Little Rock Workforce Development Board

WIOA Transitional Local Plan

Little Rock Workforce Development Area

June 13, 2017

americanjobcenter

A proud partner of the American Job Center Network

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Little Rock, AR 72209

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PY 2016 and PY 2017 Transitional Local Plan

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Section 1: Workforce and Economic Analysis

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

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

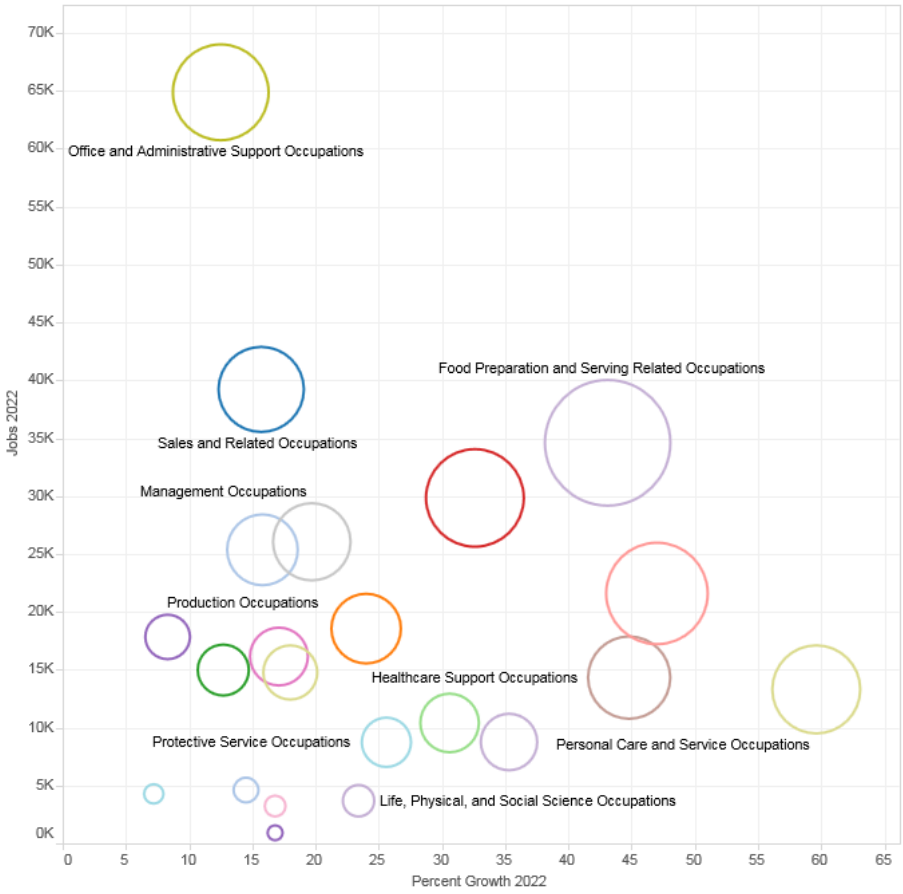
The Little Rock Workforce Development Board (LRWDB) is unique among Arkansas workforce development entities in that it serves the Little Rock metropolitan area, not a countywide or multi-county area.

As preparation for the local transitional plan, the LRWDB reviewed **data analysis** from the:

- Expect More Arkansas: Our Jobs, Our Future report from the Winthrop Rockefeller Foundation
- 2016 Arkansas Labor Market Report from the Arkansas Department of Workforce Services (ADWS)
- 2015 Arkansas Labor Market and Economic Report from ADWS
- Demand Occupations: Arkansas' 2016-2017 Hot 45
- 2015 Bureau of Labor Statistics wage survey
- 2016 statistical analysis from the Arkansas Research Center
- Economic Modeling Specialists International (EMSI) Occupational Overviews provided through Goodwill Industries

The Arkansas Research Center's projections for occupations in Little Rock through 2022 serve as the starting point for the LRWDB's workforce and economic analysis. Major Standard Occupational Classification (SOC)

categories provide multiple options for target sectors, including: Healthcare, Manufacturing Production, Construction, Transportation, and Education.



Arkansas Research Center: 2022 Occupational Projections

In the current and near term, for example, the 2015 Arkansas Labor Market and Economic Report provides data on top supersectors in the Little Rock area.

NAICS Code	NAICS Title	Employment 2014 Estimated	Employment 2016 Projected	Net Growth	Percent Growth
102400	Professional and Business Services	23,518	24,497	979	4.16%
102500	Education and Health Services	47,734	48,666	932	1.95%
102100	Trade, Transportation, and Utilities	27,447	28,154	707	2.58%

2015 Arkansas Labor Market and Economic Report

Similarly, the 2015 Bureau of Labor Statistics Wage Survey provides data on mean wage for target occupations:

Occupation code	Occupation title (click on the occupation title to view its profile)	Level	Employment	Employment RSE	Employment per 1,000 jobs	Location quotient	Median hourly wage	Mean hourly wage	Annual mean wage	Mean wage RSE
29-2061	Licensed Vocational Nurses	detail	3,220	6.7%	9.559	1.89	$18.28	$18.34	$38,150	1.3%
29-1141	Registered Nurses	detail	8,900	10.9%	26.430	1.33	$29.18	$29.76	$61,900	1.6%

2015 Bureau of Labor Statistics Wage Survey

The LRWDB also conducted **On-Site and On-Target interviews** with a variety of stakeholders (Little Rock Mayor's Office, Winthrop Rockefeller Foundation, Arkansas Research Center, Little Rock Regional Chamber of Commerce, Arkansas Department of Career Education, University of Arkansas at Little Rock, Pulaski Technical College, Little Rock School District, and Metropolitan Career-Tech Center) and coordinated **On-Site and On-Target site visits** (CDI Contractors/Robinson Auditorium, Lighthouse for the Blind) - to gain qualitative information on sector priorities.

Criteria for priority sectors includes: data-driven high growth/demand and high wage, defined career pathways, stackable and transferrable credentials, and engaged local educational and employer partners.

Data-driven analysis, validated by sector strategy meetings with employers, illustrates that existing and emerging **in-demand industry sectors and occupations** include:

Tier 1:

- The **Health Services** supersector meets all of the criteria for a target sector - as established by the LRWDB based on Workforce Innovation and Opportunity Act (WIOA) guidelines.

  Survey data indicates that Health Services is a high growth sector with high wage occupations and a defined career path. This sector is projected to provide 48,666 new jobs in Little Rock in 2016 with a 1.95% growth rate. Within this sector, Personal Care and Service Occupations are expected to experience a 5.52% growth and Healthcare Practitioners and Technical Occupations are estimated to grow at a rate of 1.65%.* Target occupations within this sector provide relatively high wages with Personal Care Aides receiving an annual mean wage of $20,320 and Nursing Assistants earning an annual mean wage of $24,240** The career pathway for these target occupations includes Licensed Practical Nurses with an annual mean wage of $38,150 and Registered Nurses with an annual mean average wage of $61,900. **

  Web-based research and On-site, On-Target interviews indicate that local educational partners offer stackable and transferrable credentials and engaged local employers can provide job opportunities. Educational partners include the Little Rock School District, Medlinc, Baptist Health, and the University of Arkansas for Medical Sciences. Local employers in this sector include: CHI St. Vincent, University of Arkansas for Medical Sciences (UAMS), Arkansas Children's Hospital, Baptist Health, Arkansas Heart Hospital, Central Arkansas Veterans Healthcare System, and Arkansas State Veterans Home.

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- The **Advanced Manufacturing** sector meets many, but not all, of the criteria for a target sector - as established by the LRWDB based on WIOA guidelines.

  Survey data indicates that Advanced Manufacturing is an emerging in-demand sector in Little Rock with potential for growth in high wage occupational areas like Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic Occupations, with a projected 15.79% growth rate* and annual mean wage of $36,350.**

  While career pathways in this sector are not as well defined as Health Services, Advanced Manufacturing offers capacity for movement into more skilled occupational roles like Industrial Machinery Mechanics which, according to 2015 estimates, have an 8.76% growth rate* and annual mean wage of $45,290,** and Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders with projected occupational growth of 0.1% in the Little Rock-North Little Rock-Conway metropolitan area through 2020*** and an annual mean wage of $39,590.**

  Web-based research and On-site, On-Target interviews reflect that local stakeholders like the State Chamber of Commerce and Human Resource Management Association (HRMA) are beginning to develop consensus around common certification standards through the Manufacturing Skills Standards Council (MSSC). As a result, local educational partners like the Little Rock School District, Metropolitan Career-Tech Center, Manufacturing Skill Standards Council, Pulaski Technical College have initiated activities to align with in-demand MSSC certifications. Online research and qualitative interviews also indicate that local like Dassault Falcon Jet, Caterpillar, Afco Steel, Lexicon, Welspun, and Molex are seeking employees with Advanced Manufacturing skillsets.

- **Construction** surfaces as a Tier 1 focal point based on the number of individuals currently employed in the supersector, a significant projected growth rate for the Construction industry, and the strength of the existing educational infrastructure to produce skilled Construction workers in the Little Rock area.

  Survey data indicates that, within the greater Little Rock-North Little Rock-Conway MSA, 35,260 individuals age 16 and over work in Construction occupations (2010-2014 American Community Survey 5-Year Estimates). Construction is projected to provide 9,009 new jobs in Little Rock in 2016 with a 3.13% growth rate. Construction Apprentices represent a significant career pathway in this sector since they are required to satisfy growth requirements.

  Web-based research and On-site, On-Target interviews illustrate that a wide variety of educational partners, like the Little Rock School District, Metropolitan Career-Tech Center, AR Construction Education Foundation, University of Arkansas at Little Rock, Job Corps, Pulaski Technical College, Union & Employer Apprenticeships, Occupational Safety and Health Administration (OSHA) Certification Providers, are committed to development Construction competence. Similarly, local employers like CDI Contractors, Sub-contractors, Unions, and Apprenticeship Programs are poised to employ skilled Construction workers.

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Tier 2:

- **Trade, Transportation, and Utilities** offers a solid Tier 2 option because, while the supersector offers high wages for entry level jobs, projected sector growth and the occupational career path are not as strong as Tier 1 sectors and there are fewer educational partners to develop skilled workers.

