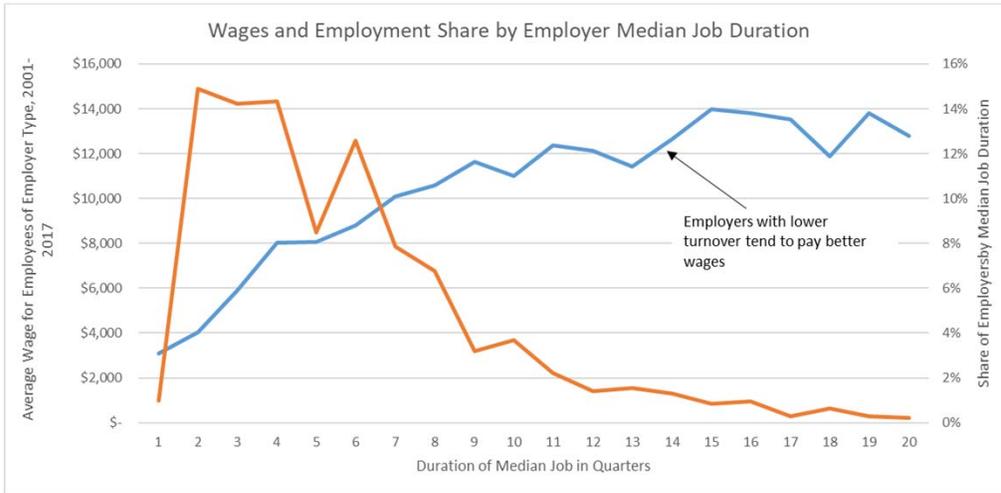
Source: UI Wage Data. Geography: Arkansas

# The Importance of Job Stability Higher Wages Come with More Stable Jobs



Source: UI Wage Data. Geography: Arkansas

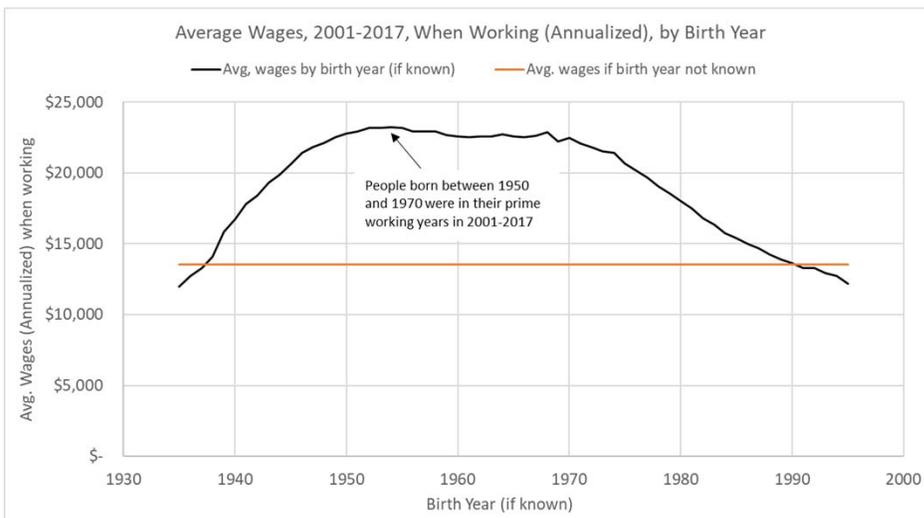
## Wages and Turnover Patterns: Employers with Lower Turnover Tend to Pay Better



Source: UI Wage Data. Geography: Arkansas

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## The Earnings Life-Cycle In 2001-2017, Arkansans born between 1950 and 1970 earned the most



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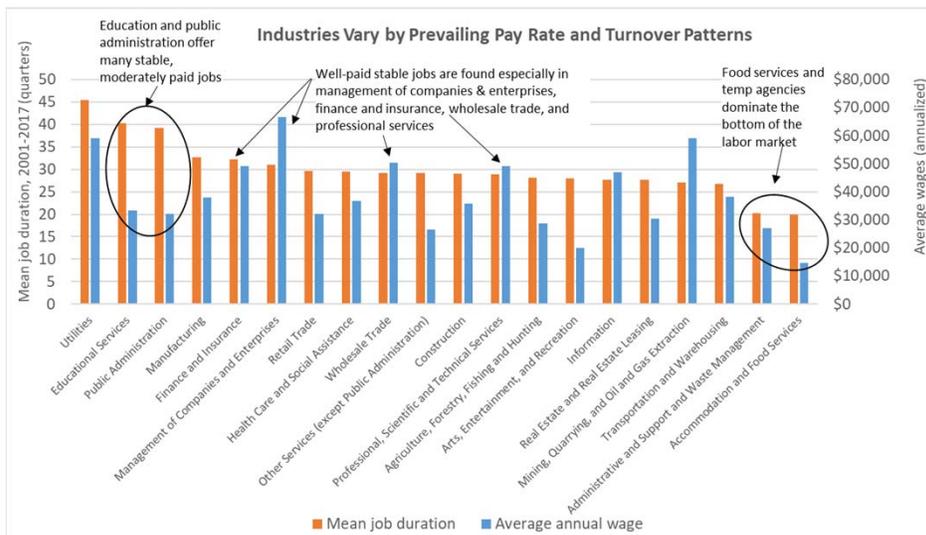
## The Earnings Life-Cycle

Wage growth rates were fastest for young Arkansans, negative for Arkansans born before 1945



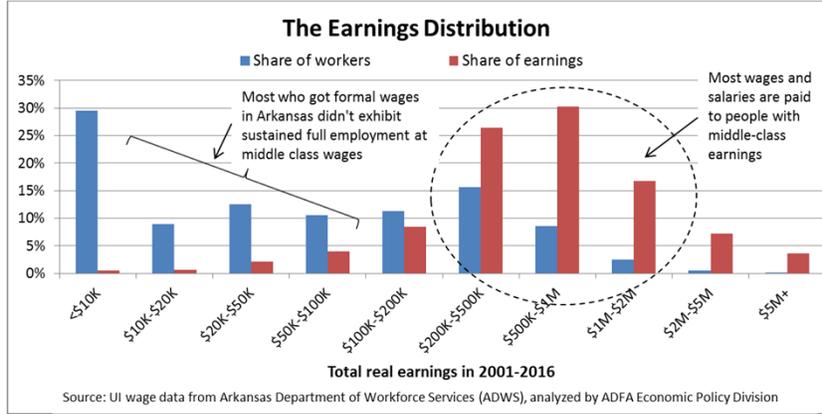
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## Some Industries Offer Many Well-Paid, Stable Jobs In Others, Low Wages and High Turnover Prevail

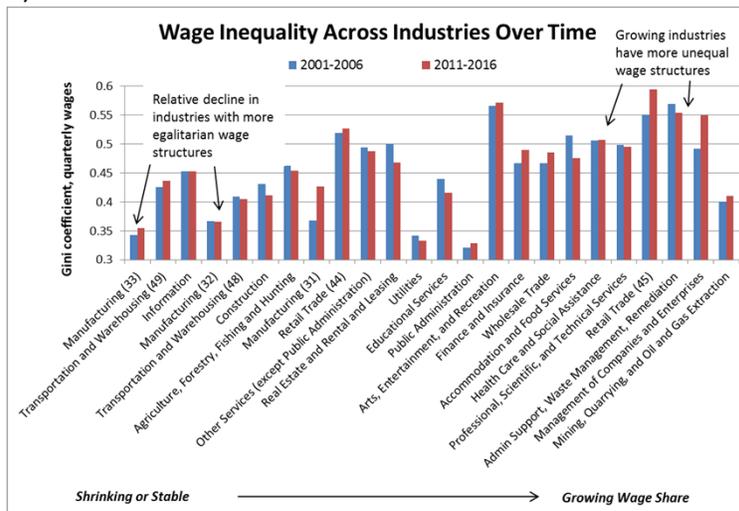


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# Most Wages Go to the Middle Class



# Industries with More Wage Inequality Tend to Grow More (Source: UI wage data)



## Why Stylized Facts about Labor Markets Matter for Governance and Policymaking

- The sheer volume of low-paid, transient jobs is eye-opening
- Food services and retail create lots of ill-paid, transient jobs which, however, may serve as gateways to the labor market
- Industrial policy is gender policy
  - Men were especially hard hit by the decline in manufacturing in 2000-2010
- Long commutes may be a key indicator of regional economic distress
- The focus should be less on merely “creating jobs” than on the quality of jobs created, and for whom

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## Why Stylized Facts about Labor Markets Matter for Governance and Policymaking

- Labor market data suggest that long-run gains in living standards depend (among other things) on:
  - Stable jobs
  - Building organizational capacity
  - Lengthening the earnings life-cycle
- Some conclusions that libertarians and/or conservatives may like:
  - Taxing “the rich” will yield diminishing returns because the income share of those with incomes above a middle class level is small
  - Minor barriers to hiring, e.g., minimum wages, insurance requirements, e-Verify, or better labor market data could significantly affect job creation since so many jobs are transient
  - There may be a trade off between job growth and intra-industry wage equality

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# Business Recruitment, Retention, and Expansion

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## Example: DreamMachine Aerospace is Considering Opening a Facility in NW Arkansas

- DreamMachine Aerospace is a (fictional) innovative aerospace company
- They are considering building a facility in NW Arkansas in order to take advantage of the supply chain and logistics industrial cluster there
  - They might like to sell aircraft to Walmart and/or work with JB Hunt to develop intermodal logistics
- Their questions would include:
  1. Is the corporate tax environment favorable?
  2. How is the infrastructure?
  3. Proximity to suppliers and customers
    1. ... but most importantly ...
  4. Does the target region have the WORKFORCE needed to staff the proposed operations?
- Chmura Analytics can enable the Department of Commerce to answer question (4) and help DreamMachine (hopefully) get to yes

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## Demand and Supply Analysis for Proposed Project Staffing

Occupation	Demand: How Many DreamMachine Will Need	Supply: How Many People Work in this Occupation in the Target Region	Demand/Supply
Assemblers and Fabricators, All Other	150	273	54.9%
Avionics Technicians	8	15	53.3%
Aerospace Engineers	20	41	48.8%
Materials Engineers	15	31	48.4%
Welders, Cutters, Solderers, and Brazers	40	455	8.8%
Mechanical Engineers	15	171	8.8%
Civil Engineers	10	323	3.1%
Industrial Production Managers	8	278	2.9%
Laborers and Freight, Stock, and Material Movers, Hand	120	4,630	2.6%
Logisticians	20	823	2.4%
Purchasing Managers	3	186	1.6%
First-Line Supervisors of Production and Operating Workers	18	1,116	1.6%
Financial Analysts	4	302	1.3%
Software Developers, Applications	14	1,837	0.8%

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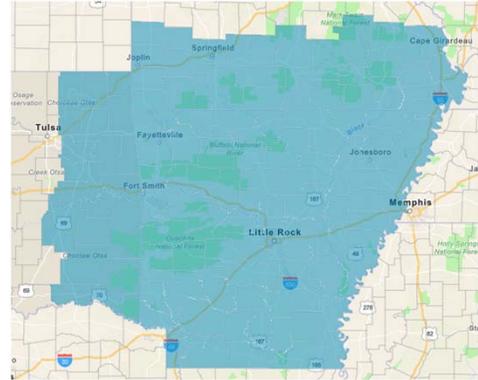
## What Supply and Demand Analysis Shows About Workforce Availability for DreamMachine's Project

- There are plenty of software developers, financial analysts, production supervisors and industrial production managers, and logisticians to staff DreamMachine's operation
  - DreamMachine will probably not need to conduct national searches or bid up wages for these types of workers
- DreamMachine would become a major employer (~10%) of welders and mechanical engineers
  - DreamMachine might encounter bottlenecks and/or need to bid up wages
- Apparent "skills gaps" exist where DreamMachine would demand ~50% or more of all supply, namely, for:
  - Aerospace engineers
  - Avionics technicians
  - Assemblers and fabricators, all other
  - Materials engineers

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## Aerospace Engineers: Not Enough

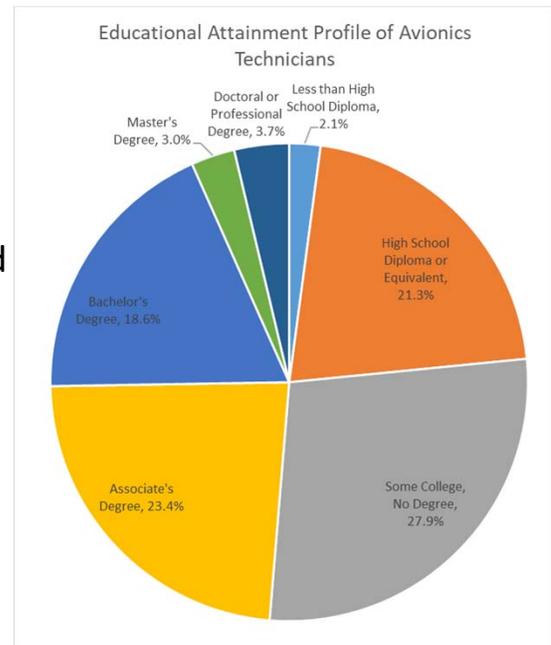
- A lack of aerospace engineers is a big weakness for NW Arkansas in DreamMachine's site selection process
- Slight talent pipeline:
  - Henderson State's Bachelor's degree in Aviation, with 12 graduates in 2016-2017, is the only degree in aviation and aeronautics in Arkansas or neighboring counties in Missouri and Oklahoma
  - Graduates in related fields like electrical and mechanical engineering might be able to cross-apply their knowledge to aerospace
- DreamMachine's options include:
  - Conducting a national search for aerospace engineers and try to attract them to NW Arkansas
  - Adjusting its business plans so that:
    - The operations at a NW Arkansas facility would need fewer aerospace engineers, and
    - Aerospace engineering-intensive functions would take place elsewhere
  - Not locating in NW Arkansas



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## Avionics Technicians: DreamMachine Can Train

- DreamMachine probably couldn't meet its needs by recruiting among workers in the avionics technician field resident in NW Arkansas
- BUT this occupation seems to have relatively undemanding entry qualifications
- DreamMachine could probably train the avionics technicians it needs



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## Assemblers and Fabricators, All Other

SOC	Occupation	Employment in Target Region
<i>A 6-digit SOC is targeted</i>		
51-2099	Assemblers and Fabricators, All Other	273
<i>The 5-digit SOC in which it is nested may also be indicate of the supply of suitable workers</i>		
51-2090	Miscellaneous Assemblers and Fabricators (includes Fiberglass Laminators and Fabricators; Team Assemblers; Timing Device Assemblers and Adjusters)	1,402
52-2092	Of which: Team Assemblers	1,107
<i>Even the 3-digit SOC might be relevant, though in this case it doesn't add much</i>		
51-2000	Assemblers and Fabricators	1,801
51-0000	Production Occupations	17,467

Probably in this case, the apparent “skills gap” is illusory, and DreamMachine could recruit from the pool of workers who take assembly and other production jobs.

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## DreamMachine’s Labor Costs in Arkansas vs. USA

	USA Mean NWA Mean Wage	Wage Wage	Wage ratio, NWA/USA	Estimated Payroll Cost		% of Payroll, USA wages
				Demand	NWA USA	
11-3051 Industrial Production Managers	\$99,500	\$110,600	90.0%	8	\$796,000	\$884,800 3.9%
11-3061 Purchasing Managers	\$168,600	\$121,800	138.4%	3	\$505,800	\$365,400 1.6%
13-1081 Logisticians	\$67,600	\$78,700	85.9%	20	\$1,352,000	\$1,574,000 6.9%
13-2051 Financial Analysts	\$90,400	\$99,400	90.9%	4	\$361,600	\$397,600 1.8%
15-1132 Software Developers, Applications	\$90,800	\$106,700	85.1%	14	\$1,271,200	\$1,493,800 6.6%
17-2011 Aerospace Engineers	\$94,100	\$115,300	81.6%	20	\$1,882,000	\$2,306,000 10.2%
17-2051 Civil Engineers	\$77,000	\$91,800	83.9%	10	\$770,000	\$918,000 4.0%
17-2131 Materials Engineers	\$80,200	\$98,600	81.3%	15	\$1,203,000	\$1,479,000 6.5%
17-2141 Mechanical Engineers	\$70,000	\$91,500	76.5%	15	\$1,050,000	\$1,372,500 6.0%
49-2091 Avionics Technicians	\$56,600	\$63,700	88.9%	8	\$452,800	\$509,600 2.2%
51-1011 First-Line Supervisors of Production and Operating Workers	\$52,600	\$62,700	83.9%	18	\$946,800	\$1,128,600 5.0%
51-2099 Assemblers and Fabricators, All Other	\$29,000	\$33,200	87.3%	150	\$4,350,000	\$4,980,000 21.9%
51-4121 Welders, Cutters, Solderers, and Brazers	\$38,000	\$43,400	87.6%	40	\$1,520,000	\$1,736,000 7.6%
53-7062 Laborers and Freight, Stock, and Material Movers, Hand	\$26,400	\$29,700	88.9%	120	\$3,168,000	\$3,564,000 15.7%
				TOTAL	\$19,629,200	\$22,709,300
				RATIO	<b>86.4%</b>	<b>100.0%</b>

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## NW Arkansas Looks Competitive on Labor Costs

- In general, DreamMachine should incur lower payroll costs if they launch in NW Arkansas, compared to elsewhere in the US
  - Purchasing managers look more expensive, though this reflects the presence of Walmart and is probably misleading
- Where there are “skills gaps,” especially for aerospace engineers, DreamMachine might have to bid up wages to attract talent from out of state
  - On the other hand, aerospace engineers might not need to be paid premium wages to live in a place with much lower housing costs than, say, Seattle

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## How Better Data Could Help Attract and Retain Business