  Survey data indicates that the Trade, Transportation, and Utilities sector is projected to provide 28,154 new jobs in Little Rock in 2016 with a 2.58% growth rate. Within this sector, 4,925 individuals currently work in the warehousing occupations of Laborers and Freight, Stock, and Material Movers, Hand Occupations, earning and average annual wage of $24,687, and 4,279 individuals currently work in as Heavy and Tractor-Trailer Truck Drivers, earning high wages with an entry annual salary of $27,146 and an experienced annual salary of $45,682.* Projected growth for Heavy and Tractor-Trailer Truck Driver occupations diminishes through 2020 but wages remain high at $17.81 median hourly earnings.***

  Web-based research and On-site, On-target interviews indicate a small number of educational partners, including Goodwill (Certificate in Forklift Awareness), C1 Trucking, and Diesel Driving Academy. Local employers in this sector include Maverick Trucking, Performance Foodservice, and ABF Freight System.

- **Education** (Elementary, Middle School, Secondary, Special Education, Reading Coaching) serves as a Tier 2 option due to the sector's mid-level projected growth, availability of "gateway" jobs, and the capacity for local institutions to produce qualified graduates for more highly skilled teaching positions.

  The 2015 Arkansas Department of Workforce Services lists teachers at the elementary, middle and secondary levels among in-demand occupations in Little Rock. "Gateway" positions like library assistants, when coupled with additional experience, education, and certification, can lead to teaching careers with higher incomes. Elementary teachers make up the 4th highest occupation on the AWDS list for 2014-2015 with 318 projected openings. When combined with secondary, middle and preschool teachers, teacher assistants, and library technicians, the number of annual openings swells to over 1100.

  Web-based research and On-site, On-target interviews indicate that the University of Arkansas at Little Rock (UALR) is in a unique position to produce some of the best teachers in the state in elementary, middle school, secondary, special education, and reading coaching roles. Serving the capital and surrounding areas, UALR is a metropolitan, community engaged, research University - with a diverse population of more than 10,000 students and approximately 1,000 concurrent high school students. UALR's teacher education program is working with local school districts and offers the UALR teach program as well as programs accredited by the Council for Accreditation of Educator Preparation (CAEP).

Tier 3:

The LRWDB identified three additional sectors – Information Technology, Tourism/Hospitality, and Sustainability – for which minimal local/regional economic data is available. Since these sectors were mentioned in On-site, On-target interviews, they will receive further consideration in the next version of the strategic plan.

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The **Information Technology** sector focuses on training youth, ages 16-24 for careers as computer programmers/coders and web designers.

The **Tourism/Hospitality** sector centers on providing skill development opportunities for job seekers in food handling, culinary specialties like chef roles, and career path options that include restaurant management.

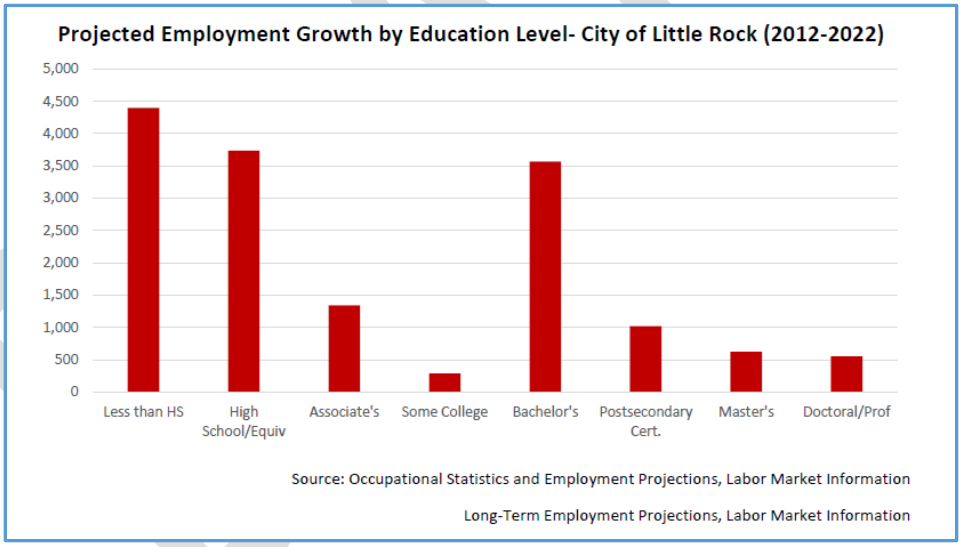
The **Sustainability** sector focuses on the emerging occupational area of waste management.

See Appendix A for a summary of tiered sectors and primary data sources.

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

Projected Employment Growth by Education Level- City of Little Rock (2012-2022)

The long-term forecasts of employment growth by education level, for 2012-2022, shed light on the employment needs of employers in the Little Rock area.



Over 70% of jobs in central Arkansas are expected to require lower skill levels through 2022 with a skills gap of 18,754 for low-skilled jobs in 2012. Within Little Rock, over 60% of jobs are expected to require lower skill levels through 2022 with a skills gap of 104,068 for low-skilled jobs in 2012.*

Using the Labor Market Information (LMI) data above as a guide, the LRWDB will focus primarily on preparing job seekers for jobs requiring a high school diploma plus a recognized, portable certification credential. Where possible, the LRWDB will also prepare job seekers for career pathways that include jobs at higher educational (e.g., Bachelor's) and wage levels.

The workplace readiness, employability, and occupational knowledge and skills required to meet the employment needs of local employers in in-demand industry sectors and occupations include:

- **Arkansas Career Readiness (CRC) Certificate**: basic workplace skills in Reading for Information, Applied Mathematics, and Locating Information to achieve this portable credential (through KeyTrain® instruction and the ACT WorkKeys® Assessment System).

- **Soft (employability) knowledge and skills** that are required across in-demand industry sectors and occupations – as outlined in credentials like the Arkansas Career Readiness Certificate:

  An Arkansas Career Readiness Certificate is a portable credential based upon the WorkKeys® assessments that demonstrates to employers that an individual possesses the basic workplace skills required for 21st century jobs. Getting a CRC will allow an individual to show prospective employers that he or she possesses the basic skills they seek.

  Even if a job seeker has a high school diploma, GED or post-secondary degree, the Arkansas CRC further verifies that he can handle tasks such as reading instructions and directions, working with figures, and finding information - tasks common in today's workplace.

- **Education and Health Services**: knowledge and skills to achieve the industry-recognized, transferrable Certified Nursing Assistant (CNA) credential offered through Medlinc, Inc. Stackable credentials that provide knowledge and skills to enable progress along the career pathway include Licensed Practical Nurse (LPN) and Registered Nurse (RN). Other career paths include Emergency Medical Technician (EMT) to Medical and Lab Technician and Medical Office Technician to Medical Records Technician Coding & Transcription and Medical and Health Administration and Management.

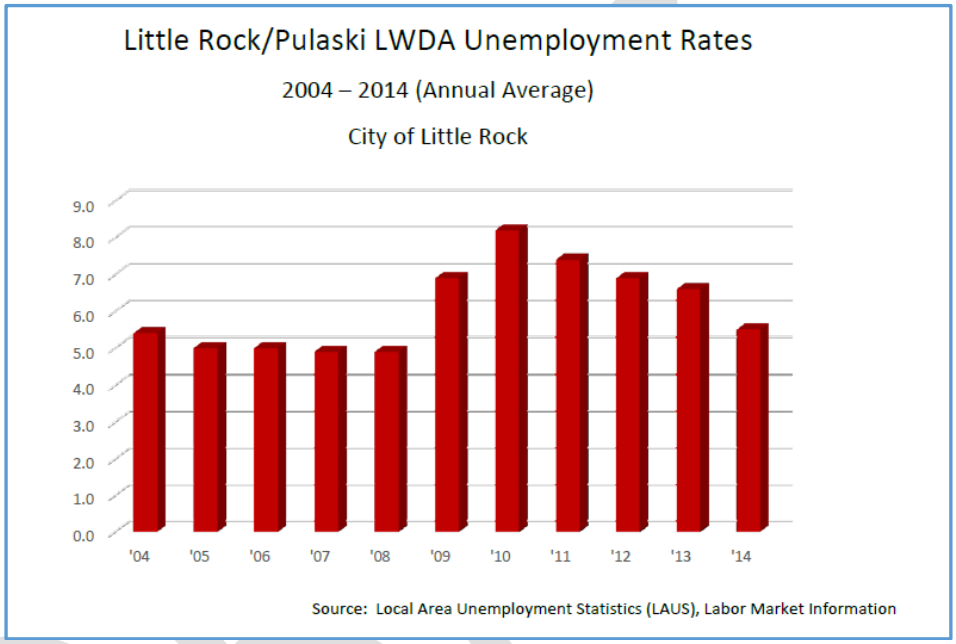
- **Advanced Manufacturing**: knowledge and skill to achieve either the industry-recognized, transferrable Certified Production Technician (CPT) credential offered through the Manufacturing Skills Standards Council (MSSC) as part of the National Association of Manufacturers (NAM)-endorsed Skills Certification System as well as the Manufacturing Technician (MT1) certification offered through the Manufacturing Skills Institute (MSI). Stackable credentials that provide knowledge and skills to enable progress along the career pathway include National Institute for Metalworking Skills (NIMS) certifications, the American Welding Society's Certified Welder (AWS/CW) certifications, and certificate in Industrial Machine Maintenance and Repair offered by Pulaski Technical College. A career path in avionics involves a role as A/P Mechanic followed by Aeronautics Cabinetry and Upholstery specialization through Pulaski Technical College's program in this occupational area.

- **Construction:** knowledge and skills to achieve the industry-recognized, transferrable Construction Crafts (NCCER) or Refrigeration Mechanics and Installers (HVAC) credentials.

- **Trade, Transportation, and Utilities:** knowledge and skills to achieve the industry-recognized, transferrable Certified Logistics Technician (CLT/CLA) credentials offered through the Manufacturing Skills Standards Council (MSSC) or Commercial Driver's License (CDL) credential offered through C1 Truck Driver Training.

- **Education:** knowledge and skills to achieve the industry-recognized, transferrable Arkansas Professional Pathway to Educator Licensure (APPEL).

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



Little Rock – which is the capitol and primary urban center of the state of Arkansas – is located in Pulaski County, which has a combined a population of 264,496. The racial makeup of the capitol city is 51.9% White, 42.2% African American, 3.1% Asian, and 5.8% Hispanic or Latino.

The current overall unemployment rate for the population 16 years and over in Little Rock is 4.8%, down from 5.5% in 2014. However the unemployment rate stands at 12.8% in zip code 72202, 13.3% in 72204, 11.4% in 72206, and 15.3% in 72209 (2015 American Community Survey 1-Year Estimates), which represent three of the Capitol City's most distressed neighborhoods: Midtown area, Central/Downtown area, and Southwest area in Little Rock.

Survey data reflects limited educational attainment for a significant percentage of Little Rock's population. Of 132,626 individuals aged 25 years and over, 2.8% have less than a 9th grade education, 6.5% attended 9th to 12th grade with no diploma, 23.3% graduated from high school or obtained G.E.D. equivalency, and 22.6% attended some college with no degree (2011-2015 American Community Survey 5-Year Estimates).

Survey data also indicates significant unemployment for individuals with specific barriers to employment. In 2015, 1,355 individuals with a disability - aged 18 to 64 - were unemployed in Little Rock; 616 of these

individuals had income for the previous 12 months below the poverty level. Similarly, in 2015, 227 of 5,361 veterans in Little Rock were unemployed (2011-2015 American Community Survey 5-Year Estimates).

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

Little Rock Workforce Center

The Little Rock Workforce Center is at the forefront of workforce development activities, and represents Arkansas' version of "the American Job Centers". The Little Rock Workforce Center is the area's comprehensive center. The workforce center is managed locally by the Little Rock Workforce Development Board, which is composed of members from both the public and a majority private sector, reflecting local businesses, labor, partner agencies, and other key stakeholders to create a diverse and functional group. The boards, in alignment with the States' vision, provide front line strategic implementation for state-wide initiatives in addition to their locally-determined priorities. State initiatives include sector strategies, career pathway development, and delivery of standardized business services. Local priorities include layoff aversion, specific career pathway development, youth programs, targeted sector partnerships, work-based learning, and others. The LRWDB is tasked with procuring a one-stop operator for the daily operation of the Little Rock Workforce Center (LRWFC) in accordance with WIOA 121(d). The board carries out workforce activities by partnering locally though Memorandums of Understanding (MOU) to implement partner programs. The LRWFC is fully integrated with WIOA, Wagner-Peyser, Jobs for Veterans State Grant (JVSG), Trade Adjustment Assistance (TAA), Temporary Assistance for Needy Families (TANF), Unemployment Insurance (UI), Adult Education and Family Literacy, Vocational Rehabilitation. Local partnerships and integration also exist in many areas with Supplemental Nutrition Assistance Program (SNAP) Employment and Training Programs and others.

Business/Employer Services

The LRWDB and Little Rock Workforce Center offer three broad categories of services that can be customized to fit the needs of each employer:

A. Assessments and Information:
Businesses can receive information on incentive programs, such as the Work Opportunity Tax Credit; Labor Market Information like market conditions, industries, and occupations; workforce analysis through employee and candidate assessments; short and long term industry trends; and occupational projections.

B. Direct Assistance:
Businesses have access to Little Rock Workforce Center facilities for meetings, trainings, orientations, and interviews. The Little Rock Workforce Development Area (LRWDA) also hosts hiring events, which are customized to the specific needs of local businesses. Job orders, which have been approved by staff, can also be placed through the workforce area communication channels. Businesses can also receive assistance with applicant referrals and applicant screening.

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C. Response and Training:

The LRWFC provides rapid response measures in the event of a business downsizing or restructuring through the Governor's Dislocated Worker Task Force (state/local partnership). These include a variety of workshops to assist employees who are in transition. Customized training and re-training services are also available for incumbent workers, including the Career Readiness certificate program.

Little Rock Arkansas Workforce System Services-Unemployed and Underemployed

The LRWFC offers a full array of career services in accordance with WIOA 134(c)(2) for unemployed and underemployed. The workforce center has computers, printers, copiers, and resources along with staff to help jobseekers. However, digital services are offered as well such as Arkansas Job Link and Discover Arkansas's LMI portal. These two tools allow for jobseekers to search for jobs 24/7 and make data informed decisions about which path is best for them. Detailed services offered to unemployed and underemployed individuals are outlined in detail below.

Jobseeker Services

Career services, found through the LRWFC, offers a full line of services to prepare jobseekers for the regional workforce. Soft skills and technical training are two examples of these services which are provided and which employers look for in a good candidate for a position. LMI, which is updated regularly to ensure accuracy, is provided to individuals seeking services. This data includes information pertaining to job vacancies, skills needed to obtain said jobs, in-demand occupations and related earning potential, along with career ladders which exist within those occupations. Typical customers entering the center are engaged by an intake process that is designed to identify the needs of the individual by gathering information and then utilizing the appropriate resources for those needs. In some cases, the resources are initiated by a referral to a partner program. Customers are given solutions to address barriers, and issues by connecting directly with the appropriate workforce system partner as part of this philosophy.

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

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

Individualized career services within the Little Rock Workforce Center varies, but offers a full line of activities to prepare any individual jobseeker for the modern workforce. They address many of the soft skills and technical skills training Arkansas employers require such as:

1. Workforce Centers provide the following career services including outreach, intake and orientation; initial assessment; labor exchange services; eligibility determination; referrals to programs; performance and

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cost information; information on unemployment insurance; financial aid information and follow-up services.

2. Labor exchange services must also provide labor market information to the individuals seeking services. The information must be accurate and include information on local, regional and national labor markets, such as job vacancies; skills necessary to obtain the jobs In-demand occupations and related earning potential and opportunities for advancement in those occupations

3. Workforce Centers and partners must provide appropriate services for individuals to obtain or retain employment. These services include, but are not limited to Individual Employment Plan (IEP); career planning and counseling; comprehensive assessment; occupational skills assessment; short-term prevocational services; internship and work experience, including transitional jobs and industry partnerships; workforce preparation; out-of-area job search; English language acquisition and financial literacy

Training Services

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

These training services are funded through a variety of funding sources, including Pell funds, financial aid, and other local and state partners. The Little Rock Workforce Development Board has established policies for the determination of eligibility, Individual Training Account Limits (ITAs) and targeted training aimed at in-demand industry sectors throughout the region such as transportation logistics and healthcare. Sector strategies has taken on a new role in the region, with the Little Rock Workforce Development Board using data-driven decision making to enhance the likelihood of employment of participants.

Supportive Services

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

Services to Individuals with Disabilities

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

development in Arkansas. ARS, in coordination with the Arkansas Department of Human Services, Division of Services for the Blind (DSB) and other LRWDA partners, provide targeted training, education, and career services for individuals with disabilities to enable them to attain competitive integrated employment in Arkansas. The Little Rock Workforce Center is accessible for individuals with disabilities, including the need for physical or other accommodations.

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

The full menu of services includes:

Partnering Agencies and Programs

- Unemployment Insurance (UI)
- Transitional Employment Assistance (TEA)
- Vocational Rehabilitation (VR)
- Workforce Innovation and Opportunity Act (WIOA)
- Arkansas Work Pays
- Veteran Services
- Central Arkansas Development Council (CADC)
- Job Corps
- Work Opportunity Tax Credit
- Federal Bonding
- Arkansas Career Readiness Certificate

Job Search Assistance

- Registration for Work through the Arkansas Job Link System (AJL)
- Job Orders received from employers
- Job referrals
- Resource computer lab
- Job Fairs on site
- Workers Assistance Workshops
- Job Placements
- Employer contacts
- Community Activities

Job Seeker Services

- Latest information about job vacancies
- Registration for Job assistance
- Help with job seeking skills such as resume writing and interview preparation.
- Usage of telephone, fax and copier services
- Computer Services for job search

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- Training for those who qualify
- Training Scholarships
- Wage Information
- Services to Veterans
- Filing unemployment claims
- Dislocated worker-trade adjustment assistance
- Referral to adult education

Youth Services

- Occupational Skills
- Supportive Services
- Work Experience
- Tutoring
- Job readiness/Employment Workshops
- Summer Employment

Temporary Assistance for Needy Families (TANF)

- Transitional Employment Assistance (TEA)
- Career Pathways
- Arkansas Work Pays

Transitional Employment Assistance (TEA)

- Monthly Cash Assistance to needy families with children
- Employment Training opportunities
- Transportation Assistance
- Childcare Assistance

Career Pathways

- Receive Career Training at a 2-year college.
- Offer Career Counseling
- Job Search after Training
- Transportation Assistance
- Childcare Assistance

Arkansas Work Pays

- Supplement paycheck by receiving monthly cash assistance while on the program. (Up to 24 months)
- Receive big bonuses for keeping your job and increasing your income.
- Receive personalized support to assist you in:
    - Getting promoted
    - Getting a better job
    - Increasing income

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Central Arkansas Development Council (CADC)

- Commodity Food Distribution
- Community Participation
- Financial Literacy
- Family Development
- Free Tax Preparation / VITA
- Individual Development Accounts (IDAs)
- Low Income Home Energy Assistance Program (LIHEAP) / Crisis Intervention
- Weatherization

Arkansas Rehabilitation Services

Providing opportunities for individuals with disabilities to work and lead productive and independent lives.

- Transition Services for students finishing high school.
- Services for those with special communication needs such as the deaf and hearing impaired.
- Specialized Assessment and Treatment
- Vocational Training at the Hot Springs Rehabilitation Center's ACTI
- Works with private providers for Specialized Services.
- Cross-training and technical assistance for other agency staff in sensitivity to and accommodations for individuals with disabilities

Workforce Innovation and Opportunity Act (WIOA)

- Assessment
- Job Referrals
- Self-help job search
- Individual job development
- Individual training accounts (ITAs)
- Occupational Skills Assessment
- Program eligibility assistance
- Resume Assistance
- Employability Workshops
- Comprehensive/Specialized Assessment
- Individual employment plans
- Career Planning
- Case Management
- Short-term Vocational services
- Referral to Community services
- Labor Market Information (LMI)

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The LRWDB and LRWFC possess strengths in partnership among Workforce Center partners, youth services, and core WIOA service areas. Areas for improvement include business outreach to make employers aware of the full array of service offerings and services designed to address the needs of hard-to-reach populations (e.g., veterans, homeless, individuals with disabilities).