- Companies may be more confident locating in Arkansas because they know more about the local workforce
  - DreamMachine might be persuaded that aerospace engineers is the only “skills gap,” and decide to face the costs and difficulties of national recruitment for the sake of NW Arkansas’s other advantages
- If the Department of Commerce can show companies high-quality, relevant workforce data, that can build businesses’ confidence in Arkansas’s government as a partner and stakeholder
  - DreamMachine might find promises to adapt academic programs or infrastructure to meet its future needs more plausible if the state shows high capacity in delivering workforce data
- Quality data puts negotiators in a stronger position to discern what tax incentives, if any, might be needed to recruit or retain a particular business
  - Knowing that DreamMachine should save money on overall payroll costs by locating in NW Arkansas might help state officials resist unreasonable demands for big tax incentives

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# Academic Program Planning

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## ADHE Workforce Analyses for Proposed Academic Programs

- Since March 2019, the ADFA Economic Policy Division (since July 1<sup>st</sup>, the Department of Commerce Research Division) has been conducting workforce analyses for the Arkansas Department of Higher Education (ADHE)
- Triggered by proposals of new academic programs by Arkansas public colleges and universities
- Main data sources used:
  - EMSI
  - Chmura Analytics
  - ARC Economic Security Report
  - Sometimes American Community Survey (Census Bureau) microdata
- Report sections
  - Matched occupations
  - Job placement track record of similar programs
- Data with narrative

38

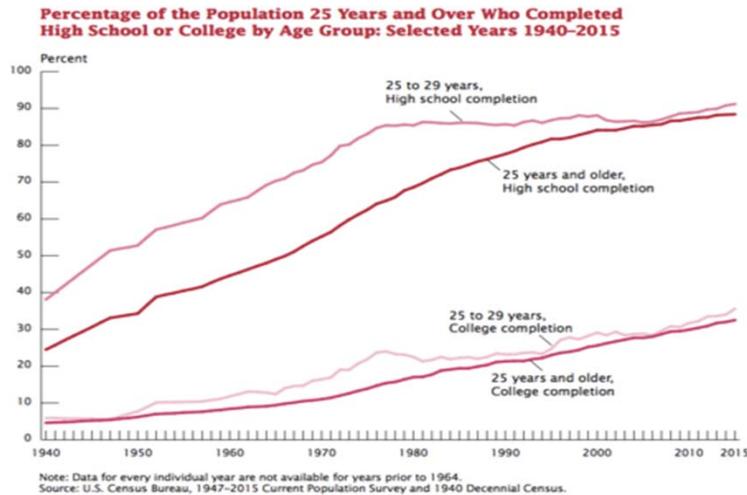
# The Growing College Premium

## Changes in real wage levels of full-time U.S. workers by sex and education, 1963–2012



39

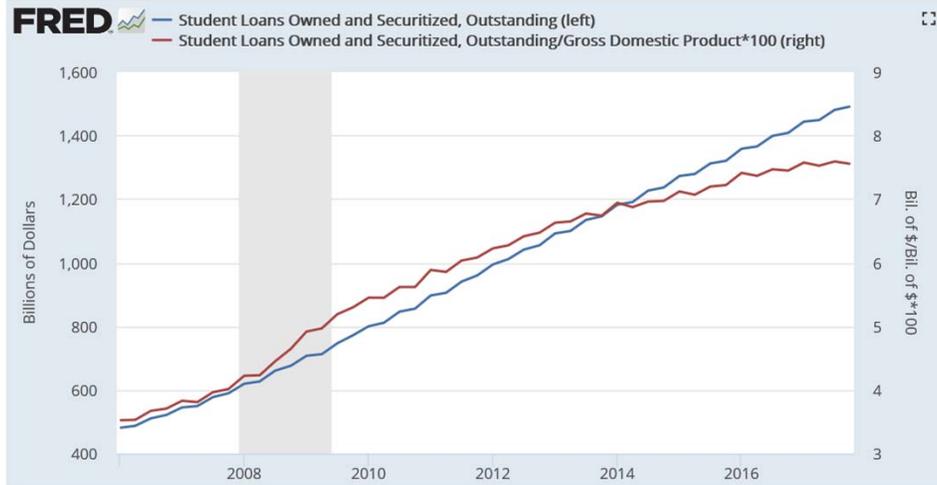
## College Attainment Plateaued from 1975-1995, then Has Climbed Since 2008



Source: Census Bureau. Geography: National

40

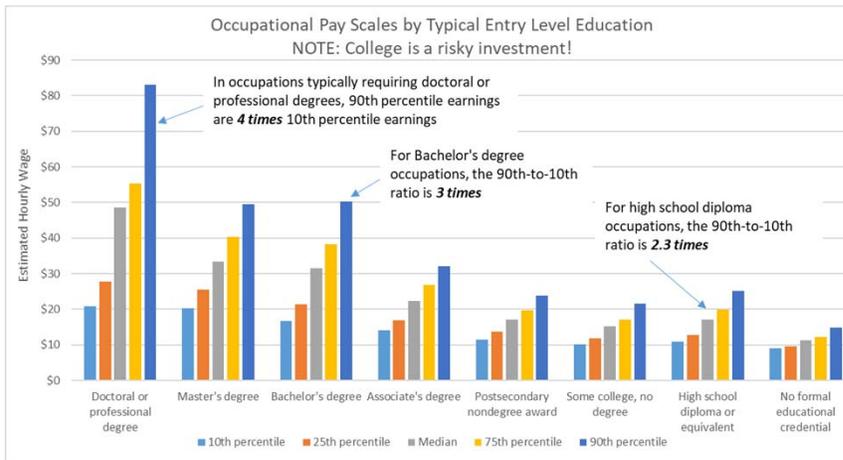
# The Uptick in College Attainment Has Been Accompanied by a Surge in Student Debt



Source: St. Louis Fed. Geography: National

41

# Occupations with Higher “Typical Levels of Education” Pay More



Source: EMSI. Geography: Arkansas

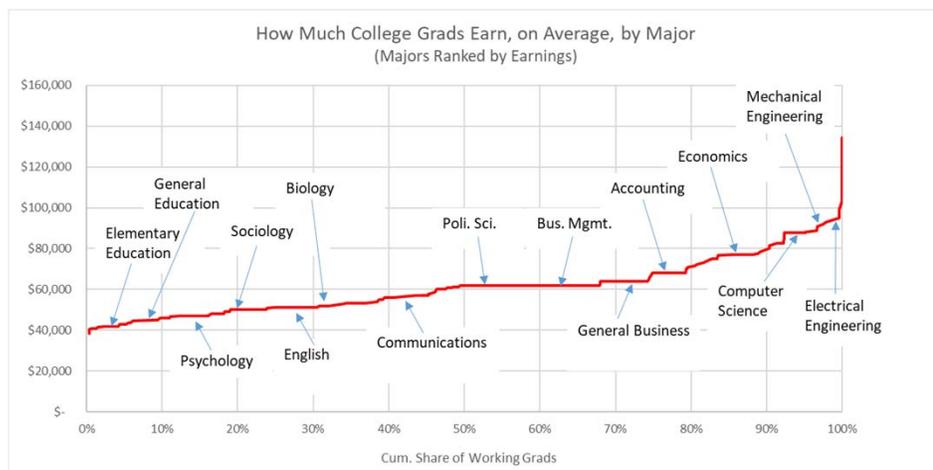
42

## Aligning Higher Ed with Workforce Needs

- The need to align higher education with workforce needs is stronger than ever because:
  - The wage premium for a college degree has risen
  - But college is a risky investment
  - After a long stagnation, college attainment rates are rising again
  - But this rise is being financed by surging student debt
- More than half (51%) of US adults regret an education decision (e.g., degree level, school, or field of study)
- Students need better information about the labor market consequences of their educational choices
- Higher education can play a crucial role in catalyzing and nourishing industrial clusters and generally promoting economic development

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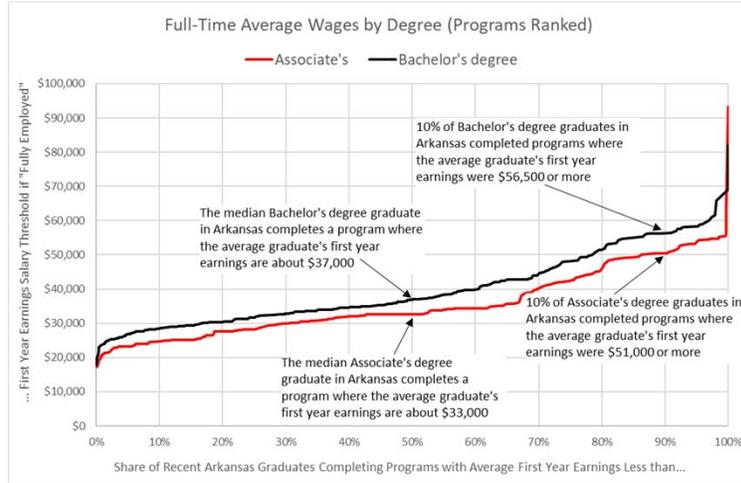
## Some Majors Pay Better than Others



Source: Census Bureau ACS. Geography: National

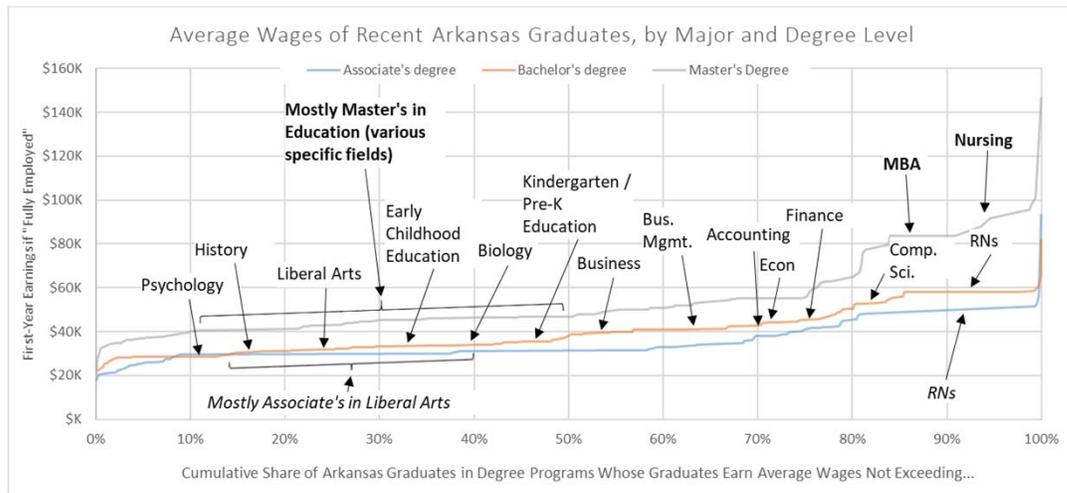
44

# How Much Education is Worth Getting? ARC Data on First Year Earnings



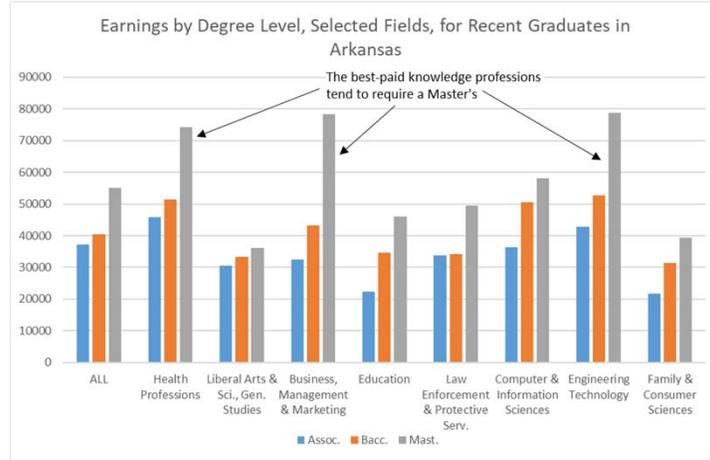
Source: ARC's Economic Security Report. Geography: Arkansas

# How Well Majors Pay (First-Year Earnings) in Arkansas, by Degree Level



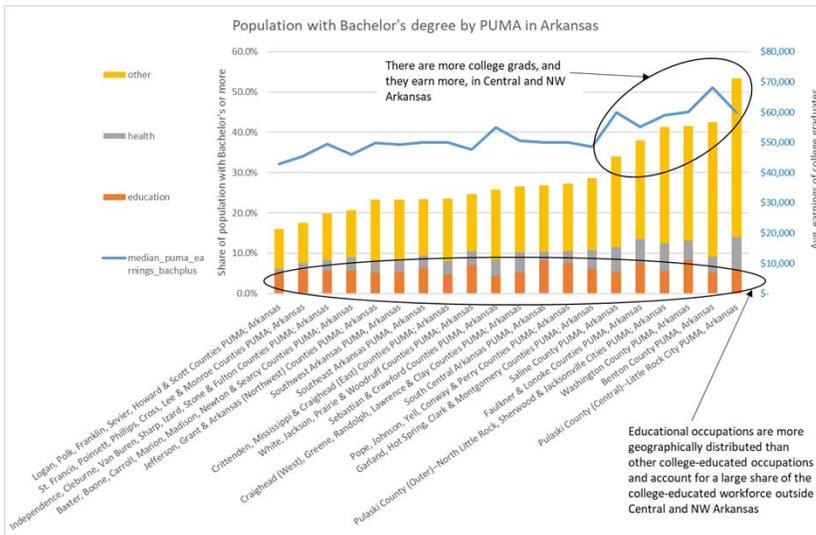
Source: ARC's Economic Security Report. Geography: Arkansas

# The Impact of Degree Level on Labor Market Payoffs Varies by Field

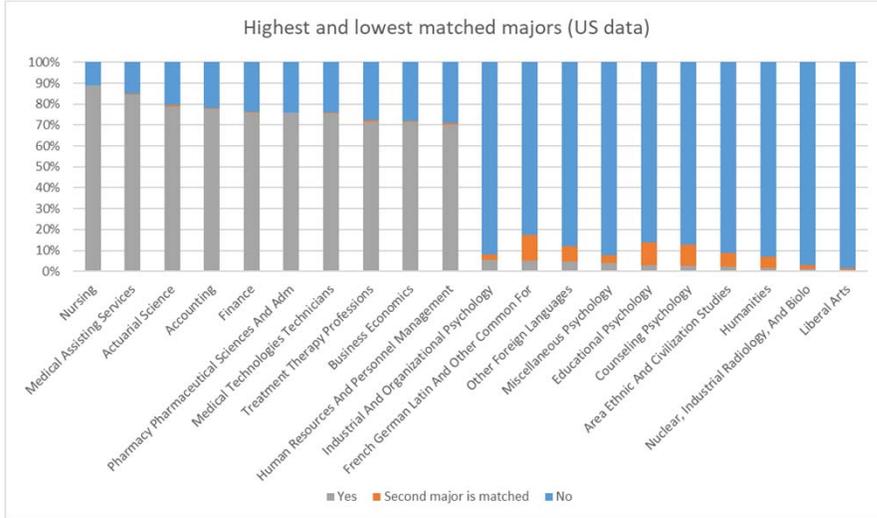


Source: ARC's Economic Security Report. Geography: Arkansas

# College Graduates are Disproportionately Urban Outside Central and NW Arkansas, a Large Share are Educators

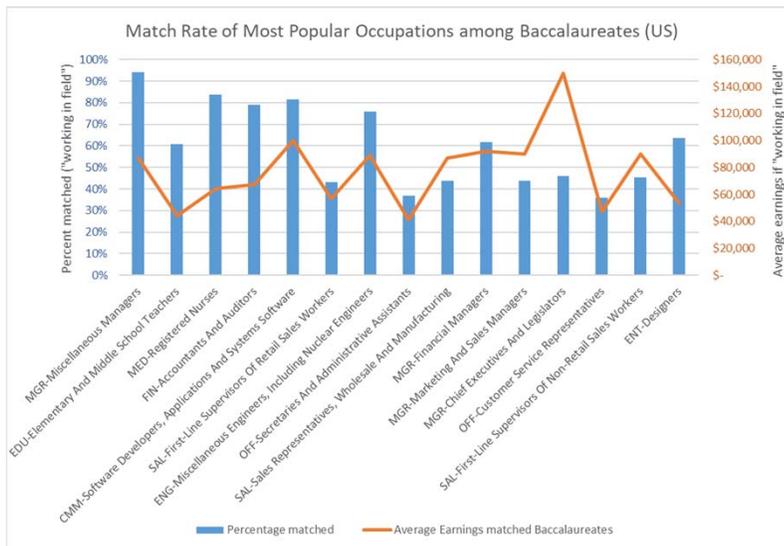


# Most and Least Job-Relevant Majors



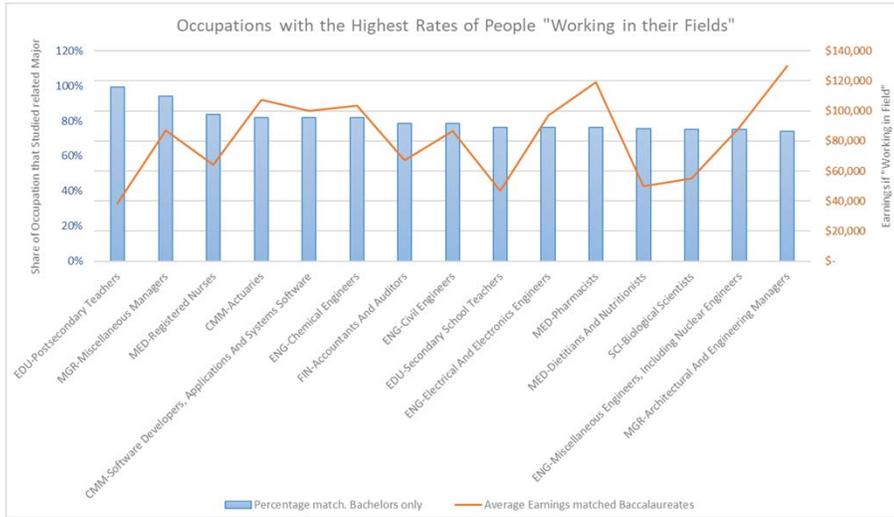
49

Do People Work in Their Fields?  
 In Some of the Most Common Occupations, Fewer than Half of College Grads Had a Related Major