These strengths and weaknesses have informed the vision, goals, and tactics of the transitional local plan through concerted discussion and deliberation by LRWDB board members and staff.

Section 2: Strategic Vision and Goals

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

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

Based on the statistics and research outlined in Section of this plan, the LRWDB will focus on individuals without a college degree, including individuals in hard-to-reach populations like veterans and individuals with disabilities. The LRWDB will also recruit participants from, and give priority to the specific zip codes with high unemployment rates which represent the Capitol City's most distressed neighborhoods: Midtown area, Central/Downtown area, and Southwest area in Little Rock. The Southwest area is the home of the Little Rock Workforce Development Board, within the Little Rock Workforce Center – a 7-year old, 54,000 square foot, One-Stop Center with 15 partner agencies providing workforce development services.

Vision

Little Rock will have a world-class workforce with the precise skills to supply in-demand occupations in local high-growth sectors and keep Little Rock's economy competitive in the global marketplace.

Mission

To establish and cultivate a talent development system that offers employers, job seekers, and communities in the Little Rock metropolitan area the opportunity to realize and sustain economic prosperity.

Talent Development System Philosophy

We believe that…

- There must be a pipeline of skilled workers for Little Rock employers that fosters growth for local companies and attracts economic investment.
- Local and regional workforce needs can be best addressed through partnerships (e.g., city leadership, employers, educators) that support commonly held, locally relevant economic priorities.
- The data-driven needs of local business and industry should serve as the focal point for aligning education, training, and career management resources.
- Every Little Rock job seeker (adult, youth, dislocated worker) should have opportunity and access to targeted training and education that leads to a career with gainful employment.

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- A meaningful talent development system must seek to remove barriers for hard-to-reach populations (older youth, returning citizens, individuals with disabilities, veterans, homeless, ESL).
- A transformational talent development strategy must incorporate job readiness (soft skills) training, vocational education, and job placement services.
- Marketing and awareness efforts are essential to tell the LRWDB's "story" and promote the Little Rock talent development system as a preferred resource for local and regional employers.
- The LRWDB should operate within a regional partner network, providing a viable talent development system for Little Rock that is flexible, accountable, and streamlined in terms of resource investment.
- LRWDB staff must be recognized leaders in workforce development and be fully engaged in efficient, effective practices that connect employers with qualified job seekers.
- LRWDB members must serve as a board of choice for the community and board members must exhibit dedicated, active participation toward talent development objectives.
- By adopting and implementing best practices for talent development and innovative fund development approaches, the LRWDB can become a model for workforce development in the region and state.
- LRWDB board members, staff, and partners should demonstrate the highest levels of integrity, respect, transparency, and trust as they work to implement workforce development strategies.

Vision for the Little Rock Workforce Development Delivery System

The Little Rock workforce system, as envisioned under the Workforce Innovation and Opportunity Act (WIOA), is quality focused, employer-driven, customer-centered, and customized to meet the needs of the local and regional economy. It aligns workforce development, education, and economic development programs to meet the needs of local and regional employers. It is designed to increase access to, and opportunities for, employment, education, training, and support services by job seekers, particularly those with barriers to employment. The Little Rock workforce development center, in conjunction with local and regional partners, works to connect job seekers with employers in key business sectors and promote the advancement of the local and regional economy.

Strategic Goals

The LRWDB's strategic goals include:

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

Goal 1 Objectives:

1. Establish local partnership forum(s) with key employers in Tier 1 sectors:
    - Healthcare: CHI – St. Vincent, Arkansas Children's Hospital, Baptist Health, University of Arkansas for Medical Sciences, Heart Hospital
    - Advanced Manufacturing: Dassault Falcon Jet, Caterpillar, Little Rock Port Authority, AFCO Steel, Lexicon, Welspun Tubular
    - Construction: Nabholz Construction, Sub-contractors, Unions

2. Work with K-12 education, higher education, career and technical education, and adult education to establish new or expanded educational programs aligned with skill needs in Tier 1 sectors:
    - Healthcare: Little Rock School District, Medlinc, Baptist Health, University of Arkansas for Medical Sciences
    - Advanced Manufacturing: Little Rock School District, Metropolitan Career-Tech Center, Manufacturing Skill Standards Council, Pulaski Technical College
    - Construction: Little Rock School District, Metropolitan Career-Tech Center, AR Construction Education Foundation, University of Arkansas at Little Rock, Job Corps, Pulaski Technical College, Union & Employer Apprenticeships, OSHA Certification Providers
3. Establish increased data sharing mechanisms with economic development and non-governmental organizations to improved intake, referral, and case management for LRWFC customers seeking jobs in Tier 1 sectors.

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

Goal 2 Objectives:

1. Promote training that leads to industry recognized, transportable credentials and certification for Tier 1 sectors:
    - Healthcare: Certified Nursing Assistant (CNA), Emergency Medical Technician (EMT), Licensed Practical Nurse (LPN), Registered Nurse (RN)
    - Advanced Manufacturing: Certified Production Technician (CPT), Certified Logistics Technician (CLT), Machinist (NIMS), Welder (AWS/CW)
    - Construction: Construction Crafts (NCCER), Refrigeration Mechanics and Installers (HVAC)
2. Develop a documented common business outreach strategy with a common message that will be utilized by all workforce system partners.
3. Create and implement customer satisfaction surveys to ensure continuous improvement of the Little Rock Workforce Development Area's talent development system.

Strategic Goal 3: Increase awareness of Little Rock's Talent Development System

Goal 3 Objectives:

1. Develop an image-building outreach campaign – logo, infographic, print messaging - that educates Arkansans about available services and the career development opportunities.
2. Develop a user-friendly website that provides a common repository of information about career development opportunities that are relevant to K-12 education, parents, educators, adults, employers, government agencies, and the general public.

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3. Expand outreach to key audiences (employers, job seekers, educational partners, economic development entities) through technology platforms: Search Engine Optimization (SEO), social media, blog.

Strategic Goal 4: Address Skills Gaps for Little Rock job seekers.

Goal 4 Objectives:

1. Conduct a citywide skills and asset analysis to determine the skills gap present and resources available to solve the skills issue.
2. Develop and implement an action plan in alignment with the Rockefeller Foundation vision to close the basic core, technical, and soft skills gaps in the Little Rock metropolitan area.
3. Analyze the effectiveness of currently used job readiness standards and promote coordination between the Arkansas Career Readiness Certificate program and the Workforce Alliance for Growth in the Economy (WAGE) program through the One-Stop Operator environment.

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

The LRWDB's vision and goals are aligned with the vision and goals for the State's workforce development system as established by the Arkansas Workforce Development Board. However, the scope of the LRWDB's vision, mission, strategic goals, and supporting objectives is the city of Little Rock. By cultivating a talent development system in the Little Rock metropolitan area, the LRWDB significantly contributes to the statewide vision of economic prosperity across the state.

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

The LRWDB's vision and goals contributes to each of the governor's goals as follows.

An effective talent and workforce development system will be based on creative partnerships with educational partners, employers, community organizations and other service providers.

The LRWDB's local objectives to provide services for hard-to-serve populations, like veterans and homeless individuals, are aligned with the governor's workforce development goals. The board's increasing focus on employer engagement contributes to the governor's goal of enhanced service delivery to employers as well as job seekers.
The LRWDB's plans to increase awareness of Little Rock's Talent Development System, through mechanisms like an update website, support delivery of high-quality services through a comprehensive network of employers, educational providers, and community organizations.

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Intensive coordination of educational programs at the local Little Rock level will allow the LRWDB to address skill gaps for job seekers in a more targeted, innovative manner.

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

The LRWDB's goals are aligned with each of the federal performance accountability measures for adults, dislocated workers, and youth.

Over the next four years, the LRWDB's sector strategy will focus on Tier 1 supersectors – Healthcare, Advanced Manufacturing, and Construction – to maximize results for job seekers, employers, and partners. Tier 1 industries are most closely aligned with the criteria for priority sectors established by the LRWDB: data-driven high growth/demand and high wage, defined career pathways, stackable and transferrable credentials, and engaged local educational and employer partners. The LRWDB plans to focus on incremental addition of Tier 1 industries (one per year) over a three year period followed by consolidation and streamlining of efforts across Tier 1 industries in year four of the strategic planning period. Operational decisions regarding areas of focus in these target industries will be made using feedback from employers funneled through the LRWDB's Business Advisory Team (BAT).

Defined career paths that are aligned with local employer needs promote achievement of Employment (Second Quarter after Exit and Fourth Quarter after Exit) and median earnings (second quarter after exit) measures. Identification of specific stackable, transferrable credentials for each step in the targeted career paths leads to successful realization of the Credential Attainment Rate and Measurable Skills Gains measures. Perhaps most importantly, the LRWDB's focus on building employer relationships in designated Tier 1 sectors drives attainment of the Effectiveness in Serving Employers measure.

Section 3: Local Area Partnerships and Investment Strategies

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

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

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

The Little Rock Workforce Development Board was appointed by the Mayor of Little Rock, Mark Stodola, the area's single Chief Elected Official. Board members accepted staggered 1, 2, and 3 year terms that began on July 1, 2015. The board composition initially included 19 members that represent the core partners as well as at least 51% business representatives and other groups

according to the state and federal guidelines. The Little Rock Workforce Development Board, a non-profit corporation under the State of Arkansas, as constituted, was designated as the Grant Recipient/Administrative Entity and Fiscal Agent for the City of Little Rock. The CEO and the Workforce Development Board entered into an agreement to assure they will comply with all provisions of the WIOA Act and other policies and directives set forth by the State Workforce Development Board. The LRWDB developed and adopted new bylaws which established four standing committees: Executive, Services to Youth, Services to Individuals with Disabilities and One-Stop Advisory. The LRWDB is co-located at the LRWFC with all of its required and core partners, including ADWS, Wagner-Peyser, Little Rock and Pulaski County School Districts Adult Education, and Vocational Rehabilitation Services. The LRWDB elected to extend its existing contract with Arbor E&T, d.b.a. ResCare Workforce Services for a fifth and final time to perform Title I Service Provider/One-Stop Operator under WIOA, including the Adult/Dislocated/ and Youth program elements. The contract for these services will be procured anew in PY 2017. The LRWDB staff will continue to provide administrative and programmatic monitoring, compliance and oversight of these programs.

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

The Little Rock Workforce Development Board operates only one workforce center, located at 5401 S. University Ave., Little Rock, AR 72209. The phone number is 501-682-0228. The center is open from 8am to 4:30pm. A non-profit corporation under the State of Arkansas, as constituted, was designated as the Grant Recipient/Administrative Entity and Fiscal Agent for the City of Little Rock.

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

See Appendix C for an organizational chart that depicts the local board, administrative and fiscal entities.

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

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

The Little Rock Workforce Development system is based upon the long-established concept of the One-Stop centers. Reconfirmed by the WIOA as the model Service delivery system for employment and training services, the state of Arkansas is working with local entities to redesign its comprehensive service center certification process. The WIOA rules and this certification process have identified six core programs that must be available at the One-Stop centers: adult, dislocated worker, youth, adult education and literacy, Wagner Peyser program, and Vocational Rehabilitation. Additional significant partners at the Little Rock Workforce Center include Job Corps, Youth Build, American Association of

Retired Persons (AARP), Community Action Development Corporation (CADC), Promise Grant, and Supplemental Nutrition Assistance Program (SNAP). Services provided by the score and additional partners are coordinated by the Workforce Development boards standing committees and the contract for the One-Stop operator, Arbor E&T, whose function it is to convene monthly meetings of the One Stop Center Partners advisory committee. Services to youth participate and individuals with disabilities are likewise coordinated and informed by those committees respectively. Each committee is chaired by a LRWDB member and activities of the committee are reported to the board on a near monthly basis. This convening and coordination of services among the core and significant partners in the workforce center by the One-Stop operator supports the alignment, efficiency, and inclusiveness of the service delivery system.

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

Within the past two years, the LRWDB has established specific local goals for providing services to hard-to-reach populations, including veterans, returning citizens, homeless persons, and individuals with disabilities and English as a Second Language. Workforce center staff will review the individual's needs to determine what programs may be able to provide the appropriate services and then refer that individual to the corresponding program.

LRWFC staff honor the "priority of service" mandate for veterans. The LRWDB has also leveraged funds beyond WIOA to address the needs of other hard-to-reach populations with regard to education, training, employment, career pathways, and supportive services.. For instance, funds obtained through a YouthBuild grant can continue to be used to assist older youth. The LRWDB also partners with community organizations like Our House, Goodwill Industries, and the City of Little Rock to obtain and use grant monies for adult re-entry programs serving returning citizens and homeless persons. The LRWDB will also continue to seek grant funds for juvenile diversion programs.

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

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

The Little Rock Workforce Center (LRWFC) uses a demand driven concept, leveraging strategies like an Employer Toolbox and Business Advisory Team, to enhance partnerships with and engagement of local employers. In particular, the Business Advisory Team (BAT) will include individuals who are part of targeted business sectors and career pathways.

Further, the LRWDB has adopted a tiered approach to sector strategies to ensure that workforce system activities and outcomes align with data-driven business needs and occupational projections. The criteria for establishing high-priority sector tiers, as outlined in section 1 of this document, include: data-driven high growth/demand and high wage, defined career pathways, stackable and transferrable credentials, and engaged local educational and employer partners.

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To facilitate achievement of sector strategy objectives, the LRWDB has established partnerships with multiple businesses, including:

- Healthcare:

  CHI – St. Vincent, Arkansas Children's Hospital, Baptist Health, University of Arkansas for Medical Sciences, Heart Hospital

- Advanced Manufacturing:

  Dassault Falcon Jet, Envoy Air, Inc. (Amer. Airlines, Little Rock Port Authority, AFCO Steel, Lexicon, Welspun Tubular

- Construction:

  CDI Contractors, Sub-contractors, Unions, Apprenticeship Programs

- Transportation/Logistics:

  Trucking Companies, Wal-Mart, Dillard's

- Education:

  University of Arkansas at Little Rock, Pulaski Technical College, Little Rock School District, Pulaski County Special School District, and private schools in the Little Rock area.

See Appendix B for a summary of employer partnerships by sector strategy.

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

The LRWDB supports a local workforce development system that meets the needs of businesses by continued outreach, participation in events such as career and tech education summits, continuous development of targeted sectors, apprenticeships, on-the-job training, and work based learning.

Specifically, the LRWDB will leverage proven strategies like the Employer Toolbox and Business Advisory Team to customize solutions to employer's needs in a broad array of employment-related areas (job referrals, job fairs, interviews).

Targeting Tier 1 sectors will allow the LRWDB to align stackable, portable credentials with the skill needs of local businesses, including:

- Healthcare: Certified Nursing Assistant (CNA), Emergency Medical Technician (EMT), Licensed Practical Nurse (LPN), Registered Nurse (RN)

- Advanced Manufacturing: Certified Production Technician (CPT), Certified Logistics Technician (CLT), Machinist (NIMS), Welder (AWS/CW)

- Construction: Construction Crafts (NCCER), Refrigeration Mechanics and Installers (HVAC)

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

The LRWDB will coordinate with local economic development partners to leverage resources within the Little Rock area, including:

- Arkansas Economic Development Commission (AEDC)
- Arkansas State Chamber of Commerce
- Little Rock Chamber of Commerce
- Rockefeller Foundation

The LRWDB will participate in community outreach events and seek opportunities to execute sector strategies in partnership with these entities.

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

The local unemployment insurance division is a part of ADWS, one of the core Partners in the center, and is an integral part of the efforts to reengage those who are unemployed and seeking opportunities for employment or retraining. A concerted effort has been, and will continue to be, to identify you are exhausting or those who are near too exhausting their UI benefits. Once identified, you are exhausting are provided additional intensive and coordinated services to become engaged.

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

3.5 Describe local and regional efforts to support and/or promote entrepreneurial skills training and microenterprise services, in coordination with economic development and other partners. [WIOA Sec. 108(b)(5)]

The Little Rock Workforce Development Area is fortunate to be the home to several entrepreneurial skills training and start-up development centers. The Little Rock Venture Center encourages, trains and supports entrepreneurs in the development of their start-up ideas and links them to capital resources in the financial and banking center of the state and internationally. The Arkansas Regional Innovation Hub located just across the Arkansas River in North Little Rock does much the same, emphasizing additional entrepreneurial training programs for High School students and youth. A member of the LRWDB is the director of the Innovation Hub and has recently combined and expanded its organization and initiatives under those of the Winrock International, the Arkansas-based international development organization with a focus on agricultural, environmental and community development issues. In recent years, the Little Rock Technology Park has also found a home in Little Rock, evolving from the need to provide lab and research space for scientific and technological start-ups emerging from such places as Tech Launch at the

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University of Arkansas at Little Rock and its College of Engineering and Information Technology, UAMS Bioventures Program, and the Arkansas Children's Hospital Research Institute. With the centers and the tech park being located in downtown Little Rock, this area has become known as the Creative Corridor, supported institutionally by the City of Little Rock, the Little Rock Regional Chamber of Commerce, the Small Business Administration, the Arkansas Small Business and Technology Development Center, and, of course, The Little Rock Workforce Development Board. Virtually all of these educational, research and business development institutions are represented on the LRWDB and these relationships will be used to ensure that clients who may wish to open their own business can do so with the aid of our entrepreneurial partners who provide those specific services. By building stronger relationships with the entrepreneurial centers and supporting organizations, the LRWDA will be able to assist small enterprises with their specific workforce needs. Many small and medium firms do not have the resources to train staff, the LRWDA through the Business Advisory Team and WIOA scholarships can assist them with that need.

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

Coordination in the Little Rock area is achieved through the referral process. Any participant that enters a workforce center for a request for services will be assessed to determine which partner would be better to assist them with the service they need.

The LRWDB has established partnerships with educational institutions to facilitate achievement of sector strategy objectives, including:

- Little Rock School District,
- Medlinc, Inc.
- Baptist Health
- University of Arkansas for Medical Sciences
- Metropolitan Career-Tech Center
- Manufacturing Skill Standards Council
- Pulaski Technical College
- Arkansas Construction Education Foundation
- University of Arkansas at Little Rock
- Job Corps
- Union & Employer Apprenticeships
- OSHA Certification Providers
- Goodwill Industries
- C1 Trucking
- Diesel Driving Academy

See Appendix B for a summary of educational partnerships by sector strategy.

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

The provision of Supportive Services will be assessed and coordinated among the One Stop Center Partners through the facilitation of the WIOA Title I program services provider and One-Stop operator. The workforce services delivery team will work cohesively and comprehensively to determine how each participant's needs will be met by the partners' different types and levels of Supportive Services. Participants will be referred to outside agencies if those needs cannot be met with internal resources. Supportive Services such as transportation will be coordinated through the provision of gas vouchers, public transit passes, agency-owned or contracted transportation, or Community sponsored transportation.

The board carries out workforce activities by partnering locally though Memorandums of Understanding (MOU) to implement partner programs. The LRWFC is fully integrated with WIOA; Wagner-Peyser; Jobs for Veterans State Grant (JVSG); Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF); Unemployment Insurance (UI); Adult Education and Family Literacy; and Vocational Rehabilitation. Local partnerships and integration also exist in many areas with Supplemental Nutrition Assistance Program (SNAP) Employment and Training Programs and others

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

The Little Rock Workforce Development Board and the Title I One-Stop WIOA programs service provider enjoy a long-standing, tried-and-tested partnership with the ADWS – the state agency charged with delivering employment services under the Wagner-Peyser Act – as well as the local adult education programs, the vocational rehabilitation programs, the two- and four-year educational institutions, chamber of commerce and other economic development entities, registered apprenticeship, and an array of community-based organizations in support of its initiatives. A priority of the local board and central to the implementation of the strategic plan is the integration of service delivery amongst multiple workforce and talent development programs and the prevention and/or elimination of duplication across programs. Alignment of core and optional programs will be made possible by mutually identifying the pressure points and crossover areas that lead to duplication or inefficiencies. These strategies include:

The establishment of – and robust participation among the membership of – the One-Stop Partners Advisory Committee. The one stop operator facilitates an integrated, regular partners meeting each month within the comprehensive center located in Little Rocks. Both community and co-located partners can attend and share current activities and announcements that then are lifted and shared seamlessly or modified or augmented to incorporate services of the other core and workforce center partners.
The LRWDB maintains an active and current website at www.lrwib.org Organize Service by Function
Organize and integrate services by function (rather than by program); when permitted by a program's authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and

training efforts. Functional alignment includes having workforce center staff who cross-trained to serve all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.