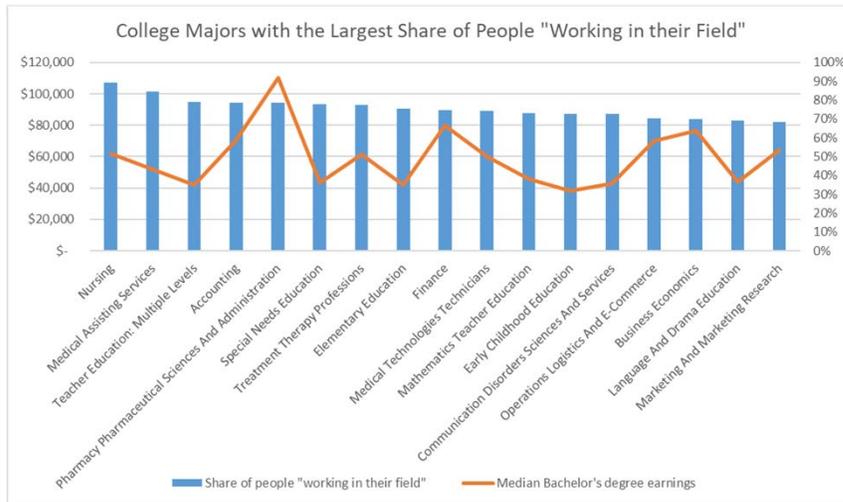
50

## Do People Work in Their Fields? Occupations with the Highest Rates of Job-Relevant Education



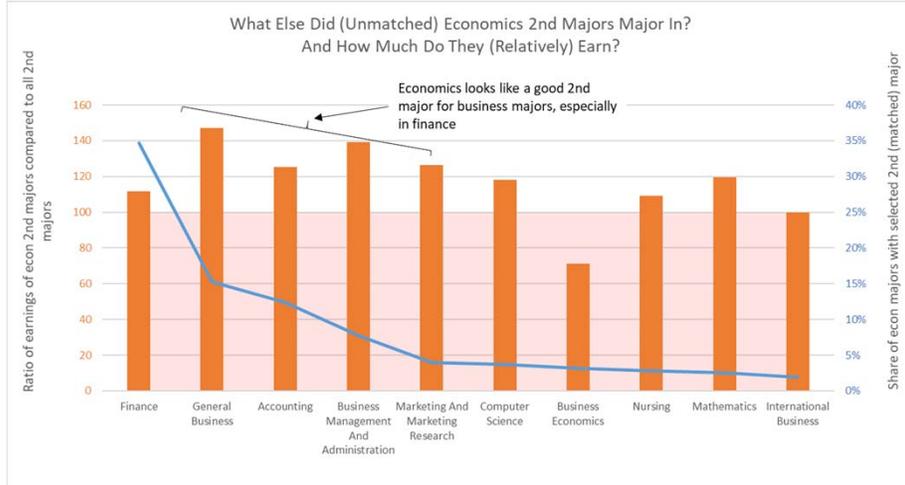
51

## Do People Work in their Fields? College Majors With the Largest Share of Graduates Working in Related Jobs



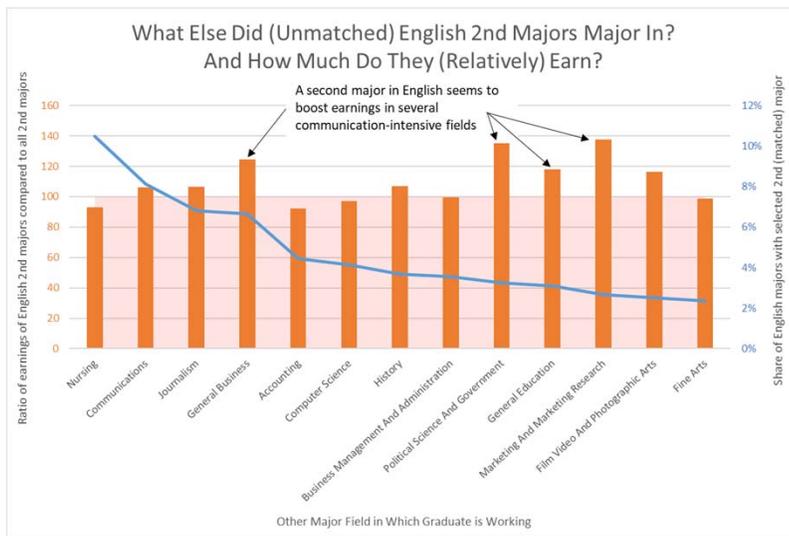
52

# The Indirect Value of a Major: Economics



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# The Indirect Value of a Major: English



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## Non-Obvious Patterns in the Labor Market Payoff to College

- Earnings outcomes are driven heavily by major but
  - Some simple stories, e.g., “STEM programs are the most useful,” miss the mark
    - Biology majors tend to earn less than political science majors
    - About half of engineering majors don’t work in their field
- There is an education ⇔ urbanization link:
  - College attainment rates are higher in urban areas
  - Education and health care comprise a larger share of the college educated workforce in less urban areas
- Do people work in their fields? Should they?
  - Some majors are *far* more likely than others to see graduates working in occupations matched with their fields of study
  - In many common occupations, e.g., management, sales, and customer service, more than half the college-educated workers have an irrelevant major
  - College still tends to pay off when people don’t work in their field (signaling?)
    - E.g., English and economics majors pay off as *second* majors

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## Higher Ed Alignment Reconsidered

- The task of aligning higher education with labor market needs is complicated by signaling and people not working in their fields
- Seemingly impractical “intellectual” majors sometimes see better labor market returns than more vocationally-oriented majors

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**For Consideration of the  
Arkansas Workforce Development Board**

July 16, 2019

**AGENDA ITEM 3 - INFORMATION:** Arkansas WIOA State Plan Modification

**INFORMATION/RATIONALE:** In accordance with the Arkansas Workforce Development Board By-Laws, the Executive Committee shall be formed and meet as needed between the quarterly board meetings.

The Executive Committee shall have the authority of the Board to act during the interim between Board meetings but shall defer to the Board, whenever practical, action on matters of major policy implications. [Executive Committee decisions will be implemented immediately and will be ratified at the next full Board meeting.]

On April 11, 2019, Governor Asa Hutchinson signed the Transformation and Efficiencies Act of 2019. This comprehensive state government reorganization effort realigned agencies in an effort to reflect a more modern and efficient way to operate state government.

This reorganization resulted in changes related to the Workforce Innovation and Opportunity Act (WIOA) Programs in Arkansas.

On June 25, 2019, the Executive Committee met and approved revisions to the Arkansas WIOA State Plan. These revisions were officially submitted to the U.S. Department of Labor on June 27, 2019.

A synopsis of these changes are included herein.

## **ARKANSAS WIOA STATE PLAN REVISIONS**

Arkansas Governor Asa Hutchinson embarked upon his transformation of Arkansas state government in early 2019. As a result, the Transformation and Efficiencies Act 2019 authorized the reduction of the number of cabinet-level agencies from 42 to 15. These cabinet-level agencies will fall under the supervision of newly-appointed Department Secretaries. This piece of state legislation went into effect on July 1, 2019 and will reflect a reorganization of the workforce partner agencies in Arkansas.

Specifically, the Arkansas Department of Workforce Services will become the Division of Workforce Services and will incorporate the former Arkansas Rehabilitation Services and Adult Education Services. Additionally, there is created the new Division of Services for the Blind, a stand-alone entity. Each of these entities will be governed by the newly-appointed Secretary of Commerce.

The Governor has provided transitional authority to the new position of Secretary of Commerce. Organizational changes are to be expected in the transition period which will impact the titles of program administrators as well as Organizational Charts within the larger Department of Commerce. These changes will be included in this revised WIOA State Plan as soon as they are finalized and approved by the Secretary of Commerce or the Governor.

The changes in this revised plan reflect the new organizational structure of and relationship between the WIOA Core Partners. These changes consist of the usage of the new agency names and acronyms:

- ADWS – Arkansas Division of Workforce Services
- DSB – Division of Services for the Blind
- ARS – Arkansas Division of Workforce Services – Arkansas Rehabilitation Services
- AES – Arkansas Division of Workforce Services – Adult Education Services
- OSD – Office of Skills Development
- DOC – Department of Commerce

## **For Consideration of the Arkansas Workforce Development Board**

July 16, 2019

**AGENDA ITEM 4 - INFORMATION:** WIOA (PY2020-2023) State Plan Development Timeline

**INFORMATION/RATIONALE:** One of the functions of the Arkansas Workforce Development Board, under Arkansas Annotated 15-4-3706(1), is to assist the Governor in *“the development, implementation, and modification of the state workforce development plan.”*

WIOA State Plans are separated into strategic and operational elements to facilitate cross-program strategic planning. The strategic elements include economic conditions, workforce characteristics, and workforce development activities. These elements drive the required vision and goals for the State’s workforce development system and alignment strategies for workforce development programs to support economic growth.

The Strategic Planning Committee Chair requested committee members who will direct staff in updating and revising the following strategic elements of the Plan:

- Vision and Mission
- Goals (Strategic Plan)
- Assessment Process
- Apprenticeship

During this process, each committee member will provide updates and/or progress reports at subsequent meetings of both the Strategic Committee and the Board.

Estimated Timeline- Based on PY 2015 deadlines for the current plan, subject to change:

- Through December 15, 2019- board members and other stakeholders review and make recommendations
- January 2020- Board members discuss final recommendations to include in draft for public comment, which will run 30 days (approx. in February)
- Estimated 2019 due date- April 1, 2020 (Executive Committee) NOTE- For the previous plan, states must have submitted their State Plans to the Departments by March 3, 2016; however, Plans submitted by April 1, 2016, were considered timely

Attached are the WIOA (Py2020-2023) State Plan Development process plans.

# ARKANSAS WORKFORCE DEVELOPMENT BOARD

## REVIEW OF WIOA PLAN- VISION, MISSION, AND GOALS

**July 1, 2019- December 15, 2019 (Presentations due for January 2020 AWDB Meeting)**

### OVERVIEW

#### 1. Project Background, Description, and Recommended Qualifications

**Stakeholder Communication Plan-** Arkansas Workforce Development Board (AWDB), Local Workforce Development Boards (LWDB) and Chief Elected Officials (CEO), and Partner Programs. Each group will receive the information in this packet, may send Technical Assistance questions to [AWDB@arkansas.gov](mailto:AWDB@arkansas.gov), will be invited to subsequent meetings as needed, and may make recommendations regarding this project at [AWDB@arkansas.gov](mailto:AWDB@arkansas.gov). LWDBs will be responsible for communicating with their respective CEOs regarding the project and ensuring that the input is provided to the state.

**Responsible Party-** AWDB through staff provided by ADWS.

**Relationship to the AWDB-** The AWDB is responsible for updating the WIOA Plan every Four years, with updates provided to strategic planning in year 2 of the plan.

**Relationship to the LWDBs-** Each LWDB must also provide plans that are consistent with the State Plan.

**AWDB Committee Assignment-** Strategic Committee

State Plan- <https://www2.ed.gov/about/offices/list/osers/rsa/wioa/state-plans/ar.pdf>

Starting on Page 39.

Arkansas Workforce System Vision and Mission Statement- <https://www.dws.arkansas.gov/wp-content/uploads/2017/05/Workforce-System-Vision-Document.pdf>

Recommended qualifications for Board Member Leads: Familiarity with the

*workforce system and the WIOA State Plan.*

## **2. Your Project Lead, Resources, and Preliminary Information**

*Your assigned Project Lead will assist this team by obtaining feedback and answering technical assistance questions submitted to [AWDB@arkansas.gov](mailto:AWDB@arkansas.gov) regarding the project.*

*CEOs and Board Members should Enroll:*

*<https://studyworkforce.bluedrop.io/> - This network is focused on assisting CEOs and Board Members.*

## **3. Communication Methods**

*To avoid potential violations of the WIOA Sunshine Provision and the Arkansas Freedom of Information Act (FOIA), the communication for this project must be controlled by the ADWS Project Lead. The Project Lead will provide periodic updates by email to the Workforce Development Board Members and others as applicable who are interested in this project only through Blind CC. Board Members are asked to not discuss the project with another board member outside Public Board Meetings, unless they commit to provide information regarding the discussion to the Board during the next quarterly meeting and making the meetings available to the public, with public notice and other requirements of FOIA are met.*

*If a workgroup is established or recommended, the workgroup can be include one board member and not be considered communication between board members requiring public notice and a public meeting, so long as no other board members are present. Consideration should be given to whether the work to be done can be led by a subject matter expert on the board and the purpose of the public meeting requirements of the FOIA while determining how a workgroup should be formed.*

*Although any board member may ask to be included in the updates and provide feedback regarding the project through AWDB by emailing [AWDB@Arkansas.gov](mailto:AWDB@Arkansas.gov), the ADWS Project Lead or board members cannot distribute the feedback to other board members outside of public meetings without potentially violating the Arkansas FOIA.*

*A Board Member lead, of which there may be more than one, will be asked to update the AWDB on the project and be a leader regarding the project during the meeting.*

*Meetings with partners may be held by webinar or in person, as the evaluation process is expected to involve the Core Partners.*

*Communication Phases:*

*Phase I- ADWS will consolidate the recommendations made by Board Members, CEOs, and Local Workforce Development Boards.*

*This information will be provided to the Strategic Committee of the AWDB. Board Leads, participating CEOs, and LWDBs will be asked to participate in the committee meeting, which will be made public and provided by webinar.*

#### **4. Deliverables**

*Recommended updates to the Vision and Mission and other sections of the WIOA state plan, non-program specific language.*

#### **5. Affected Parties**

*WIOA Partners, participants, Arkansas employers, and LWDBs.*

*Agency Leads, Local Board Directors, and CEOs may also provide feedback and should be provided information regarding this project.*

#### **6. Affected Business Processes or Systems**

*None noted, but potential.*

#### **7. Specific Exclusions from Scope**

*None noted.*

## 8. Implementation Plan

*See deliverables*

## 9. High-Level Timeline/Schedule

*December 15, 2019*

# ARKANSAS WORKFORCE DEVELOPMENT BOARD

## REVIEW OF ANNUAL PLAN- ASSESSMENT PROCESSES

**July 1, 2019- December 15, 2019 (Presentations due for January 2020 AWDB Meeting)**

### OVERVIEW

#### 1. Project Background, Description, and Recommended Qualifications

**Stakeholder Communication Plan-** Arkansas Workforce Development Board (AWDB), Local Workforce Development Boards (LWDB) and Chief Elected Officials (CEO), and Partner Programs. Each group will receive the information in this packet, may send Technical Assistance questions to [AWDB@arkansas.gov](mailto:AWDB@arkansas.gov), will be invited to subsequent meetings as needed, and may make recommendations regarding this project at [AWDB@arkansas.gov](mailto:AWDB@arkansas.gov). LWDBs will be responsible for communicating with their respective CEOs regarding the project and ensuring that the input is provided to the state.

**Responsible Party-** AWDB through staff provided by ADWS.

**Relationship to the AWDB-** The AWDB is responsible for updating the WIOA Plan every Four years, with updates provided to strategic planning in year 2 of the plan.

**Relationship to the LWDBs-** Each LWDB must also provide plans that are consistent with the State Plan.

**AWDB Committee Assignment-** Strategic Committee

State Plan- <https://www2.ed.gov/about/offices/list/osers/rsa/wioa/state-plans/ar.pdf> Starts on P.89

**Current non-program specific language:**

Describe how the core programs will be assessed each year based on State performance accountability measures described in section 116(b) of WIOA. This State assessment must include the quality, effectiveness, and improvement of programs broken down by local area or provider. Such state

assessments should take into account local and regional planning goals. The State will assess its core programs through on-going continuous improvement strategies including:

- State and local level fiscal and programmatic monitoring (on-site and/or desk reviews) of all programs within our combined plan
- Customer Satisfaction Surveys (for both the jobseeker and employer) are conducted annually
- State and local level data validation of all programs within our combined plan
- The Program and Performance Evaluation Committee, a subcommittee of Arkansas Workforce Development Board, will meet quarterly to make recommendations on performance standards for the forthcoming year and to review actual outcomes across programs, make recommendation for improvement and/or corrective action to ensure attainment of performance standards for all partners
- As a state agency, there are annual audits of programs conducted and specific, as needed, audits conducted by a third party

The state also ensures that local workforce development areas meet performance accountability measures and will provide technical assistance when needed. ADWS plans to issue a policy on system assessment to ensure that the current actions are being coordinated in a way that allows core partners to review relevant information and take action to improve the system.

Each agency will be responsible for conducting an evaluation of their programs and reporting results to the PPE Committee of the State Board.

Recommended qualifications for Board Member Leads: Familiarity with the workforce system and evaluation processes.

## 2. Your Project Lead, Resources, and Preliminary Information

Your assigned Project Lead will assist this team by obtaining feedback and answering technical assistance questions submitted to [AWDB@arkansas.gov](mailto:AWDB@arkansas.gov) regarding the project.

CEOs and Board Members should Enroll:

<https://studyworkforce.bluedrop.io/> - This network is focused on assisting CEOs and Board Members.

Relevant WIOA Text: SEC. 116. PERFORMANCE ACCOUNTABILITY SYSTEM. <https://www.govinfo.gov/content/pkg/PLAW-113publ128/pdf/PLAW-113publ128.pdf>

Note the ability of the state to develop additional metrics for performance, should it be included in the state plan. This group should consider whether

*additional metrics should be added, for example, measures surrounding targeted populations may be an indicator of outreach to participants with barrier to employment, funds returned to the state, and other indicators may be considered.*

### **3. Communication Methods**

*To avoid violations of the WIOA Sunshine Provision and the Arkansas Freedom of Information Act (FOIA), the communication for this project must be controlled by the ADWS Project Lead. The Project Lead will provide monthly updates by email to the Workforce Development Board Members who are interested in this project only through Blind CC. Board Members are asked to not discuss the project outside Public Board Meetings, unless they commit to provide information regarding the discussion to the Board during the next quarterly meeting and making the meetings available to the public, with public notice and other requirements of FOIA are met.*

*Although any board member may ask to be included in the updates and provide feedback regarding the project through AWDB by emailing [AWDB@Arkansas.gov](mailto:AWDB@Arkansas.gov), the ADWS Project Lead or board members cannot distribute the feedback outside of public meetings.*

*A Board Member lead, of which there may be more than one, will be asked to update the AWDB on the project and be a leader regarding the project during the meeting.*

*Meetings with partners may be held by webinar or in person, as the evaluation process is expected to involve the Core Partners.*

#### *Communication Phases:*

*Phase I- ADWS will report on different strategies being used in other states, by email, requesting input from interested parties. Included in this information will be staff commentary on the viability of being able to collect information required for metrics that are recommended. Questions may be sent to [AWDB@arkansas.gov](mailto:AWDB@arkansas.gov).*

*Phase II- (Required)- Project Lead (ADWS) Attend a meeting with the WIOA Roundtable Executive Committee to report on this research.*

*This information will be provided to the Strategic Committee of the AWDB. Board Leads, participating CEOs, and*

*LWDBs will be asked to participate in the committee meeting, which will be made public and provided by webinar.*

#### **4. Deliverables**

*Report of different strategies utilized for Assessments as well as feasibility.*

*Recommended updates to the assessment section of the WIOA state plan, non-program specific language.*

#### **5. Affected Parties**

*WIOA Partners, participants, Arkansas employers, and LWDBs.*

*Agency Leads, Local Board Directors, and CEOs may also provide feedback and should be provided information regarding this project.*

#### **6. Affected Business Processes or Systems**

*None noted.*

#### **7. Specific Exclusions from Scope**

*None noted.*

#### **8. Implementation Plan**

*See deliverables*

#### **9. High-Level Timeline/Schedule**

*December 15<sup>th</sup>, 2019*

# ARKANSAS WORKFORCE DEVELOPMENT BOARD

## REVIEW OF WIOA PLAN- APPRENTICESHIP

**July 1, 2019- December 15, 2019 (Presentations due for January 2020 AWDB Meeting)**

### OVERVIEW

#### 1. Project Background, Description, and Recommended Qualifications

**Stakeholder Communication Plan-** Arkansas Workforce Development Board (AWDB), Local Workforce Development Boards (LWDB) and Chief Elected Officials (CEO), and Partner Programs. Each group will receive the information in this packet, may send Technical Assistance questions to [AWDB@arkansas.gov](mailto:AWDB@arkansas.gov), will be invited to subsequent meetings as needed, and may make recommendations regarding this project at [AWDB@arkansas.gov](mailto:AWDB@arkansas.gov). LWDBs will be responsible for communicating with their respective CEOs regarding the project and ensuring that the input is provided to the state.

**Responsible Party-** AWDB through staff provided by ADWS.

**Relationship to the AWDB-** The AWDB is responsible for updating the WIOA Plan every Four years, with updates provided to strategic planning in year 2 of the plan.

**Relationship to the LWDBs-** Each LWDB must also provide plans that are consistent with the State Plan.

**AWDB Committee Assignment-** Strategic Committee

State Plan- <https://www2.ed.gov/about/offices/list/osers/rsa/wioa/state-plans/ar.pdf>

Starting on Page 51.

Arkansas Workforce System Vision and Mission Statement- <https://www.dws.arkansas.gov/wp-content/uploads/2017/05/Workforce-System-Vision-Document.pdf>

Recommended qualifications for Board Member Leads: Familiarity with the workforce system, the WIOA State Plan, and Apprenticeship programs, with

*an emphasis of those in Arkansas.*

## **2. Your Project Lead, Resources, and Preliminary Information**

*Your assigned Project Lead will assist this team by obtaining feedback and answering technical assistance questions submitted to [AWDB@arkansas.gov](mailto:AWDB@arkansas.gov) regarding the project.*

*CEOs and Board Members should Enroll:*

*<https://studyworkforce.bluedrop.io/> - This network is focused on assisting CEOs and Board Members.*

*For more information regarding apprenticeship:*

*[https://ion.workforcegps.org/announcements/2015/10/08/14/13/ApprenticeshipUSA Toolkit Released](https://ion.workforcegps.org/announcements/2015/10/08/14/13/ApprenticeshipUSA%20Toolkit%20Released)*

## **3. Communication Methods**

*To avoid potential violations of the WIOA Sunshine Provision and the Arkansas Freedom of Information Act (FOIA), the communication for this project must be controlled by the ADWS Project Lead. The Project Lead will provide periodic updates by email to the Workforce Development Board Members and others as applicable who are interested in this project only through Blind CC. Board Members are asked to not discuss the project with another board member outside Public Board Meetings, unless they commit to provide information regarding the discussion to the Board during the next quarterly meeting and making the meetings available to the public, with public notice and other requirements of FOIA are met.*

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*Although any board member may ask to be included in the updates and provide feedback regarding the project through AWDB by emailing*

*AWDB@Arkansas.gov, the ADWS Project Lead or board members cannot distribute the feedback to other board members outside of public meetings without potentially violating the Arkansas FOIA.*

*A Board Member lead, of which there may be more than one, will be asked to update the AWDB on the project and be a leader regarding the project during the meeting.*

*Meetings with partners may be held by webinar or in person, as the evaluation process is expected to involve the Core Partners.*

*Communication Phases:*

*Phase I- ADWS will consolidate the recommendations made by Board Members, CEOs, and Local Workforce Development Boards.*

*This information will be provided to the Strategic Committee of the AWDB. Board Leads, participating CEOs, and LWDBs will be asked to participate in the committee meeting, which will be made public and provided by webinar.*

#### **4. Deliverables**

*Recommended updates to the Apprenticeship and other sections of the WIOA state plan, non-program specific language.*

#### **5. Affected Parties**

*WIOA Partners, participants, Arkansas employers, and LWDB.*

*Agency Leads, Local Board Directors, and CEOs may also provide feedback and should be provided information regarding this project.*

#### **6. Affected Business Processes or Systems**

*None noted, but potential.*

## **7. Specific Exclusions from Scope**

*None noted.*

## **8. Implementation Plan**

*See deliverables*

## **9. High-Level Timeline/Schedule**

*December 15, 2019*

# ARKANSAS WORKFORCE DEVELOPMENT BOARD

## ONE-STOP CERTIFICATION REVIEW PROJECT

July 1, 2019- December 15, 2019 (Presentations due for January 2020 AWDB Meeting)

### OVERVIEW

#### 1. Project Background, Description, and Recommended Qualifications

**Stakeholder Communication Plan-** Arkansas Workforce Development Board (AWDB), Local Workforce Development Boards (LWDB) and Chief Elected Officials (CEO), and Partner Programs. Each group will receive the information in this packet, may send Technical Assistance questions to [AWDB@arkansas.gov](mailto:AWDB@arkansas.gov), will be invited to subsequent meetings as needed, and may make recommendations regarding this project at [AWDB@arkansas.gov](mailto:AWDB@arkansas.gov). LWDBs will be responsible for communicating with their respective CEOs regarding the project and ensuring that the input is provided to the state

**Responsible Party-** ADWS as the Governor's Administrative Body

**Relationship to the AWDB-** The AWDB is responsible for continuous improvement of the system. The evaluation process is valuable and therefore, Board members may provide useful input.

The goal of this project is to establish a strategy for meeting the following requirements on an ongoing basis, by establishing communication methods for gaining input from key stakeholders and consolidating feedback in a way that informs the AWDB of potential changes to the One-Stop Certification process that is consistent with the intent and purposes of the Workforce Innovation and Opportunity Act (WIOA)

#### **§ 678.800 How are one-stop centers and one-stop delivery systems certified for effectiveness, physical and programmatic accessibility, and continuous improvement?**

(a) The [State WDB](#), in [consultation](#) with chief elected officials and [Local WDBs](#), must establish objective criteria and procedures for [Local WDBs](#) to use when certifying one-stop centers.

(1) The [State WDB](#), in [consultation](#) with chief elected officials and Local WDBs, must review and update the criteria every 2 years as part of the review and

modification of [State Plans](#) pursuant to [§ 676.135](#) of this chapter.

(2) The criteria must be consistent with the [Governor's](#) and [State WDB's](#) guidelines, guidance, and policies on infrastructure funding decisions, described in [§ 678.705](#). The criteria must evaluate the [one-stop centers](#) and [one-stop delivery system](#) for effectiveness, including customer satisfaction, physical and programmatic accessibility, and continuous improvement.

(3) When the [Local WDB](#) is the one-stop operator as described in [§ 679.410](#) of this chapter, the [State WDB](#) must certify the [one-stop center](#).

(b) Evaluations of effectiveness must include how well the [one-stop center](#) integrates available services for [participants](#) and businesses, meets the workforce development needs of [participants](#) and the employment needs of local employers, operates in a cost-efficient manner, coordinates services among the [one-stop partner](#) programs, and provides access to partner program services to the maximum extent practicable, including providing services outside of regular business hours where there is a workforce need, as identified by the [Local WDB](#). These evaluations must take into account feedback from one-stop customers. They must also include evaluations of how well the [one-stop center](#) ensures equal opportunity for individuals with disabilities to participate in or benefit from [one-stop center](#) services. These evaluations must include criteria evaluating how well the centers and delivery systems take actions to comply with the [disability-related](#) regulations implementing [WIOA](#) sec. 188, set forth at [29 CFR part 38](#). Such actions include, but are not limited to:

(1) Providing reasonable accommodations for individuals with disabilities;

(2) Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities;

(3) Administering programs in the most integrated setting appropriate;

(4) Communicating with persons with disabilities as effectively as with [others](#);

(5) Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity; and

(6) Providing for the physical accessibility of the [one-stop center](#) to individuals with disabilities.

(c) Evaluations of continuous improvement must include how well the [one-stop center](#) supports the achievement of the negotiated local levels of performance for the indicators of performance for the local area described in sec. 116(b)(2) of [WIOA](#) and [part 677](#) of this chapter. Other continuous improvement factors may include a regular process for identifying and responding to technical assistance needs, a regular system of continuing professional staff development, and having systems in place to capture and respond to specific customer feedback.

(d) [Local WDBs](#) must assess at least once every 3 years the effectiveness, physical and programmatic accessibility, and continuous improvement of [one-stop centers](#) and the [one-stop delivery systems](#) using the criteria and procedures developed by the [State WDB](#). The [Local WDB](#) may establish additional criteria, or set higher standards for service coordination, than those set by the [State](#) criteria. [Local WDBs](#) must review and update the criteria every 2 years as part of the Local Plan update process described in [§ 676.580](#) of this chapter. [Local WDBs](#) must certify [one-stop centers](#) in order to be eligible to use infrastructure funds in the [State](#) funding mechanism described in § 678.730.

(e) All [one-stop centers](#) must comply with applicable physical and programmatic accessibility requirements, as set forth in [29 CFR part 38](#), the implementing regulations of [WIOA](#) sec. 188.

<https://www.dws.arkansas.gov/src/files/Cert-of-LWD-Boards-with-Attachments2.pdf>

*Recommended qualifications for the Lead: Familiarity with Arkansas Partner responsibilities or strong research skills.*

## 2. Your Project Lead, Resources, and Preliminary Information

*Your assigned Project Lead will assist you in learning more about this project, obtaining feedback from you as a Board Member.*

*Enroll in WorkforceGPS, and explore the following:*

<https://ion.workforcegps.org/resources/2017/08/22/18/00/AJCs-TEGLs-and-FAQs>

## 3. Communication Methods

*To avoid violations of the WIOA Sunshine Provision and the Arkansas Freedom of Information Act (FOIA), the communication for this project must be controlled by the ADWS Project Lead. The Project Lead will provide monthly updates by email to the Workforce Development Board Members who are interested in this project only through Blind CC. Board Members are asked*

*to not discuss the project outside Public Board Meetings.*

*Although any board member may ask to be included in the updates and provide feedback regarding the project through AWDB by emailing AWDB@Arkansas.gov, the ADWS Project Lead or board members cannot distribute the feedback outside of public meetings.*

*A Board Member lead, of which there may be more than one, will be asked to update the AWDB on the project and be a leader regarding the project during the meeting.*

*Meetings with partners may be held by webinar or in person, as the evaluation process is expected to involve the Core Partners.*

*Communication Phases:*

*Phase I- Project Lead (ADWS) Report on different methods and subjects of evaluation in other states, by email, requesting input from stakeholders.*

*Phase II- (Required)- Project Lead (ADWS) Attend a meeting with the WIOA Roundtable Executive Committee to report on this research.*

*Phase III (Required) – This information will be provided to the Strategic Committee of the AWDB. Board Leads, participating CEOs, and LWDBs will be asked to participate in the committee meeting, which will be made public and provided by webinar.*

#### **4. Deliverables**

*Report of different strategies utilized for evaluations, with an emphasis on sustainable, repeatable, and relevant items that should be evaluated continuously.*

*Work with TAT Project leads, should the TAT project be approved, to develop long-term strategies for meeting the evaluation requirement.*

#### **5. Affected Parties**

*WIOA Partners, participants, Arkansas employers, and LWDBs.*

## 6. Affected Business Processes or Systems

*This project should lead to high-level strategies and guidance for other projects.*

## 7. Specific Exclusions from Scope

*Not included in the scope of this project is the performance evaluation itself, which is likely to be contracted or out, or accomplished by a procedure that is identified as a result of the project.*

## 8. Implementation Plan

*See deliverables*

## 9. High-Level Timeline/Schedule

*December 15<sup>th</sup>, 2019.*

**For Consideration of the  
Arkansas Workforce Development Board**

July 16, 2019

**AGENDA ITEM 5 - INFORMATION:** Updates to the AWDB Dashboard

**INFORMATION/RATIONALE:** One of the functions of the Arkansas Workforce Development Board, under Arkansas Annotated 15-4-3706 (3), is to assist the Governor in ***“the development and continuous improvement of the state workforce development system.”*** This function has been assigned to the Program and Performance Evaluation Committee.

The approved tool developed for this purpose is the AWDB Dashboard.

At each quarterly meeting, this Committee reviews the AWDB Dashboard in an effort to identify areas for continuous improvement.

The most up-to-date version of the AWDB Dashboard is contained herein.

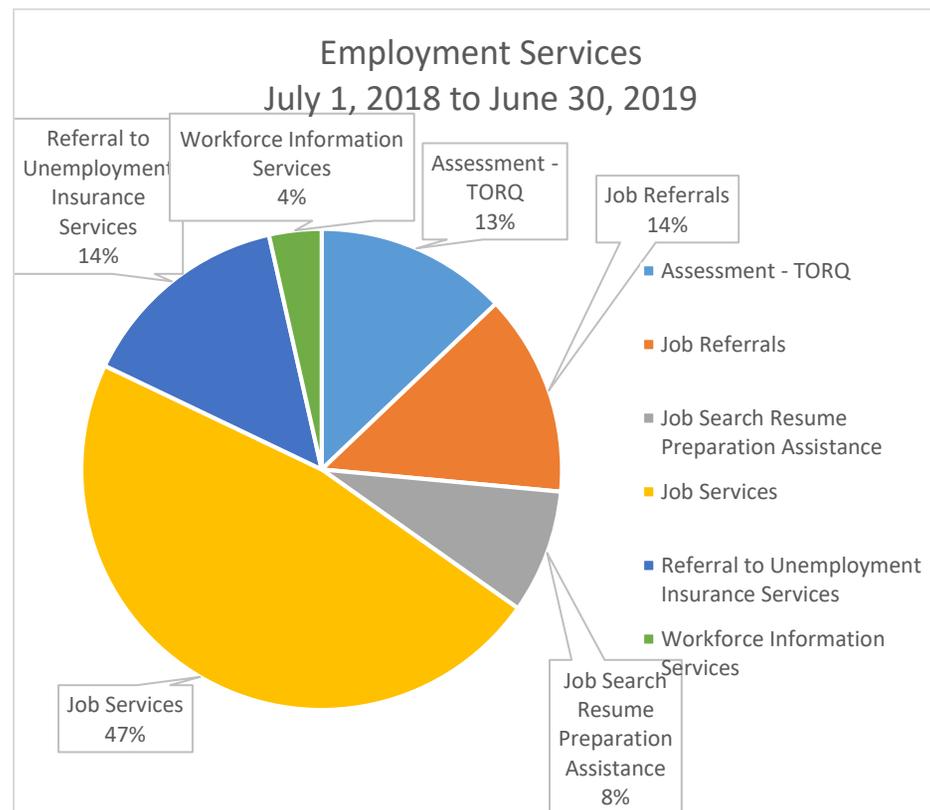
Glossary of Terms- AWDB Dashboards

Summary Level Service	Service Definition
Referrals and Partner Coordination	Referred to other programs or information gathered for partner programs
Assessment	Assessment is defined as an assessment of the academic levels, skill levels, and service needs of each participant, which assessment shall include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for nontraditional jobs)
Career Services	Services which may consist of Basic, Individualized, or Follow-Up Services.
Career Planning	CAREER PLANNING (WIOA sec. 3(8)) – means the provision of a client-centered approach in the delivery of services, designed- (A) To prepare and coordinate comprehensive employment plans, such as service strategies, for participants to ensure access to necessary workforce investment activities and supportive services, using, where feasible, computer-based technologies; and (B) To provide job, education, and career counseling, as appropriate during program participation and after job placement.
Workforce Preparation	WORKFORCE PREPARATION ACTIVITIES (34 CFR 463.34) – include activities, programs, or services designed to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in: (A) Utilizing resources; (B) Using information; (C) Working with others; (D) Understanding systems; (E) Skills necessary for successful transition into and completion of postsecondary education or training, or employment; and (F) Other employability skills that increase an individual’s preparation for the workforce.
Individual Employment Plan Development	The Individual Employment Plan/Individual Service Strategy is an ongoing strategy jointly developed by the participant and the career coach that identifies the participant's employment and educational goals, the appropriate achievement objectives, and the appropriate combination of services for the participant to achieve the employment and/or educational goals.
Follow-Up Services	Follow-up services are services provided after a participant has exited the program, but are needed to ensure success in employment and/or training and education.
Supportive Services	Supportive services.--The term “supportive services” means services such as transportation, child care, dependent care, housing, and needs-related payments, that are necessary to enable an individual to participate in activities authorized under a program.
Job Referrals	Job Referrals made directly to an employer.
Training Placement	Placement into training that is not recorded in another category.
Work Readiness/ Pre-Employment	Training or experiences that focus on skills and behaviors that are necessary for any job.
Labor Market Information	Providing information regarding Labor Market Information and the Workforce System
Federal bonding Assistance	Federal Bonding provided to Employer
Job Search	Job Search Assistance
Work Experience	Work Experience work-based learning- A work experience or internship is a planned, structured learning experience that takes place in a workplace for a limited period of time.
Eligibility determination	Self-Explanatory
Financial Literacy	Education meant to increase knowledge and skills needed to achieve long-term financial stability, including budgeting, saving, credit, financial services, and other topics related to personal finance.
On-Job-Training OJT	On-Job-Training work-based learning- OJT provides reimbursements to employers to help compensate for the costs associated with skills upgrade training for newly hired employees and the lost production of current employees providing the training (including management staff).
Registered Apprenticeship	Registered Apprenticeship program.
Pre Apprenticeship	Pre-apprenticeship Training
Mentoring	Self-Explanatory
Transition Services	Services provided to assist a participant in transitioning phases such as pre-employment to employment.
Dropout Prevention	Self-Explanatory