Business Advisory Team (BAT)

The Workforce Center at Little Rock has increased its effort to create a uniformed delivery of business services to local employers. The Business Advisory Team (BAT) was created in PY2012 consisting of business service representatives from partner agencies. The Business Advisory Team is responsible for business outreach to identify and present the needs, concerns, and expectations of the employers and develop a strategy to serve the employers on a customized basis. The goal of the team is to implement an integrated, seamless method of service delivery to fulfill the business needs of employers. This is accomplished by responding with a demand driven system while providing the highest level of customer service. The members of the Business Advisory Team ensure that the Employer Toolbox is given to employers on initial contact. This toolbox provides written information on all services available at the local Workforce Center through pamphlets, brochures, business cards, and other reading material that gives a brief description of the Center's services. The toolbox allows the Business Advisory Team to share a common message about the Center rather than program specific messages. The toolbox also educates employers on incentives available when hiring targeted populations through the Work Opportunity Tax Credit program, Federal bonding programs, work experience and on-the-job training (OJT) programs.

The Business Advisory Team Ambassadors will coordinate job fairs, informational fairs, and industry specific events where employers can recruit and conduct interviews on-site and at no cost to employers and jobseekers. The BAT coordinates informational workshops and trainings that are presented by a company representative who provides specific information on their unique screening processes. A BAT host will extend open house invitations to community and Faith-based organizations to tour the Center to see firsthand what the Center has to offer the general public as well as businesses. It works closely with the Little Rock Chamber of Commerce and other economic and community development organizations to establish strong partnerships. BAT members attend and participate in business after-hour networking events, and stay connected with national and state Human Resource Associations to develop closer relationships with major company stakeholders.

Summer Youth Employment Program (SYEP) was a success. Over 86% of the clients successfully completed the work readiness goal. As a result of the SYEP, several clients – both participating in the PROMISE Grant and the WIOA SYEP – were offered permanent positions with their worksites.

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

At its meeting on October 27th, 2016 the LRWDB created an ad hoc committee to review adult education applications submitted under WIOA Title II adult education and literacy.

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The committee will review adult education applications according to the timeline set forth by the department of Career Education /Adult Education Division in its document entitled Request for Proposals (RFP) Timeline and included in the appendix of this plan as Appendix E.

Supportive services are provided by ARS and DSB to promote inclusion and accommodation of individuals with disabilities in local applications submitted under WIOA Title II Adult Education and Literacy.

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

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

The Construction industry has the most active sector partnership in the Little Rock area. The Arkansas Builders and Contractors, Arkansas General Contractors, and Arkansas Subcontractors Associations are the primary stakeholders and drivers of partnership activities. These organizations, along with the Arkansas Construction Education Foundation (ACEF) are supporters of Arkansas' registered apprenticeship programs. Contractors and union organizations jointly serve on a statewide steering committee to support apprenticeship programs and initiatives.

- Emerging
  - Has at least an interim coordinator, convener, or convening team;
  - Has engaged at least one private sector champion to help drive the launch and implementation of a sector partnership;
  - Includes individuals from workforce development, education, economic development and other programs or organizations in strategic partner roles;
  - Actively working to implement strategic priorities outlined in a launch meeting.

The State Chamber of Commerce is leading an emerging partnership group in the Advanced Manufacturing sector, incorporating leadership from the Manufacturing Standards Skills Council.

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Similarly, Arkansas Tourism and Hospitality is attempting to convene workforce development activity in this sector. While Tourism and Hospitality is currently a Tier 3 sector for the Little Rock area, the LRWDB is monitoring workforce development activity in this sector for future planning efforts.

- Exploring
  - Is in the infancy stage, but actively considering or planning the preparation needed to launch a partnership;
  - Working to identify partners who would be involved;
  - Determining if the partnership really makes sense for the community.

Since Human Resource Directors are a critical component of a solid workforce development system in Little Rock, the LRWDB is working to establish a partnership with the Human Resource Management Association of Arkansas (HRMA) to work across key Tier 1 and Tier 2 sectors like Healthcare, Advanced Manufacturing, and Transportation/Logistics. HRMA has established a board position focused exclusively on Workforce Readiness issues and activities.

The LRWDB will also continue its support of large-scale job fairs presented by the Central Arkansas Human Resource Association (CAHRA) and the Arkansas Democrat-Gazette.

3.11 Does the local board currently leverage or have oversight of funding outside of WIOA Title I funding to support the local workforce development system? Briefly describe the additional funding and how it will impact the local system. If the local board does not currently have oversight of additional funding, describe any future plans to pursue them.

The LRWDB actively and regularly pursues funding outside of WIOA Title I appropriations. Currently funded through 2019 and possibly beyond are The YouthBuild Grant and the PROMISE Grant.

PROMISE—Promoting Readiness of Minors in Supplemental Security Income—is a joint initiative of the Social Security Administration (SSA) and the U.S. Departments of Education (ED), Health and Human Services, and Labor. Arkansas was selected as one of six programs nationally to promote positive changes in education and employment outcomes for the target population. To achieve these outcomes, AR PROMISE will provide innovative educational, vocational, and other services to youth and their families. AR PROMISE will also make better use of existing resources by improving service coordination among state and local agencies. Youth SSI recipients age 14 to 16 are eligible to enroll in the PROMISE study. The services will be provided over a five-year period which started in October 2013. The LRWIB began its partnership with the Arkansas PROMISE Grant consortium in January 2015 to construct and operate a summer youth work experience program to run simultaneously and in concert with the regular WIOA-funded Summer Youth Employment Program (SYEP.) Of 51 PROMISE Youth enrolled in the study from our area, 47 chose to try the experience of having a summer job. The great majority of both employers and participants reported positive experiences. 45 of the 47 participants (96%) from this LRWDA completed at least 150 hours of the 200 allowable work experience hours, which was considered as the minimum for a successful program outcome. 31 of the 47 participants (66%) completed the entire 200 hours of allowable work experience. A work-readiness assessment tool conducted with employers after the program was finished revealed that 62% of participants were graded as proficient in ten main categories of work readiness by their employer worksite, which was down from 77% in PY14. The employers were allowed to add up to four additional categories specific to their worksites. AR PROMISE is based on the underlying

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assumption that as families improve their circumstances through education, employment, and financial stability, they will be more able and willing to support the young person with a disability in pursuing her or his education and employment goals. AR PROMISE will enroll 2,000 youth SSI recipients and their families. One-half of the enrolled cases will be randomly assigned to treatment status (the "program group") and will be eligible for PROMISE services. The other half will be randomly assigned to control status (the "usual services group") and will be eligible for only those services that would have been available in the absence of PROMISE. The LRWDA expects to ultimately serve around 275 youth.

The Little Rock Workforce Investment Board (LRWIB) received a **YouthBuild Grant** in 2010 for $1.1 million, and the YouthBuild Little Rock program was refunded for $720,000 to continue in 2014. In PY15, the second year of this grant, the goal is to serve at least 20 additional older out-of-school youth in acquiring a GED and industry recognized and accredited certifications in highway construction, weatherization technology, certified nursing assistantship, commercial truck driving, and, of course, construction apprenticeship. The youth are required to be between 16 to 24 years old, have not completed high school and face other educational, economic and employment barriers. The first cohort began in February 2015 and consisted of 14 participants – purposefully designed to be small for better interaction between their peers and YouthBuild program teachers, counselors and staff. Through a partnership with the Little Rock School District Adult Education Program, an additional 16 participant have been enrolled and there has been an 85% attainment rate of at least a 1.5 grade increase in literacy or numeracy skill levels as of June 30, 2016. A 58% rate of placement in education or employment has been attained thus far as staff seeks additional placements into employment, apprenticeships, military, or continuing educational settings. The LRWIB partnered with Habitat for Humanity of Pulaski County to provide the instruction of the accredited NCCER curriculum (National Center for Construction Education and Research) and the worksite locations where the participants acquire hands-on experience applying the concepts they have learned in class. This cohort would help Habitat to complete five units of housing for low and very-low income families – working on all phases of construction from foundation to roofing. This project will positively impact that lower-income neighborhood for generations, and will be a memory of public service when these participants can point to a house and tell their children "I helped that family build their home."

The additional funding impacts the local system by allowing the LRWDB to provide services to youth, dislocated workers, and adults that go beyond WIOA programs. For instance, the LRWDB began a partnership with the Arkansas PROMISE Grant consortium in January 2015 to operate a summer youth work experience program to run in concert with the Summer Youth Employment Program (SYEP.)

The LRWDB intends to continue to pursue these and other additional funding options to maximize workforce development offerings in the Little Rock area.

Section 4: Program Design and Evaluation

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

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

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

The LRWDB is currently working with its core partner ADWS to strengthen and improve its Eligible Training Provider List (ETPL) and the software system which determines the basic elements and requirements for eligibility including: location, costs, graduation rates, placement rates, ability to track participants after completion and exit. The LRWDB is responsible for verifying that courses and training offerings made by the service provider meet in-demand occupational requirements. The LRWDB will, in addition, ensure that continuous Improvement is demonstrated Buy more closely aligning its identified industry sectors in this plan with accredited training providers that can demonstrate the ability to meet and exceed local demand.

In particular, the board will work through LRWDB board members - like the Executive Director of the Arkansas Construction Education Foundation (ACEF) and Safety Coordinator and Trainer for the Arkansas General Contractors Association - to expand awareness of the ETP list to Registered Apprenticeship programs and encourage their application for ETP status.