**AWDB Dashboards**

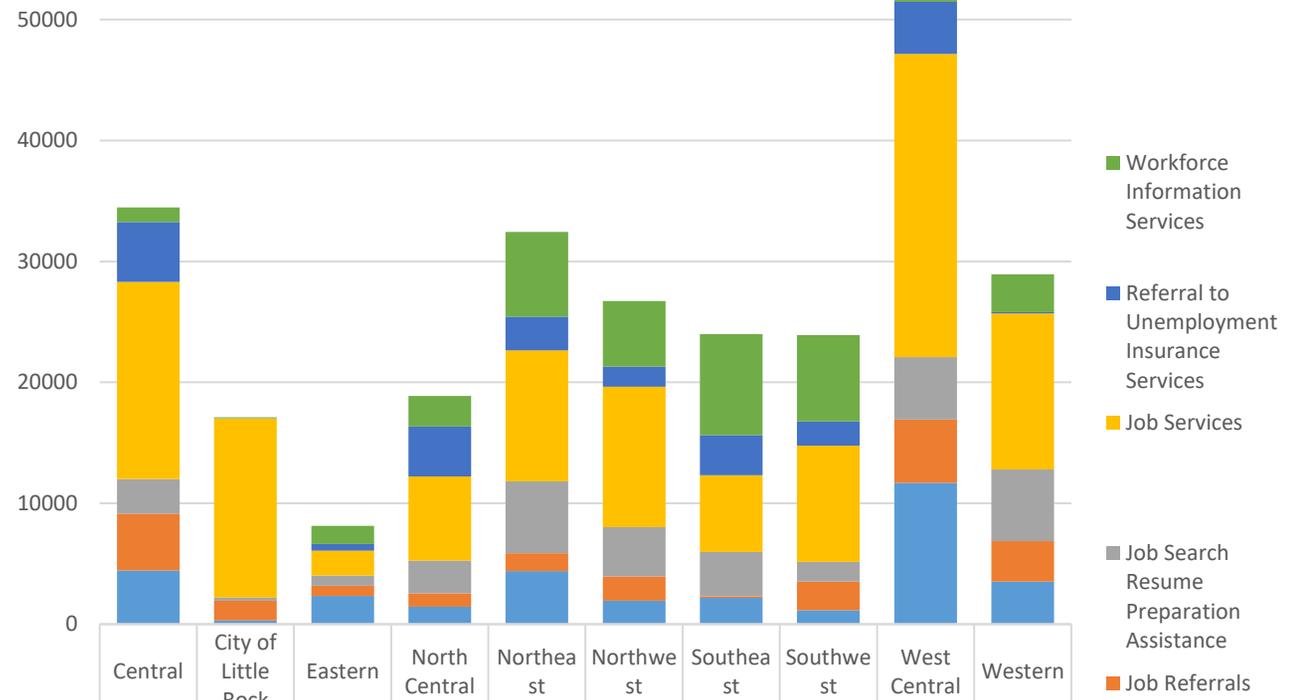
**Participant Services and Service Mix**

Staff Administrators consider this service mix to be consistent with expectations.



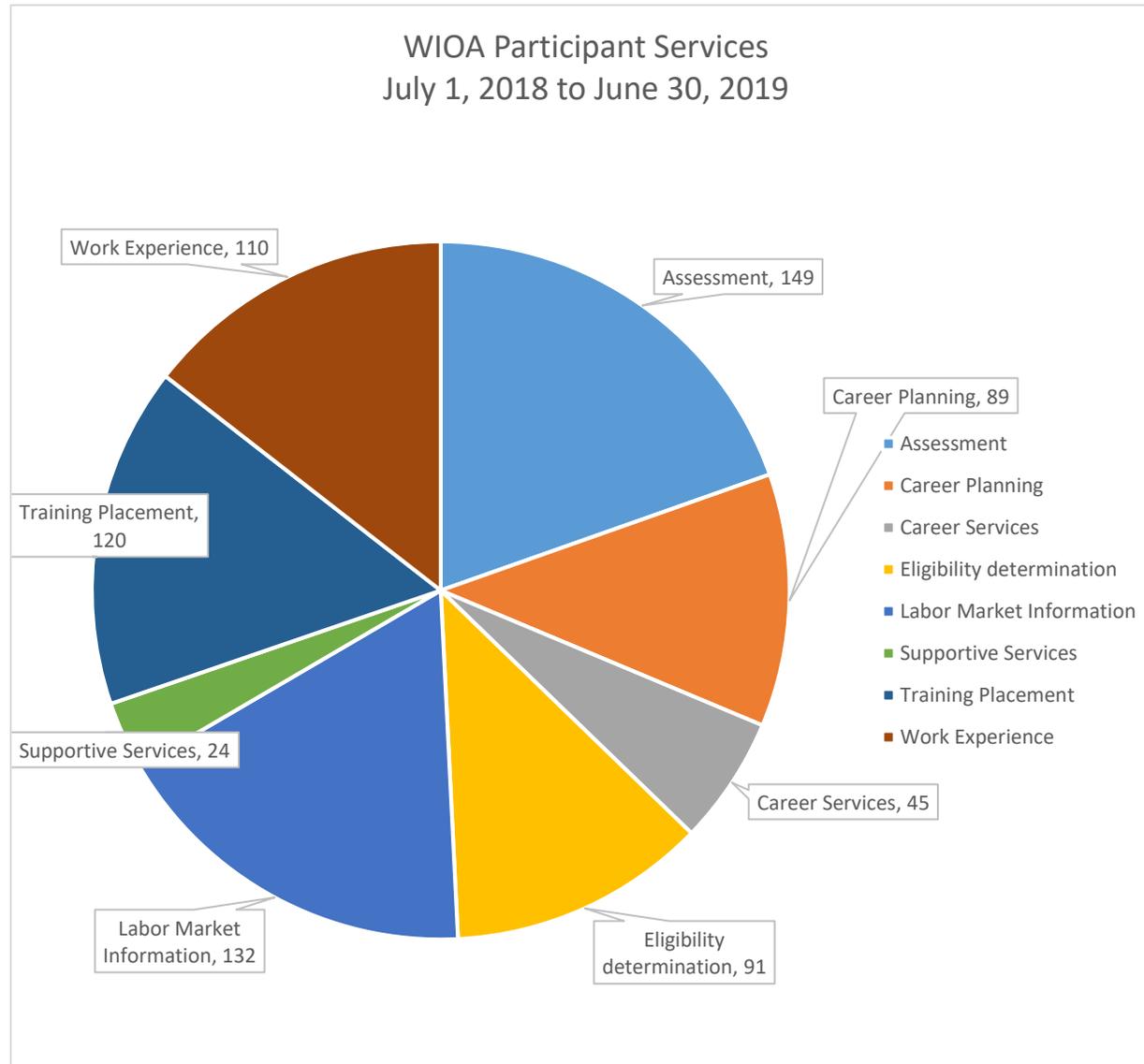
The deviations in LR “Workforce Information Services” and TORQ assessments are due to keying. Both services are available in the center and may be keyed as “Job Services”.

Employment Services Per Arkansas LWDB  
July 1, 2018 to June 30, 2019



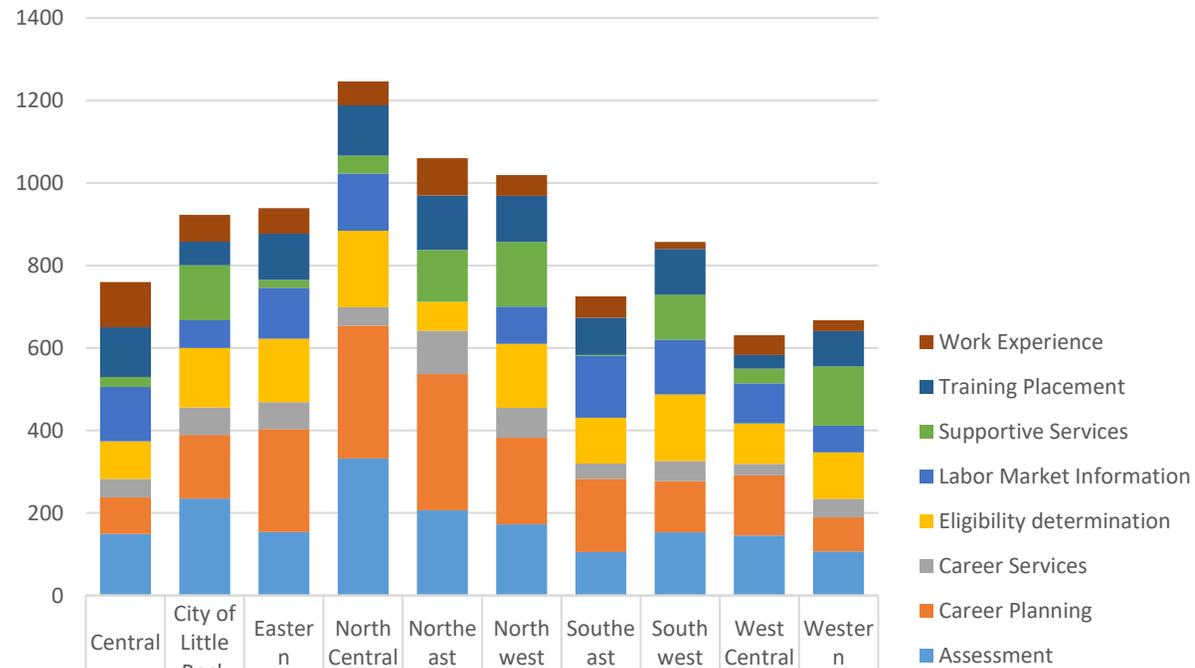
	Central	City of Little Rock	Eastern	North Central	Northeast	Northwest	Southeast	Southwest	West Central	Western
Workforce Information Services	1216	43	1482	2534	7013	5432	8360	7159	1442	3145
Referral to Unemployment Insurance Services	4959	31	568	4143	2799	1651	3304	2004	4330	99
Job Services	16306	14812	2063	6938	10825	11604	6349	9606	25054	12917
Job Search Resume Preparation Assistance	2869	267	826	2728	5946	4080	3658	1621	5169	5930
Job Referrals	4681	1626	855	1104	1481	2010	148	2371	5243	3329
Assessment - TORQ	4448	320	2330	1433	4385	1946	2167	1158	11684	3526

Staff Administrators consider this service mix to be consistent with expectations. Please note that Supportive Services may not be keyed when covered through referrals.



The deviation from the state pattern is the absence of Supportive Services in Southeast. However, in response to DOL monitoring, Southeast has implemented a more robust supportive services policy.

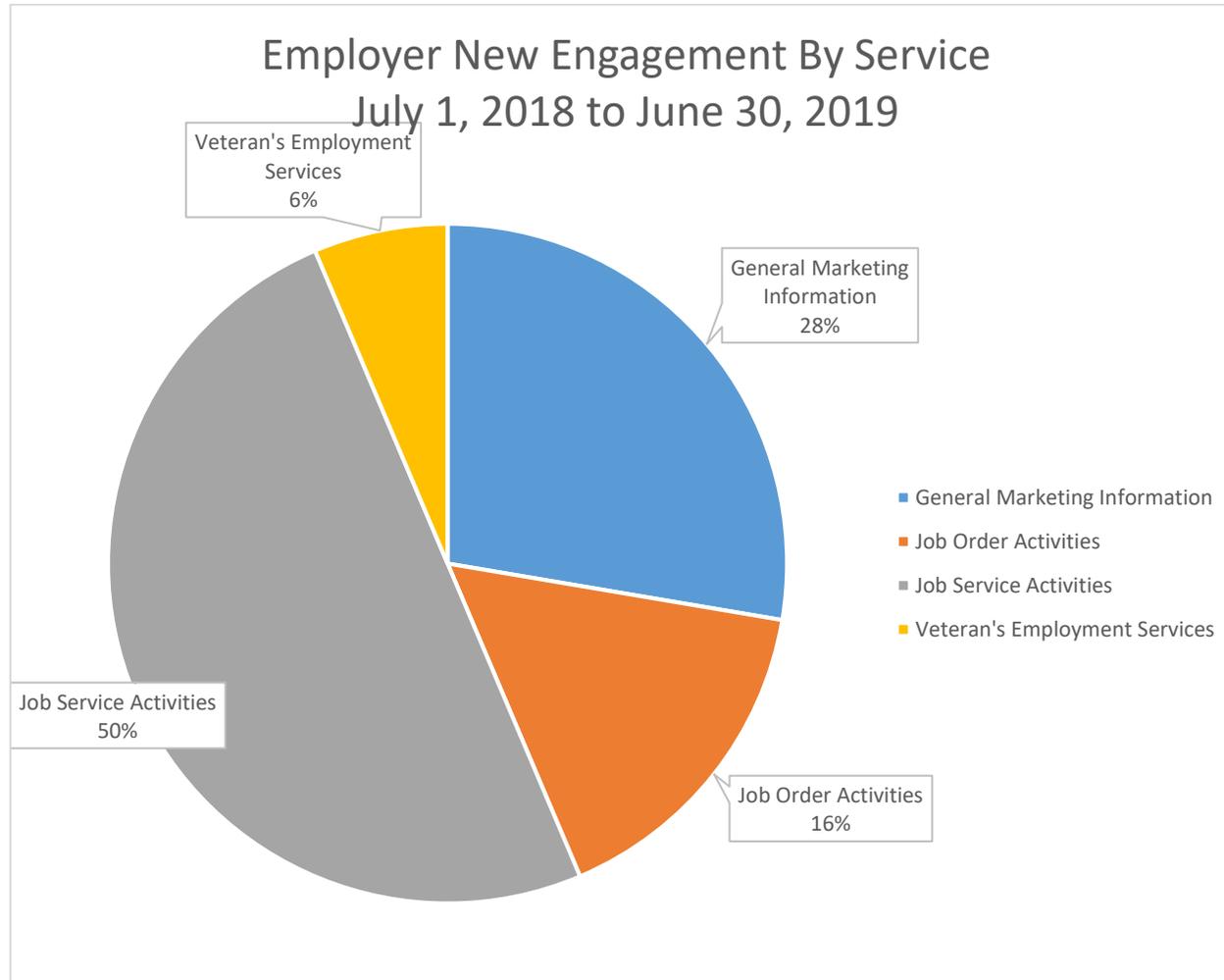
WIOA Participant Services Per Arkansas LWDB  
July 1, 2018 to June 30, 2019



	Central	City of Little Rock	Eastern	North Central	Northeast	Northwest	Southeast	Southwest	West Central	Western
Work Experience	110	65	62	58	90	50	52	17	48	26
Training Placement	120	57	112	122	132	112	90	111	33	86
Supportive Services	24	134	19	43	126	157	2	109	36	143
Labor Market Information	132	67	124	139		90	150	133	97	65
Eligibility determination	91	144	153	185	70	155	111	161	98	113
Career Services	45	67	66	45	105	73	37	49	28	45
Career Planning	89	154	249	322	331	210	178	124	146	82
Assessment	149	235	154	332	206	172	105	153	145	107

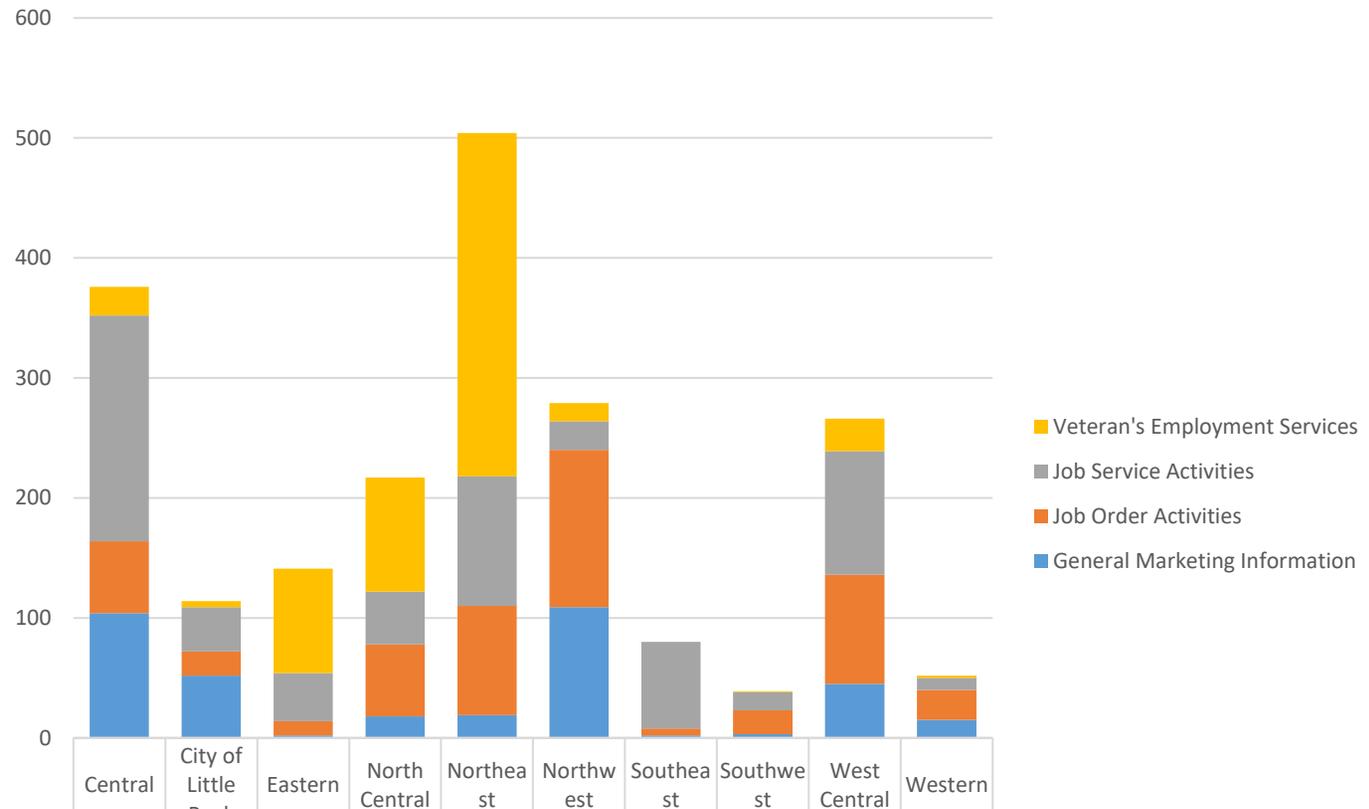
**Business Services and Service Mix**

Staff Administrators consider this service mix to be consistent with expectations.