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

The LRWDB will work closely with 'remote' service locations such as community-based organizations, the Central Arkansas Library System, and other social service agencies within the Little Rock area to identify opportunities for electronic, computer, and Internet access to be made available as widely as possible. In particular, the LRWDB will seek to provide access to services for employers and harder-to-reach populations through existing technology channels like Arkansas Job Link and the LRWDB website. In addition to website material, the LRWDB has increased its blogging activity and plans to incorporate social media messaging into a redesigned website infrastructure in 2017.

Due to the urban nature of the Little Rock area, the LRWDB's primary challenge is not providing access to users in remote areas. However, like other regions, the LRWDB does include clients with limited ability to use computer technology. So clients in remote areas will be encouraged through marketing materials (brochures/flyers) to contact their local workforce center by phone, where staff-assisted services can be made available.

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

The LRWDB, in conjunction with entities within the one-stop delivery system, will comply with WIOA section 188, and applicable provisions of the Americans with Disabilities Act of 1990 by pursuing several key actions, including:

- Provide training to staff on applicable provisions of the ADA using material jointly developed by the partners and State entities.

- Bring together core program partners to integrate services and supportive services, and leverage resources to improve services to individuals with disabilities and other protected groups who are unemployed, underemployed, or receiving Social Security disability benefits, by utilizing services available through our local centers to connect them to existing successful career pathways programs.

- Explore changes in service delivery design and establish or expand partnerships that better connect education, training, workforce, and supportive services to improve employment outcomes of individuals with disabilities. For example, to facilitate extensive pre-employment transition and improve the employment outcomes for individuals with disabilities, the LRWDB includes two representatives from Arkansas Vocational Rehabilitation and Lighthouse Services for the Blind.

- Encourage active engagement with the business sector to identify the skills and support that individuals with disabilities need and communicate these needs to the partners, education and training providers, as well as individuals with disabilities.

- Assess the physical and programmatic accessibility of the Little Rock Workforce Center and training facilities to ensure continued compliance and access for individuals with disabilities and other protected groups.

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

All of the following program partners are located at the Little Rock Workforce Center, 5401 S. University Ave., Little Rock, AR 72209:

- American Association of Retired Persons (AARP)
- Arkansas Department of Career Education (ADCE)
- Arkansas Rehabilitative Services Division (ARSD)
- Arkansas Department of Workforce Services (ADWS)
- Business Advisory Team (BAT)
- Career Pathways (TANF/TEA)
- Career Readiness Certificate (CRC)
- Central Arkansas Development Council (CADC)
- Employment Services (ES)
- Little Rock Job Corps (LRJC)
- Little Rock School District (LRSD) – Adult Education
- Little Rock Workforce Development Board (LRWDB)
- National Emergency Grant (NEG)
- Promoting the Readiness of Minors in Supplemental Security Income (PROMISE)
- Pulaski County Sherriff's Department (PCSD)

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- Pulaski County Special School District – Adult Education
- ResCare, Inc. dba Arbor E & T (Arbor)
- Summer Youth Employment and YouthBuild (YB)
- Temporary Assistance to Needy Families (TANF/TEA)
- Trade Adjustment Assistance (TAA)
- Unemployment Insurance Division (UI)
- Veteran's Administration (VA)

See Appendix D for an organizational chart that depicts the LRWDB as part of the One-Stop Operator service provider system for Little Rock, including all required and optional program partners and their roles and resource contributions.

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

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

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

The LRWDB follows the L.E.A.D.E.R. in assessing and accepting the type of employment and training activities that may be provided to adults and dislocated workers.

L – Location: the training service must take place within a 50 mile radius of the LRWDA in order to make the cost of transportation and availability of time the most reasonable and practicable to our customer base.

E – Excellence: the training service provider must demonstrate an excellence in curriculum, facilities, trainer credentials and education, training equipment and supplies, and cost of program. All facilities must meet all ADA compliance concerns.

A – Accreditation and Licensing: all training service providers must be accredited or licensed by the acknowledged accrediting organization or state agency for its industry.

D – Demand Occupations: approved training service programs will be able to demonstrate that their programs will result in graduates ready to accept jobs on the demand occupations list and within the industry sectors outlined above.

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E – Employer-Driven and Supported: training service providers must demonstrate a link to employers and businesses within the greater LRWDA that will lead to job placement, high wages, long-term retainment, and employer satisfaction.

R – Record of Success and Achievement: training service providers must demonstrate a track record of graduating students, credentials attained, job placement and retention, and linkages to successful career pathways.

If the training service organization is a L.E.A.D.E.R. in its field, then the LRWDB is ready to follow its lead and approve its program(s) as a valued partner in our community and workforce delivery system. With the many college campuses and private training service providers dispersed throughout the Little Rock region, there are sufficient training providers available to meet the needs of the participants.

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

Workforce Center staff members participate in activities coordinated by the Governor's Dislocated Worker Task Force. State and local WIOA partners, like the Little Rock Chamber of Commerce, will continue to build and maintain relationships with the business community to help with early warning of potential layoffs and promote early intervention.

Together, the following services will be provided:

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

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

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

Effective models and best practices for youth workforce activities relevant to the Little Rock area address each of the 14 program elements, including:

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In regards to tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies, staff utilizes Rescare Academy and GED Academy to assign online refresher and learning courses. We reserve the TANF computer lab so they use these systems on site if they need assistance. We also partner with and refer youth to UALR's TRIO Educational Talent Search (ETS) program for tutoring. We plan to partner with Little Rock School District to utilize a Paraprofessional to assist with study skills. We have an Adult Education partner on-site which makes it easier for our staff to monitor the youth's attendance and obtain Test of Adult Basic Education (TABE) scores, if necessary. We offer monetary incentives for youth who attend at least 2 hours of instruction per day, provided they submit an Incentive Timesheet with their signature and the Instructor's signature. These strategies can lead to completion of the requirements for a secondary school diploma or its recognized equivalent or a recognized postsecondary credential.

We have built and maintained a good working relationship with Accelerated Learning Center, SIA Tech School for Integrated Academics and Technologies, and ACC Metro Vo-tech to provide alternative secondary school services or dropout recovery services. We also offer monetary incentives for attending these classes.

We now offer youth participants a work experience year-round, as well as, a summer employment opportunity. We provide a mandatory job preparation training for each before they enter a work experience. We also refer them to workshops or job clubs that are offered in the community, such as a Job Club provided by TANF every other week. We utilize Rescare Academy for online soft skill courses. We plan to develop an internship and job shadowing program at the Workforce Center, as well as, host an Apprenticeship Fair.

Occupational Skills Training is being offered to our youth participants, to include various training programs. The most popular program is the CNA (Certified Nursing Assistant) training, however we also offer Truck Driving Training, Forklift training program at Goodwill, and basically any program that is on the Eligible Training Providers List. We can also co-enroll them in our Adult program to assist with tuition payment.

In an effort to provide education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster, our staff offers job preparation workshops consistently throughout the year. We maintain an excellent partnership with HRMA to assist in the facilitation of workshops and plan to build our facilitator pool to include a more diverse variety of workforce professionals. We also utilize Rescare Academy courses to provide this service.

Since WIOA components are so similar to the YouthBuild program, our WIOA youth participants are encouraged to engage in leadership development opportunities, including community service and peer-centered activities along with the YouthBuild participants. Most recently, activities include youth helping to pack boxes in the food pantry at Church at Rock Creek and picking up litter at Pinnacle State Park. These activities help encourage responsibility and other positive social and civic behaviors.

We provide supportive services on a consistent basis, such as transportation, linkages to community services, assistance with educational testing, referrals to health care, and assistance with appropriate work attire and work-related tools. We also have a list of referral agencies that can provide some of the services mentioned.

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We are in the process of developing an adult mentoring program in order to provide adult mentoring for a duration of at least 12 months. We will solicit individuals from our partnering agencies within the Workforce Center, non-profit agencies, and faith-based organizations. We will offer mentoring in groups at the Workforce Center and assign various topics to discuss, where each youth will be able to individually meet with their mentor after the group discussion, if needed.

Our staff continuously provides youth participants with comprehensive guidance and counseling to address the individual needs of the youth. This may include referrals to counseling, drug and alcohol abuse counseling, etc. We will partner with Counseling Providers to provide workshops over various topics.

Our youth participants utilize Rescare Academy's financial literacy courses and Money Skills course in order to gain financial literacy education. We partner with local banks, Consumer Credit Counseling Services and Cooperative Extension Services to offer workshops. We also refer participants and their families to Central Arkansas Development Council (CADC).

Our staff provides labor market and employment information about in-demand industry sectors or occupations available in the local areas, such as career awareness, career counseling, and career exploration services by referencing Hot 95 Jobs, Discover Arkansas, and Arkansas Consumer Reporting System. We host job fairs that cater to specific industries and occupations.

We schedule tours of local colleges and universities for our participants that help them prepare for and transition to post-secondary education and training. We inform the youth of local career and college fairs and prepare them before attending. Staff discusses scholarships, grants and financial aid assistance with youth and their parents, if applicable. We also review the demand occupations and training requirements for those, as well as, how to complete an application for school admission.

The PROMISE program has raised the LRWDB's awareness of the needs for pre-employment and training opportunities for youth with disabilities as an investment with a tangible future return. The LRWDB and LRWFC will continue to operate according to SSI criteria and guidelines to serve youth with disabilities and their families through the PROMISE program as a means to help these youth pursue their education and employment goals.

Pre-employment transition services (PRE-ETS) to students with disabilities will include job exploration and counseling, work-based learning experiences, and workplace readiness training. Work-based learning may include in-school or after school program and internship. ARS and the Department of Human Services, Division of Services for the Blind will provide or coordinate implementation for students with disabilities.