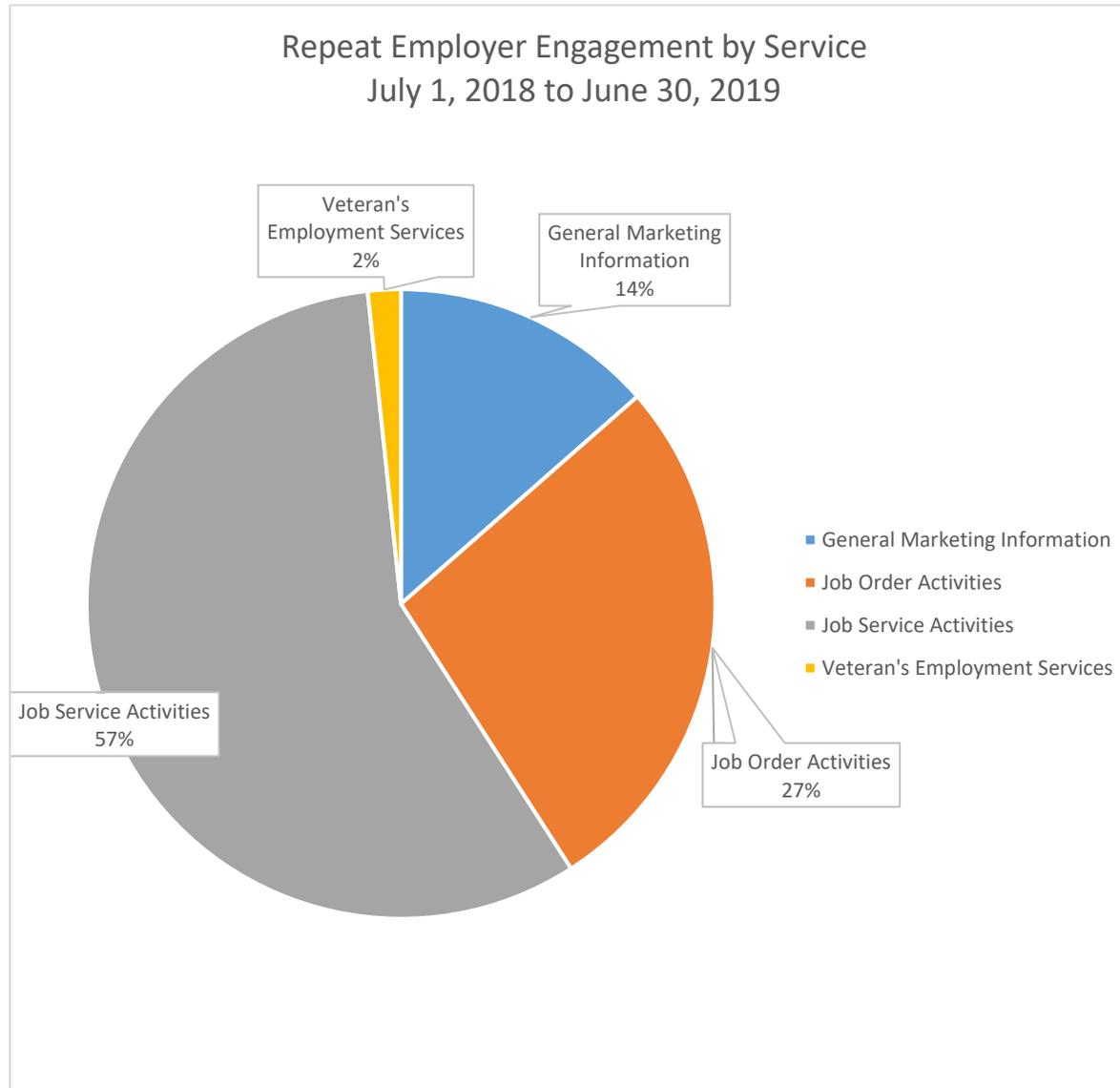
The greatest deviations are due to variance in Veteran's Employment Services and are reconcilable with the 5 part-time Local Vet Reps across the state and their locale/coverage.

Employer New Engagement Per Arkansas LWDB  
July 1, 2018 to June 30, 2019



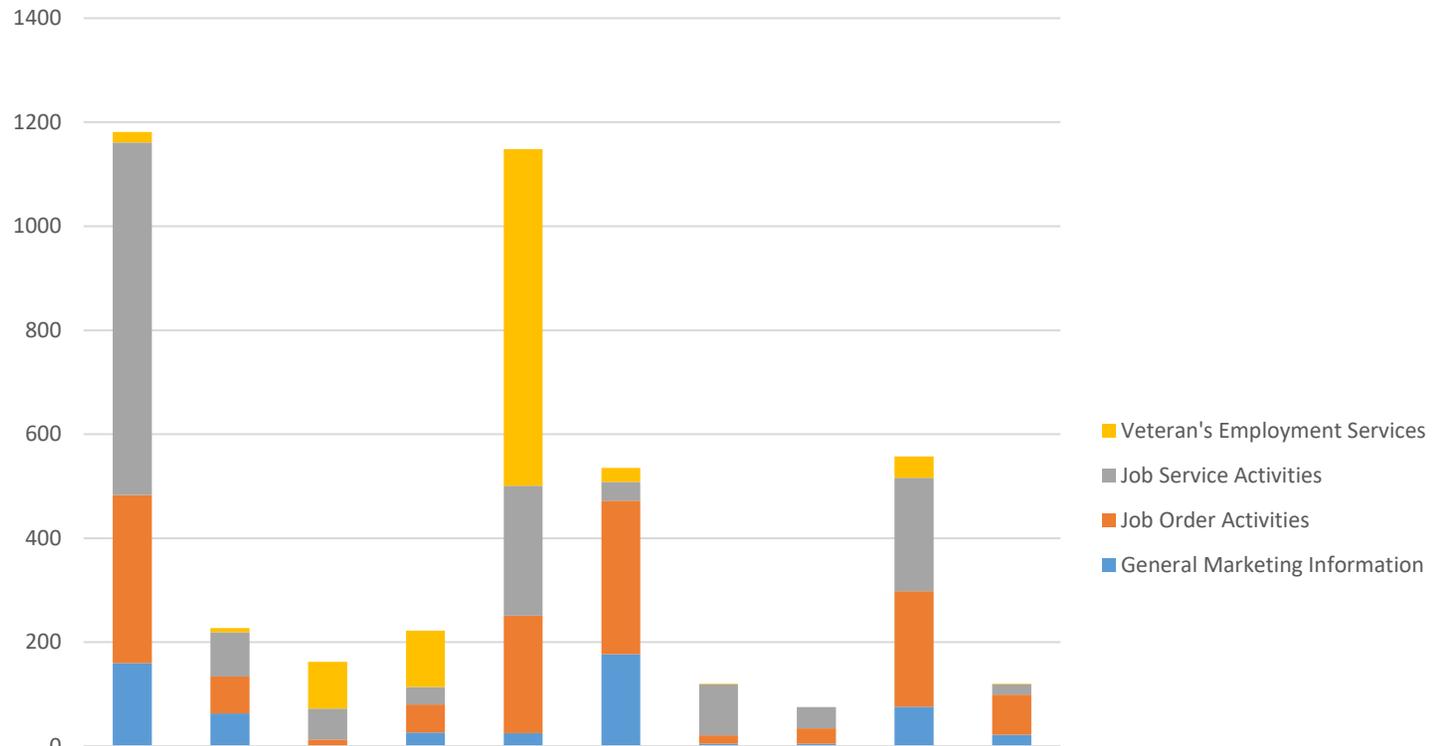
	Central	City of Little Rock	Eastern	North Central	Northeast	Northwest	Southeast	Southwest	West Central	Western
■ Veteran's Employment Services	24	5	87	95	286	15		1	27	2
■ Job Service Activities	188	37	40	44	108	24	72	15	103	10
■ Job Order Activities	60	20	12	60	91	131	6	20	91	25
■ General Marketing Information	104	52	2	18	19	109	2	3	45	15

Staff Administrators consider this service mix to be consistent with expectations.



Staff note: The counts in repeat employer engagement are higher than new employer engagement, suggesting that employers return for a variety of services received.

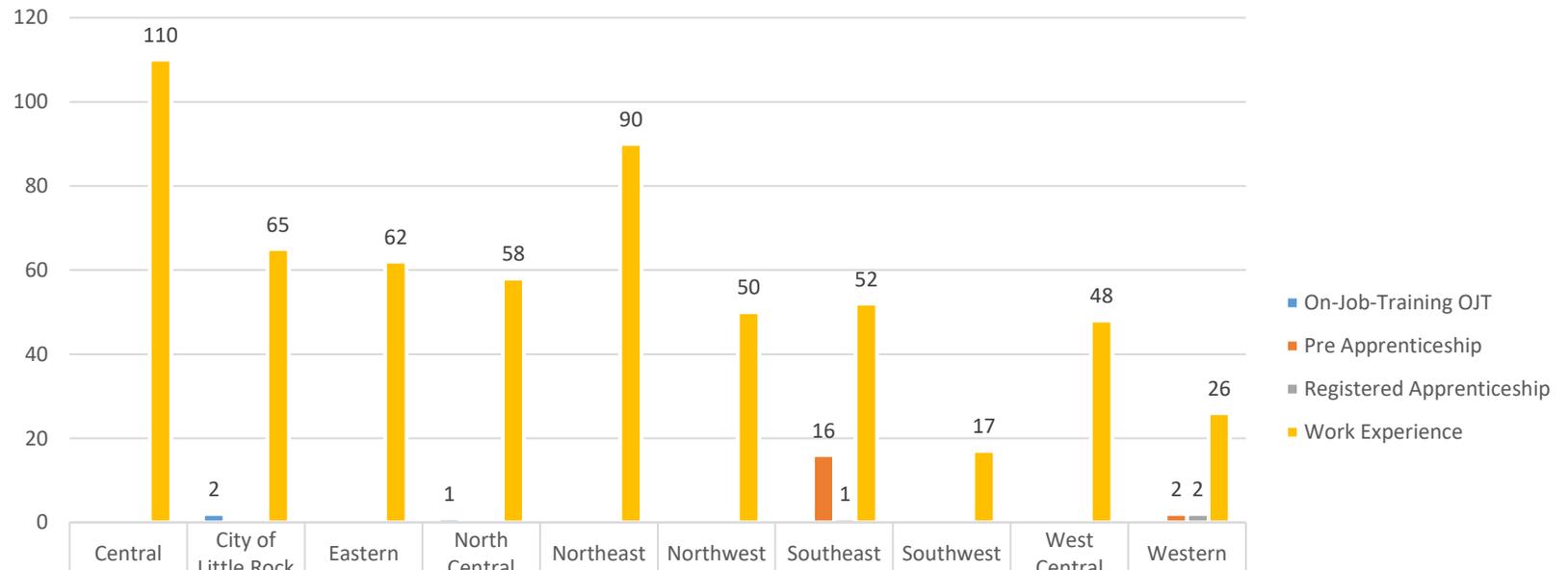
Repeat Employer Engagement per Arkansas LWDB  
July 1, 2018 to June 30, 2019



	Central	City of Little Rock	Eastern	North Central	Northeast	Northwest	Southeast	Southwest	West Central	Western
■ Veteran's Employment Services	20	8	90	108	647	27	1		41	1
■ Job Service Activities	678	85	59	34	250	36	98	41	218	20
■ Job Order Activities	323	71	13	54	226	295	16	29	222	77
■ General Marketing Information	160	63		26	25	177	5	5	76	22

Staff note: The state's Work Based Learning funds and apprenticeship grants may help improve these figures over time. There are now 2 WBL programs.

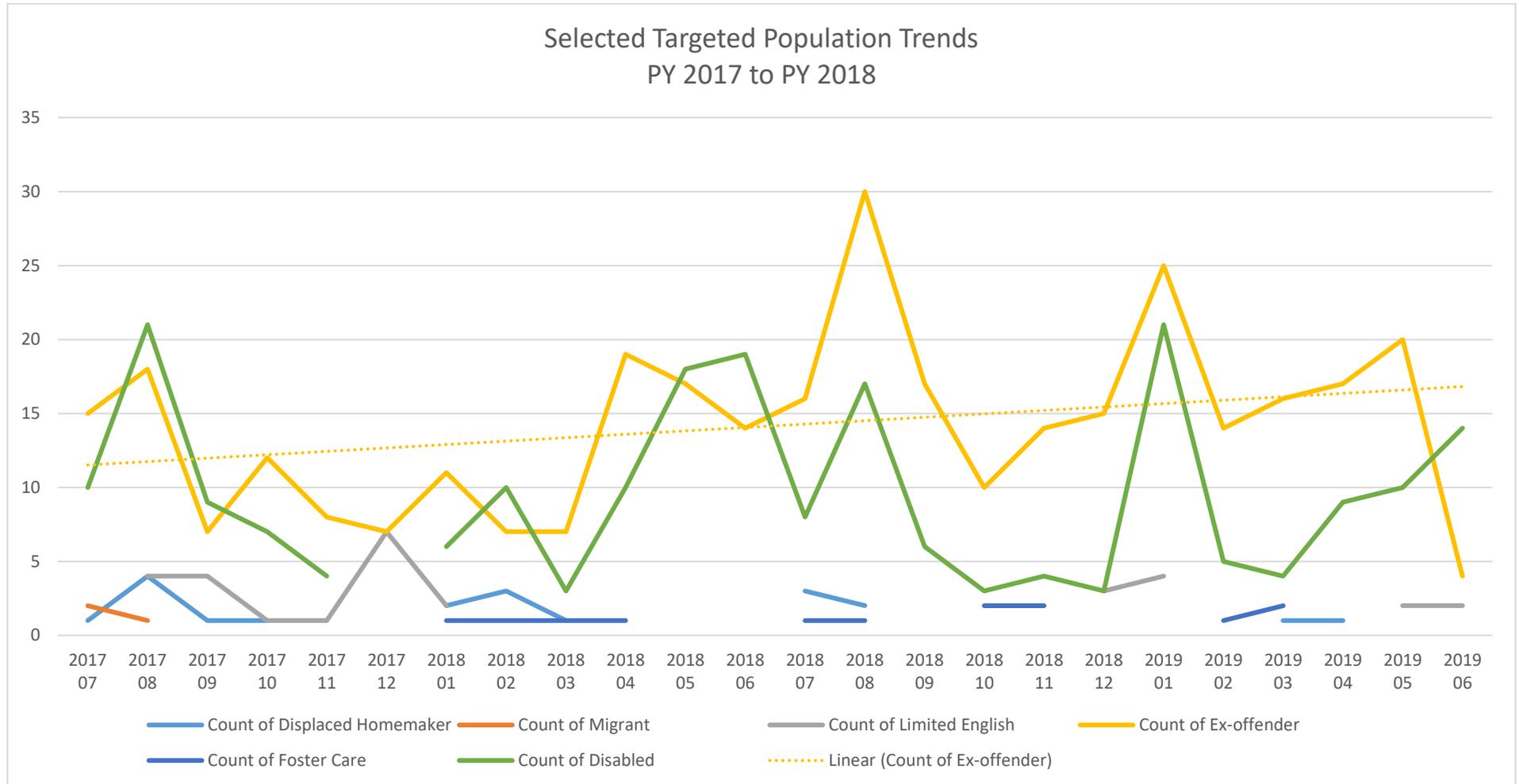
### Work Based Learning July 1, 2019 to June 30, 2019



	Central	City of Little Rock	Eastern	North Central	Northeast	Northwest	Southeast	Southwest	West Central	Western
On-Job-Training OJT		2		1						
Pre Apprenticeship							16			2
Registered Apprenticeship							1			2
Work Experience	110	65	62	58	90	50	52	17	48	26

**Selected Targeted Populations**

Ex-Offender counts have increased over the last two-years. Upward trends in 6 local areas, with the greatest increases in LR, where the Reentry program may have increased referrals.



WIOA Reports- Service Groups represent categories of services on a summary level; services at 5% or less removed.

**Excluded- Less than 5%**

Dropout Prevention

Financial Literacy

Individual Employment Plan Development

Job Referrals

Job Search

Workforce Preparation

On-Job-Training OJT

Pre Apprenticeship

Referrals and Partner Coordination

Registered Apprenticeship

Transition Services

Work Readiness/ Pre-Employment

ES Reports- Service Groups represent categories of services on a summary level; services at 5% or less removed.

**Excluded- Less than 5%**

Career Services

Workforce Preparation

Individual Employment Plan Development

Follow-Up Services

Training Placement

Supportive Services

Federal bonding Assistance

Work Readiness/ Pre-Employment

Job Search

Work Experience

**For Consideration of the  
Arkansas Workforce Development Board**

July 16, 2019

**AGENDA ITEM 6 - INFORMATION:** Career Pathways Initiative

**INFORMATION/RATIONALE:** The Temporary Assistance for Needy Families (TANF) Program is one of the non-core partner programs of the State's workforce development system.

The TANF Program funds the Career Pathways Initiative in Arkansas. The Career Pathways Initiative is a nationally-recognized partnership between community colleges, workforce development agencies, employers and social service providers.

The Career Pathways Initiative (CPI) provides low-income individuals with the higher education skills and credentials they need to gain immediate entry into targeted occupations--ultimately leading these individuals to economic self-sufficiency.

At the last Board Meeting, several members requested a CPI presentation designed to provide more details related to this workforce development program.



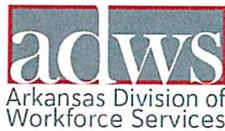
A (TANF) Temporary Assistance for Needy Families' Grant Program

Arkansas Department of Higher Education



And

Arkansas Division of Workforce Services



## What is the Arkansas Career Pathways Initiative?

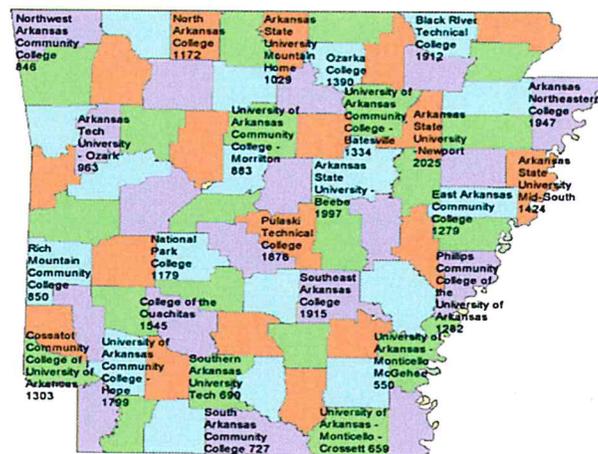


- *The Arkansas Career Pathways Initiative (CPI) program, is funded by Temporary Assistance for Needy Families (TANF) dollars. Arkansas Department of Workforce Services has a MOA with the Arkansas Department of Higher Education (ADHE) to manage the CPI grant.*
- *The funding supports twenty-two (22) community colleges and three (3) technical centers in the state of Arkansas. It provides case management, training, and education currently to over 3,000 students, and since its development in 2005, has supported over 30,000 low-income participants.*
- *The program focuses on job readiness, basic academic skills preparation, remediation, and post-secondary credentials leading to high-demand and higher-wage jobs.*

## Arkansas Career Pathways History

- Arkansas Career Pathways Initiative was implemented by the Arkansas Department of Higher Education (ADHE), in conjunction with Arkansas Department of Workforce Services (DWS) in 2005, and became part of a legislative mandate (Act 1705/514) that mandates that ADHE, DWS, and state Workforce Investment Board (WIB) work jointly to plan for the Career Pathways Initiative (CPI).
- The program began as a pilot with one college to six in the first year, and two years later, had grown to 25 colleges/technical centers across the state.

## Arkansas Career Pathways Map



## CPI Program Overview

- The Arkansas Career Pathways Initiative (CPI) is a comprehensive project designed to improve the earnings and post-secondary education attainment of Arkansas's low-income (TANF)-eligible adults. One major group focus is on *Transitional Employment Assistance (TEA)*, who are viewed at the "hardest to serve."
- The initiative provides funding for two-year colleges to develop career pathways programs that assist TANF-eligible adults and provides intensive student services for students in the program.
- CPI develops viable connections among two-year colleges, students, community-based organizations, faith-based organizations, state agencies, and business and industry.
- One of the main goals of CPI is to address the "education gap" in order to close the "economic gap."

## CPI Administration



- The CPI program currently has sixty-three (63) staff across the state of Arkansas at its twenty-five (25) college campus sites; with a campus CPI Director at each site, and three (3) state-level administrative staff housed at the Arkansas Department of Higher Education (ADHE) in Little Rock, AR.
- The three state level staff members are the liaison between the college campuses and the state agencies. ADHE sub-grants the self-sufficiency/job training grants to the 25 sites which ranged from \$178,013.98 to \$524,309.16 for FY19 funding year.



## About our participants...

- The average age of our CPI participants is thirty-one (31) years of age, female, single parent; with 65% White, 30% African-American, and 5% Hispanic, Asian, or Native American.
- To become eligible for the program, one must be eligible of public assistance through the **Temporary Assistance to Needy Families (TANF)** or be 250% or below the federal poverty level (FPL).
- Many participants face significant barriers such as transportation, childcare, lack of basic skills that require remediation, and the vast majority are *first-generation students* who lack adequate role models to guide them in how to be successful in higher education.



## Research Findings

- A three-year (2015-2017) joint research study was supported by the Winthrop Rockefeller Foundation and Ford and Annie Casey Foundations, in evaluating how the CPI program assists in breaking the cycle of poverty and providing a return on investment to taxpayers, low-income participants, and their families.
  - **Findings:**  
 The secret to CPI's success has been in high satisfaction of CPI participants because of critical financial aid needs being met, holistic case management approach, support and ongoing advisement, and CPI staff competence.

## College Count\$ Evidence of Impact Research

- The external evaluation measured CPI participant success, the social impact, and the economic benefits for low-income families through years of student exit surveys and interviews.
- The research study compared, income, education, and employment outcomes of CPI participants to their non-participating peers.
  - **Some consistent findings:**
    - Critical financial aid was important in overcoming obstacles for low-income and at-risk students; assistance for tuition and fees, books and supplies, childcare, and transportation.
    - The holistic approach to case management encouraged CPI participant persistence regardless of the challenges they faced.
    - Over 90% of CPI participants were very likely to recommend the program to friends and families because of the supports, both economically, and non-economically that encourages students to persist regardless of the challenges.



The study found that not only did the CPI program benefit the lives of individual low-income students, it provided a significant (ROI).



## Earnings gain brought an increase in tax revenue



*The research study demonstrated that the CPI program brought a significant ROI to the state of Arkansas.*

Over a five year period, with an initial investment by the state, returned a 179% increase in tax revenues from employment outcomes and decreased state spending on public assistance to CPI participants.

Additionally, over a five-year period (2005-2009), the estimated public assistance savings was approximately \$4,110,247. The study also reflected that over since the inception of the CPI program (2005-2016), there has been a net savings to tax payer of approximately \$90,079,300.



## About our funding:



- Arkansas Career Pathways has received \$7.15 million dollars a year for the last six funding years. At the beginning of the program, the state of AR had a surplus of funds, so additional funding was provided in the amount upwards of \$14 million.

### *New CPI Funding Model*

- For FY20, ADHE/CPI staff and CPI team reviewed and proposed a new formula model in order to get back to the intent of funding performance outcomes for all statewide CPI programs since many colleges efforts to support the most underserved (TEA) participants was noted.
  - After calculating change in outcomes (*Success and TEA success*) for the baseline years as compared to comparative years, positive changes resulted in positive incentives. Unfortunately, sixteen (16) of the twenty-five (25) programs, resulted in negative outcomes/losses in funding from previous years, for those programs. Several budget adjustments will have to be made in these programs in the upcoming fiscal year.

## FY20 ADHE/CPI Additional Funds

- Just recently, ADHE/CPI received a three (\$3) million dollar, “one-time” additional funding amount for FY20. These funds have been earmarked to assist with a **statewide marketing and outreach campaign, professional learning opportunities for CPI staff, and the hiring of personnel to provide continuous data and analytics supports for the CPI program.** ADHE/CPI firmly believes that data should drive decisions.
- Also, during FY20, CPI will be adding additional resources for several CPI participants, such as **subsidized employment opportunities and cash incentives for individual participant performance** paid for using additional federal and state funds.

## *Recommendations Before Implementation*

- **A few suggestions to consider:**
  - **Written policies and procedures prior to implementation**
  - Strategic marketing plan and a proactive communication among stakeholders
  - Clearly defined roles and responsibilities for all stakeholders
  - Effective stakeholder engagement and “buy-in” from multi-agencies/programs/business and industry
  - **Measurable goals in place prior to implementation and measures of success**
  - **Technology plan for data collection and dissemination**
  - **Financial management plan and internal controls; including appropriate compensation for all staff**
  - Program evaluation plan

## Lessons Learned



- Arkansas Career Pathways Initiative increases completion for participants significantly more than their peers who are not in the program. This has been due to all the supportive services that the participants received, specifically case management provided.
- Financial incentives/supports are a motivation for successful completion since TANF recipients, specifically those who are TEA (Transitional Employment Assistance), are hardest to serve.
- The model works so well for TANF-eligible recipients, that many colleges want to expand some aspects of the program (case management) to non-eligible students, and expand to its in-school and out-of-school youth programs.

## Concerns



- Many participants are at the higher-level of federal poverty scale, who are the hardest to serve, are not taking advantage of the program at the level we anticipated. Hopefully, a new marketing campaign that will be launched in FY20 will make for better communication about the program and its benefits throughout the state.
- Better collection of data is necessary to more accurately measure spending, the government savings, and student employment after completion of college program. A better method of communicating with those who become employed is needed.
- More funding is needed and changes necessary to federal regulation requiring “the exhaustion of other funding sources”, such as Pell grants, should be considered. Since most of our students are “one flat tire from dropping out of school.”
- More staffing is needed, particularly, the hiring/staffing of more highly-skilled case managers is needed at each college to manage the demand.
- Higher Education and Business and Industry must be on the same page. Sometimes “the agenda” is different. *“Everyone must be at the table, or one will be on the menu.”*

## Conclusion

- ADHE/CPI goal is to stay true to the intent of helping workable adults attain the requisite skills needed to earn marketable educational credentials for immediate entry into high demand occupations and/or further advanced education. I think we are taking the steps in the right direction. Ultimately, this new and improved initiative will help move the state forward more effectively to its goals of reducing the need for public assistance, removing families out of generational poverty, and improving the lives of adults and children in the state as well as in the USA. Thus making Arkansas a leader in employment for all.

## Arkansas Career Pathways Initiative Contact

Mrs. Willie Murdock  
Statewide Program Director  
Arkansas Career Pathways Initiative  
Arkansas Department of Higher Education

[willie.murdock@adhe.edu](mailto:willie.murdock@adhe.edu)

501.371.2083



**For Consideration of the  
Arkansas Workforce Development Board**

July 16, 2019

**AGENDA ITEM 7 - INFORMATION:** LWDB Certifications and WIOA Annual Report

**INFORMATION/RATIONALE:**

*Local Workforce Development Board Certifications*

In accordance with Arkansas Annotated §15-4-3710, one (1) time every two (2) years, the Governor shall certify one (1) local workforce development board for each local workforce development area in the state. The Arkansas Division of Workforce Services, the Governor's Administrative Entity (GAE), is charged with certifying these local boards, effective July 1, 2019.

*WIOA Annual Report*

In accordance with U.S. Department of Labor requirements, each WIOA state grantee must submit their WIOA Annual Statewide Performance Report Narrative for Titles I and III annually on December 1, or the first business day thereafter should that date fall on a weekend. The PY 2018 report is due December 2, 2019.

The WIOA Annual Statewide Performance Report Narrative provides an opportunity for states to describe progress towards meeting their strategic vision and goals for the workforce system. States have flexibility regarding the contents of the Annual Report Narrative, as long as they address the requested items and stay within the 25-page limit.

**For Consideration of the  
Arkansas Workforce Development Board**

July 16, 2019

**AGENDA ITEM 8 - INFORMATION:** Local Workforce Development Board Presentations

**INFORMATION/RATIONALE:** The Board members requested that Local Workforce Development Board representatives present information regarding the activities in their local areas. Today's meeting will include presentations from the Central Arkansas Workforce Development Board and the City of Little Rock Workforce Development Board.

# Central Arkansas Workforce Development Area

*Providing Innovative Solutions to Central Arkansas' Jobseekers and Employers*



## Business Service Team

- Built in 2017
- Multiple Agencies working to serve employers
- One Vision / One Voice
- Built in Quality Control Measures

**EVERYTHING  
IS BETTER  
IN TEAMS!**



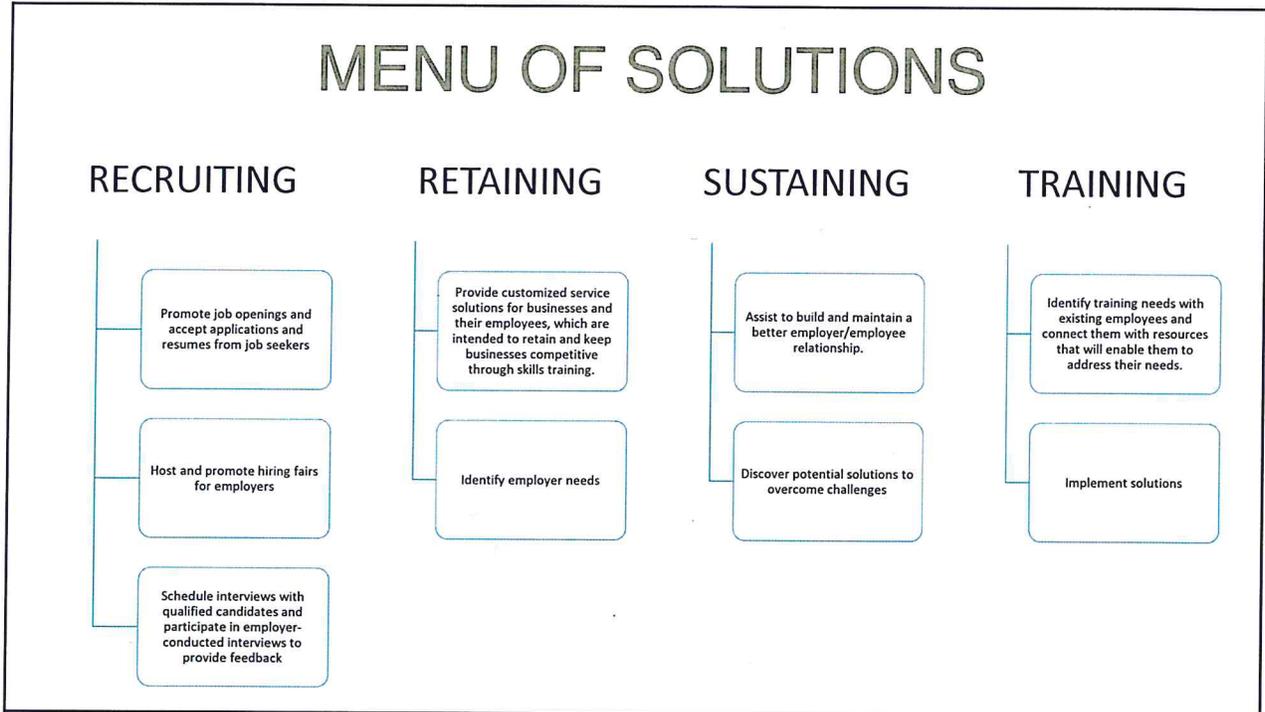


## OUR GOALS

- DEVELOP, OFFER, AND DELIVER QUALITY SERVICES**  
Assist businesses in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy.
- IDENTIFY STRATEGIES FOR ASSISTING EMPLOYERS**  
Coordinate business services activities across workforce center partner programs, as appropriate.
- PRESENT A UNIFIED VOICE**  
Incorporate an integrated and aligned business services strategy among workforce center partners to present a unified voice for the workforce center in its communications with employers.

## Engagement of Employers

- 1 Response from online including website and social media
- 2 Company calls directly / Employer Referrals
- 3 Business Service Team targets industry sectors



# 2017 - Hobby Lobby Hiring Event



- Over 640 job seekers showed up to apply
- Over 70 job placements
- Partnership with DWS and Goodwill

# 2018 - Virco Hiring Event

- 386 job seekers showed up to apply
- 54 job placements
- 1st Video promotion

Event Date	Event	Published	Reach	Responses
01/09/2018 2:00 AM CST	Virco Exclusive Hiring Event	12/11/2017 11:51 AM	93.4K	1.1K



## 2018 - Regional Partnership Manufacturing Hiring Event



Partnership between Greater LR Regional Chamber, Little Rock Workforce Center, and CAWDA



14 manufacturing companies were present  
Representing 200 open positions



613 job seekers attended the event



## GET TO KNOW KIMBERLY-CLARK: MAUMELLE DAY



GET TO KNOW US



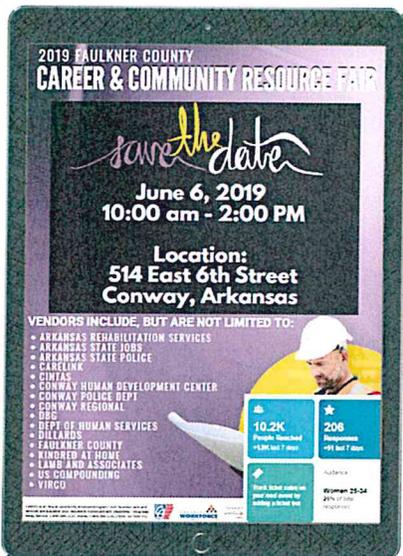
NOVEMBER 16, 2018  
COME AT 10 AM OR 4 PM TO THE  
JESS ODDM COMMUNITY CENTER  
1100 EDGEWOOD DRIVE  
MAUMELLE, AR

Come out to explore your

- November 15, 2018 | 10 am or 4 PM
  - Created “[Kimberly-Clark Employees Explain Why Their Company is the Best Place to Work](#)” Video
  - Provided multiple outreaches online leading up to event
  - 43 attended

**Upcoming:**  
Maumelle Employer Panel  
Project Homeless Connect – Faulkner County

# 2019 Faulkner County Career Fair



40 Employers Confirmed Attendance  
38 Employer Attended



114 Quality Job Seekers  
Plus there were 40 Door Prizes and lunch was provided for vendors



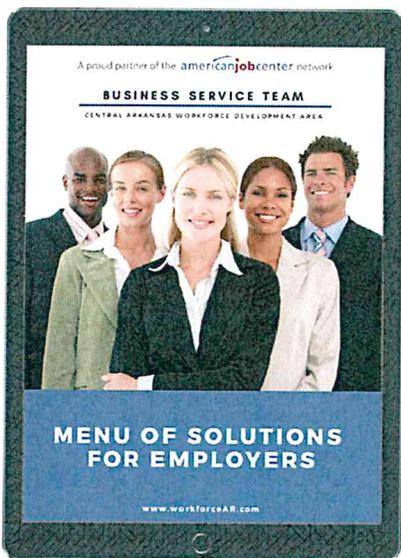
### Employer Testimonials:

"First, let me thank you again for inviting us to the career fair! Your group did a great job organizing and conducting the event, and I believe it was very beneficial for us to have contact with some job seekers who might be a good fit for us. I can't think of one thing I would change about it"

"That was the BEST job fair I've ever attended!"

"The response from the public was OVER THE TOP! It was exciting to see so many people interested in finding jobs! Lunch was very good, too."

# 2019 - Maumelle Employer Panel



Identified the needs of employers  
How businesses perceive the Arkansas Workforce Center



Address the needs/concerns of employers as a result of the survey.



### Information:

Event: 2/14/2019 - City of Maumelle hosted a learning lunch  
12 Employers | Panel of Partners | Presented as one voice

Take-Away for Employers:  
Direct Contacts based on services not agencies  
BST responds at the speed of business

Outcomes:  
4 Employers reached out for recruiting  
3 Employers reached out for more info on training



## BUSINESS SERVICE PROJECT – MKT FASTENINGS, LLC LONOKE COUNTY



• **Company Profile:**

- Located in Lonoke, AR      Currently has 25 employees
- 5.5 Million sales per year
- "foreseeable that if we can't fill the positions with educated employees, we will have to close the company"

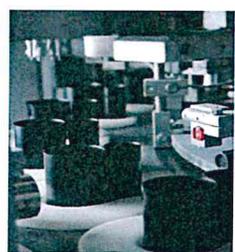
Need Identified	Service Strategy	Outcomes Expected
Company is seeking qualified employees 1) Set up and maintain the machine 2) Run the machines	Recruitment Efforts (job orders placed in AJL, hiring events, targeted recruitment from current layoffs, local colleges, media blasts about company)	Increase the company visibility and recruit individuals with the soft skills that are trainable.  <b>Accomplished</b>
Company needs training for job seekers that apply  <b>ALL POSITIONS FILLED</b>	Referral to Economic Development  Apprenticeship opportunities  Explore options with Adult Ed	Economic Development has a scheduled meeting to see how the state can assist with keeping the company in Arkansas- met with Economic Development Team and was offered several areas of service, including opportunities to upgrade equipment, incumbent worker training, etc.  Apprenticeship network to see if any manufacturing apprenticeships are available- introduced (APPRENTICESHIP USA grant)

# CHEMOFAST®



Chemofast has been researching and developing in the field of chemical fastening technology for 30 years

During this time Chemofast has become a specialist for injection anchoring with 2-component reactive resin mortar with no outward radial force.



Need Identified	Service Strategy	Expected Outcomes
New company (new to US) Need to hire Lead Operator Candidate will need passport	Recruit; Recruit exiting Military Panel Interviews Assessments	HIRED – (ongoing)  Scheduled to leave for 4 weeks to Germany for training.  Expect to fill other positions

# Current Outreach for Job Seekers

**DISCOVER YOUR OPTIONS!**  
Training for In-Demand, High Paying Jobs available in Central Arkansas!  
*We may be able to pay for it.*

**HOMELESS?**  
Let us help restore confidence and rebuild your life.  
**WE ARE HERE TO HELP!**

**ARE YOU A PARENT**  
ready to obtain gainful employment that will allow you the period for your family's needs?  
A proud partner of the American Job Center network  
**AGES 16 - 24**

**SPOUSE OF MILITARY?**  
Dislocated Worker Programs  
Read complete details on our website for more information and get program information.  
**SERVICES AVAILABLE FOR ELIGIBLE INDIVIDUALS IN CEN**

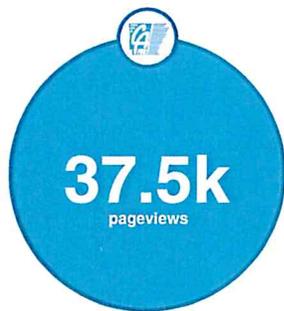
**LET US HELP YOU!**  
**MENU OF SOLUTIONS:**  
Recruiting  
Retaining  
Sustaining  
Training  
**GET ASSISTANCE NOW!**

**EMPLOYERS:**  
You can post your jobs with us at no additional cost!  
GET STARTED TODAY!

**MANUFACTURING**  
EARN up to \$40,500 YEAR!  
LET OUR TEAM HELP YOU CREATE OPPORTUNITIES IN EMPLOYMENT, EDUCATION, TRAINING, AND SUPPORTIVE SERVICES YOU NEED TO SUCCEED IN TODAY'S LABOR MARKET.

**CONGRATULATIONS JEREMY!**  
HE ENROLLED IN WIOA PROGRAM  
OBTAINED CERTIFICATE IN WELDING AT UA PULASKI TECHNICAL COLLEGE  
BEGAN HIS CAREER AS A WELDER AT BICHAM AGRICULTURE  
READ HIS FULL STORY AT [WWW.WORKFORCEAR.COM](http://WWW.WORKFORCEAR.COM)

# Results from CAWDA



Website  
28,622 Unique Visitors  
4,623 VCC Visitors  
470 Visitors - Job Board that Launched in May 2019  
430+ Program Eligibility Forms Submitted



Job Postings & Placements  
511 Job Postings  
1,215 Placements  
168 Employers  
(5/1/2017 to 6/30/2019)



FACEBOOK  
1.3k+ Followers



TWITTER  
530+ Followers

[www.workforcear.com](http://www.workforcear.com)



Central Arkansas Workforce  
Development Area



*Everything is Better in Teams*

A proud partner of the  
americanjobcenter  
network

Mr. Rodney Larsen  
Executive Director  
CAPDD, Inc.



# Creating a Global Workforce

ARKANSAS WORKFORCE DEVELOPMENT BOARD MEETING – JULY 16, 2019



**LRWDB**  
LITTLE ROCK WORKFORCE DEVELOPMENT BOARD

## Port of Little Rock International Companies

2

- ▶ Welspun Pipes, Inc. - India – 800
- ▶ LM Windpower – Denmark - 500
- ▶ TY Garments – China – 200
- ▶ CZ USA – Czech Republic – 650 jobs
- ▶ 50+ Supplying the World – Hormel, Ryerson, Novus Intl.,
- ▶ Dassault Falcon Jet – France – 1,850 jobs

**LRWDB**  
LITTLE ROCK WORKFORCE DEVELOPMENT BOARD

7/8/2019

## Little Rock Demographics

3

	Population	Labor Force	Labor Force Participation Rate	Employed	Unemployment
Little Rock	198,606	98,142	64.5%	95,074	3.1%
Pulaski County	393,956	190,324	63.4%	184,346	3.1%
Little Rock MSA	738,344	355,955	63.4%	345,226	3.0%

## Industry Perspective

4

- ▶ All education is career education
- ▶ Talent pipeline creation is critical – industry must lead the way
- ▶ With low unemployment, industry must become employers of choice
- ▶ Industry must rethink training and job qualifications
- ▶ Partnerships to increase the labor force participation rate must occur

5

## Little Rock Workforce Development Board

### Small WDA

- \$2M in PY17
- Other Grants
- Only one CEO

### Geography

- Exist within another WDA
- Regionalism

### Disparities

- Unemployed can reach 15%
- Urban poverty


7/8/2019

6

## Under Served Populations

- ▶ Out-of-School Disconnected Youth
- ▶ Re-Entry or Ex-Offenders
- ▶ Homeless
- ▶ ESL, Latino and Hispanic
- ▶ Single Parents
- ▶ Veterans
- ▶ Older Workers – 55+
- ▶ Persons with Disabilities
- ▶ Displaced Homemakers and other Dislocated Workers
- ▶ Persons receiving TANF and other public assistance


7/8/2019

# Collaborations

7

### YouthBuild Construction +

- PY11 - \$1.1M DOL
- PY14 - \$720K
- PY17 - \$900K
- ResCare WFS
- HFH, Adult Ed, CLR, UALR
- 155 Youth enrolled in 8 years
- Co-enrollment in WIOA

### Rock City Reentry Project

- DOL REO - \$1.24M – 25+ y.o.
- ResCare, Our House, Goodwill, Legal Aid, UA-PTC, AR Food Jobs
- 188/155 Participants in 2 yrs.
- Req. Recidivism Rate <20%
- AR Recidivism Rate = 54%
- RCRP Recidivism Rate = 8%
- Co-enrollment in WIOA

### Work Based Training Initiative

- ADWS - \$450K in PY18
- Our House Homeless Shelter
- Employ 20 residents at two resale stores; so far we enrolled 33
- Paying wages/taxes up to nine months – high need target population reach self sufficiency
- Wrap Around Services

**LRWDB**  
LITTLE ROCK WORKFORCE DEVELOPMENT BOARD

7/8/2019

# Collaborations

8

### CNA+ Apprenticeships

- PY19 - \$108K AAPI/ADWS Apprenticeship Grant
- 36 Participant slots; 30 CNAs and 6 IT Customer Service
- ResCare WFS, Med Linc and First Orion Communications
- Green House Cottages of Poplar Grove LTCF
- Co-enrollment in WIOA

### Rock City Reentry Young Adult

- DOL REO - \$1.5M – 18-24 y.o.
- ResCare, Our House, Legal Aid, AR Community Corrections
- 188 Participants in 2 yrs.
- IORNS Assessment
- Recidivism Rate must be <20%
- Co-enrollment in WIOA

### Sector Partnerships/Regional Planning Grants

- ADWS - \$30K & \$20K Extensions
- Sector Identified is Advanced Manufacturing and Logistics
- Recently held a workshop on Federation of Advanced Mfg. Education (FAME) model.
- In Feb., 2019 held a joint mtg. of the two regional boards.

**LRWDB**  
LITTLE ROCK WORKFORCE DEVELOPMENT BOARD

7/8/2019

## Little Rock Workforce Board Contacts

- ▶ W.J. Monagle, Executive Director, Little Rock Workforce Development Board, 501-683-3843, [w.j.monagle@arkansas.gov](mailto:w.j.monagle@arkansas.gov)
- ▶ Bryan Day, Executive Director, Little Rock Port Authority, 501-490-1468 [bday@lrportauthority.com](mailto:bday@lrportauthority.com)
- ▶ Kristi Barr, Director, Workforce Development and Education, Little Rock Regional Chamber , 501-377-6017, [kbarr@littlerockchamber.com](mailto:kbarr@littlerockchamber.com)
- ▶ Bentley Wallace, Dean of Technical & Professional Studies, UA-Pulaski Technical College, 501-372-5100 Ext. 1143, [bewallace@uaptc.edu](mailto:bewallace@uaptc.edu)
- ▶ Sheena Fluker, Project Director, ResCare Workforce Services, 501-907-1930, [sheena.fluker@Arkansas.gov](mailto:sheena.fluker@Arkansas.gov)

## For Consideration of the Arkansas Workforce Development Board

July 16, 2019

**AGENDA ITEM 9 - ACTION:** Arkansas Workforce Development Board Committee Membership

**INFORMATION/RATIONALE:** In accordance with Arkansas Annotated 15-4-3705, the Arkansas Workforce Development Board is required to have two (2) standing committees, Executive and TANF Oversight, with specific member category representation.

The recommendations for memberships of these two (2) committees, along with the Strategic Planning and Program and Performance Evaluation committees are presented herein. These recommendations will become effective, July 16, 2019, upon approval of the Board.

Current Arkansas Workforce Development Board Membership is as follows:

<b>Member Name</b>	<b>Category Represented</b>
1. Tom Anderson (Board Chair)	B - Business
2. Scott Bull (Board Vice-Chair)	B - Business
<del>3. Marcy Doderer (Resigned)</del>	<del>B - Business</del>
4. Jeff Griffin	B - Business
5. Randy Henderson	B - Business
6. Abby Houseworth	B - Business
7. Rebecca Ives	B - Business
8. Holly Little	B - Business
9. Gan Nunnally	B - Business
10. Paul Riveria	B - Business
11. Julia Roberson	B - Business
12. Mike Rogers	B - Business
13. Robert Thorne	B - Business
14. Vacant (Allen)	B - Business
15. Vacant (Bishop)	B - Business
16. Vacant (Hanesworth)	B - Business
17. Judge Brandon Ellison	CEO - Chief Elected Official (Judge)
18. Vacant (Perrin)	CEO - Chief Elected Official (Mayor)
19. Vacant (Itzowitz)	CBO – Comm. Based Org.
20. Lindsay Brown	Org. Lab. - Organized Labor
21. Alan Hughes	Org. Lab. - Organized Labor

<b>Member Name</b>	<b>Category Represented</b>
22. Karen Breashears	Org. Lab. - Labor-Apprenticeship
23. Kelley Sharp	Org. Lab. - Labor-Apprenticeship
24. Sec. Mike Preston	State - Economic Development Director
25. Dr. Charisse Childers	State – DWS Director
26. Alan McClain	State – ARS Director
27. Johnny Key	Training or Educ. Of Eligible Youth Program
28. Maria Markham	Training or Educ. Of Eligible Youth Program
29. Cassandra Williams-Stokes	State – DSB Director
30. Dr. Trena Miles	State – Adult Education Services Director

*Note: Membership Roster does not include Governor Asa Hutchinson or Mary Franklin.*

### **Executive Committee**

The Arkansas Annotated 15-4-3705 - Arkansas Workforce Development Board Committees, requires the Arkansas Workforce Development Board to select from its membership an Executive Committee. The Executive Committee is to be composed of at least nine (9) members but no more than eleven (11) members.

The Chair of the Arkansas Workforce Development Board and the Vice Chair of the Arkansas Workforce Development Board shall serve as chair and vice chair of the executive committee, respectively.

The membership of the executive committee shall include:

- A. At least five (5) members representing businesses;
- B. At least one (1) chief elected official; and
- C. At least two (2) representatives from among members appointed under §15-4-3704(b)(2)(B).

Consequently, the recommendation of Chair Tom Anderson for the Executive Committee Membership is:

<b>Member Name</b>	<b>Category Represented</b>
1. Tom Anderson (Board Chair)	A - Business
2. Scott Bull (Board Vice-Chair)	A - Business
3. Julia Roberson	A - Business
4. Robert Thorne	A - Business
5. Jeff Griffin	A - Business
6. Abby Houseworth	A - Business
7. Judge Brandon Ellison	B - Chief Elected Official
8. Alan Hughes	C - Organized Labor
9. Karen Breashears	C - Labor-Apprenticeship

**TANF Oversight Committee**

The Arkansas Annotated 15-4-3705 - Arkansas Workforce Development Board Committees, requires the Arkansas Workforce Development Board to have a standing committee to provide oversight of the Temporary Assistance for Needy Families Program.

This Committee ensures that all program participants are receiving the assistance, the information, and the services needed to help these low-income parents prepare for and connect with employment that will lead to a self-sufficient wage.

The membership of the TANF Oversight Committee shall include:

- A. At least five (5) members representing businesses;
- B. At least one (1) chief elected official;
- C. At least one (1) member from among those members appointed under § 15-4-3704(b)(2)(B);
- D. The Director of the Department of Workforce Services; and
- E. \*The Director of the Division of County Operations of the Department of Human Services, as a standing committee voting member who is also not a member of the board.
- F. (c) The board may form other committees as needed.

Consequently, the recommendation of Chair Tom Anderson for the TANF Oversight Committee Membership is:

<b>Member Name</b>	<b>Category Represented</b>
1. Gan Nunnally (Committee Chair)	A - Business
2. Tom Anderson	A - Business
3. Robert Thorne	A - Business
4. Vacant – Awaiting Appointment (Allen)	A - Business
5. Vacant – Awaiting Appointment (Bishop)	A - Business
6. Judge Brandon Ellison	B - Chief Elected Official (Judge)
7. Lindsey Brown	C - Organized Labor
8. Johnny Key	C – Training or Educ. Of Eligible Youth
9. Dr. Charisse Childers	D – ADWS Director
10. *Mary Franklin	E – DHS – Division of County Operations

## **STRATEGIC PLANNING**

The Arkansas Annotated 15-4-3705 - Arkansas Workforce Development Board Committees, allows the Board to form other Committees as needed. The Strategic Planning Committee is one of the standing committees, in accordance with approved Board By-Laws.

Consequently, the recommendation of Chair Tom Anderson for the Strategic Planning Committee Membership is:

<b>Member Name</b>	<b>Category Represented</b>
1. Karen Breashears (Committee Chair)	Labor - Apprenticeship
2. Paul Riviera	Business
3. Mike Rogers	Business
4. Randy Henderson	Business
5. Julie Roberson	Business
6. Vacant – Awaiting Appointment (Hanesworth)	Business
7. Vacant – Awaiting Appointment (Perrin)	Chief Elected Official (Mayor)
8. Vacant – Awaiting Appointment (Itzkowitz)	Community-Based Organization
9. Dr. Trenia Miles	State – Adult Education Services Director
10. Sec. Mike Preston	State – Econ. Dev. Director
11. Cassandra Williams-Stokes	State – DSB Director

**PROGRAM AND PERFORMANCE EVALUATION**

The Arkansas Annotated 15-4-3705 - Arkansas Workforce Development Board Committees, allows the Board to form other Committees as needed. The Program and Performance Evaluation Committee is one of the standing committees, in accordance with approved Board By-Laws.

Consequently, the recommendation of Chair Tom Anderson for the Program and Performance Evaluation Committee Membership is:

<b>Member Name</b>	<b>Category Represented</b>
1. Abby Houseworth (Committee Chair)	Business
2. Scott Bull	Business
3. Jeff Griffin	Business
4. Holly Little	Business
5. Rebecca Ives	Business
<del>6. Marcy Doderer</del>	<del>Business</del>
7. Alan Hughes	Organized Labor
8. Maria Markham	Training or Educ. Of Eligible Youth
9. Alan McClain	State – ARS Director
10. Kelley Sharp	Labor-Apprenticeship Program