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

The LRWDB is committed to the following actions based on the board's guiding principles:

- Aligning education, training, and career management resources behind the data-driven needs of local business and industry
- Establishing partnerships (e.g., city leadership, employers, educators) that support commonly held, locally relevant economic priorities
- Telling the LRWDB's "story" to market and promote the Little Rock talent development system as a preferred resource for local and regional employers
- Developing LRWDB staff that are recognized leaders in workforce development in Little Rock
- Optimizing a streamlined staff model with efficient, effective practices that connect employers with qualified job seekers
- Serving as a board of choice for the Little Rock community where board members exhibit dedicated, active participation toward talent development objectives
- Adopting and implementing best practices for talent development and innovative fund development approaches as a model for workforce development in the state
- Becoming informed about legal and regulatory requirements and seeking ways to address their effect on businesses in the Little Rock area
- Demonstrating the highest levels of integrity, respect, transparency, and trust as board members and staff work to implement workforce development strategies

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

As customers are interviewed, evaluated and/or assessed, it is apparent that career services are not always enough to enable job seekers to obtain self-sufficient employment. In some instances, formal training is required. Customer and Career Counselor identify appropriate training based on customer IEP and using the approved training provider list. Training service funded by WIOA programs, may offer multiple training services such as:

- Occupational skills training
- On-the-job training (OJT)
- Registered Apprenticeships
- Incumbent worker training
- Skill upgrading and retaining
- Entrepreneurial training, and
- Adult education and family literacy activities

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

Training services are funded through WIOA programs, Pell Grants, partner programs, and state and local grants. Local areas are responsible for establishing and implementing local polices for eligibility, Individual

Training Account (ITA) limits, and the identification of in-demand sectors or occupations. Through multiple initiatives and projects, Arkansas has focused training and career development activities on sector strategies/partnerships and career pathway development. At the state level, the Eligible Training Provider List (ETPL) has been updated pursuant to WIOA Sections 122 and 134. This list ensures that Arkansans are able to make informed decisions on training providers and programs based on accurate data including completion and placement rates; labor market information; and wage expectations.

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

To be included on the ETPL, providers must submit an electronic application to the local board for their approval. All training providers will complete an online electronic application through the automated Arkansas Consumer Reporting System.

All training must be directly linked to high-priority sectors, career pathways, and employment opportunities in the Little Rock metropolitan area. Any training for a participant that is paid for by WIOA funds must be on the Projected Employment Opportunities List for the state or local area.

The LRWDB will review the ETPL and work to add providers that support talent development outcomes for Tier 1 and Tier 2 sector strategies. Target employment opportunities will also be verified against Ongoing Education and Training (O'Net) codes that represent employable fields.

Section 5: Compliance

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

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

The LRWDB local plan incorporates Vocational Rehabilitation cooperative agreements as described in the Vocational Rehabilitation State plan to enhance the provision of services to individuals with disabilities and other individuals. A local rehabilitation committee provides oversight of, and facilitates compliance with, the cooperative agreements.

The LRWDB maintains a Memorandum of Understanding (MOU(with the Arkansas Rehabilitation Services (ARS) division within the Arkansas Department of Career Services to exchange and provide cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. ARS staff attends joint partner meetings of the One-Stop Partners Advisory Committee and the Business Advisory Team meetings. An additional MOU exists with the ARS to

provide cubicle space at the One-Stop Center for an ARS staff case manager to recruit and attend to the needs of its customers.

Reciprocally, staff from the different partners at the One-Stop Center support and collaborate upon projects that originate at ARS, such as sensitivity and accommodation trainings related to individuals with disabilities, job fairs and the Annual Business Summit. Additional agreements exist both with ARS and the University of Arkansas through the PROMISE grant, a research and development grant which is studying 14-17 year old youth with disabilities to determine if exposure to employment opportunities at a young age will impact their participation in employment long-term.

The LRWDB is determined to adopt policies and attitudes that are not only inclusive of individuals with disabilities, but place their needs at a priority of services level.

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

The Little Rock Workforce Development Board is the entity responsible for the disbursal of grant funds as determined by the Chief Elected Officials.

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

The competitive processes to award the subgrants and contracts for activities funded by WIOA Title I programs in the Little Rock area occurs according to the Uniform Guidance provided by Office of Management and Budget (OMB) Super Circulars.

The LRWDB follows the procurement processes outlined for Competitive Proposals: Used for purchases over the Simplified Acquisition Threshold, which is currently $150,000. This procurement method requires formal solicitation, fixed-price or cost-reimbursement contracts, and is used when sealed bids are not appropriate. The contract should be awarded to the responsible firm whose proposal is most advantageous to the program, with price being one of the various factors.

5.4 Describe the local area's negotiated local levels of performance for the federal measures and their implications upon the local workforce system; attach the completed Performance Targets Template. [WIOA Sec. 108(b)(17)]. *Note:* See Appendix C: Transitional Planning References and Resources "Performance Targets Template".

The Little Rock area's negotiated local levels of performance for the federal measures match the state of Arkansas' levels of performance – as outlined in Appendix F: Local Area WIOA Negotiated Performance Goals.

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The primary implications for the local workforce system lie in adding emphasis on "Measurable Skill Gains" and "Effectiveness in Serving Employers." Adding the "Measurable Skill Gains" negotiated measures requires the local area to meet stated goals in skill areas beyond formal education, such as certifications or credentials. Adding the "Effectiveness in Serving Employers" negotiated measure requires the local area to consider the needs of employers as a primary driver in building a talent pipeline, whereas the previous driver had largely been job seeker-focused.

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

The levels of performance for the federal measures as outlined in the response to question 5.4 and Appendix F are used by the LRWDB to measure performance and effectiveness of its own actions as the fiscal agent, eligible providers and the one-stop delivery system in the Little Rock area.

While each member of the one-stop delivery system functions as distinct operating units with unique contributions, the local board, eligible providers, and the local one-stop operator strive to function as a comprehensive, holistic structure to achieve the common measures.

The indicators used by the local board to measure performance and effectiveness of the local fiscal agent include: a monthly review of allowable expenditures; regular review of financial reports at Executive Committee and Full Board meetings (funding streams, budget); annual WIOA financial monitoring of programs, annual financial audit by independent auditor, and annual financial monitoring by Arkansas Department of Workforce Services.

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

The process used by the LRWDB for the receipt and consideration of input into the development of the local plan includes distribution to board members at the board meeting on October 27. LRWDB members represent a variety of businesses, labor organizations, educational institutions, and government agencies. LRWDB members will also be asked to share the local plan with members of their business and community network and solicit comments.

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

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

The LRWDB will make the proposed local plan available for public comment by:

- Publishing an announcement of the public comment period in Sunday edition of the Arkansas Democrat Gazette on November 13
- Including an announcement of the public comment in the LRWDB's blog, available on the board's website: www.lrwib.org
- Alerts to online networks and community partners to share the announcement of the public comment period
- Print announcement of the public comment period at the Little Rock Workforce Center
- Full text of the local plan available on the LRWDB's website: www.lrwib.org

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

The LRWDB collected public comments from all sources listed in question 5.7, part A, and considered them for inclusion in the proposed local plan at the board's December 2016 meeting.

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

No comments were received.

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

The designated equal opportunity officer for the Little Rock Workforce Center is:

Yolanda Carman, M.Ed., Business Service Manager/HR Representative
WIOA /Arkansas Workforce Center, 5401 South University Avenue, Little Rock, AR 72209

yolanda.carman@arkansas.gov
501-682-8038 Direct
501-682-7719 Office
501-537-0729 Fax

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Section 6: Plan Assurances

		Planning Process and Public Comment	References
☒	6.1	The local board has processes and timelines, consistent with WIOA Section 108(d), to obtain input into the development of the local plan and provide the opportunity for comment by representatives of business, labor organizations, education, other key stakeholders, and the general public for a period that is no less than 30 days.	WIOA Sections 108(d); proposed 20 CFR 679.550(b)
☒	6.2	The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)
☒	6.3	The local board has established procedures to ensure public access (including individuals with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIOA Section 107(e); proposed 20 CFR 679.390 and 679.550
		Required Policies and Procedures	**References**
☒	6.4	The local board makes publicly-available any local requirements for the public workforce system, such as policies, including policies for the use of WIOA Title I funds.	Proposed 20 CFR 679.390
☒	6.5	The local board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.	WIOA Section 107(h); proposed 20 CFR 679.410(a)-(c)
☒	6.6	The local board has copies of memoranda of understanding between the local board and each one-stop partner concerning the operation of the one-stop delivery system in the local area, and has provided the State with the latest versions of its memoranda of understanding.	WIOA Section 121(c); proposed 20 CFR 678.500-510
☒	6.7	The local board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated no less than once every three years.	WIOA Section 121(c)(v)
☒	6.8	The local board has negotiated and reached agreement on local performance measures with the local chief elected official(s) and the Governor.	WIOA Sections 107(d)(9) and 116(c); proposed 20 CFR 679.390(k) and 677.210(b)
☒	6.9	The local board has procurement policies and procedures for selecting one-stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.	WIOA Sections 121(d) and 123; proposed 20 CFR 678.600-615 and 681.400
☒	6.10	The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts	WIOA Sections 107(d)(10), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)-(m) and 680.410-430

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☒	6.11	The local board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	WIOA Section 181(c); proposed 20 CFR 683.600
☒	6.12	The local board has established at least one comprehensive, full-service one-stop center and has a written process for the local Chief Elected Official and local board to determine that the center conforms to the definition therein.	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305
☒	6.13	All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)
☒	6.14	The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	WIOA Section 188; 29 CFR 37.42
☒	6.15	The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.	WIOA Section 188; 29 CFR 37.42
☒	6.16	The local board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.	WIOA Section 188; 29 CFR 37.54(a)(1)
☒	6.17	The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 37.37
☒	6.18	The local board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements	2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGL 2-12; 29 CFR Part 93.100
☒	6.19	The local board ensures that one-stop Migrant and Seasonal Farmworker (MSFW) and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven.	WIOA Section 167
☒	6.20	The local board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	WIOA Sections 116(i)(3) and 185(a)(4); 20 USC 1232g; proposed 20 CFR 677.175 and 20 CFR part 603
		Administration of Funds	**References**
☒	6.21	The local board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable	WIOA Section 108(b)(16); proposed 20 CFR

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		federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	679.560(a)(15); WIOA Section 134(c)(3)(G); proposed 20 CFR 680.300-310
☒	6.22	The local board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program funds.	WIOA Section 108(b)(15)
☒	6.23	The local board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	WIOA Section 184(a)(3); proposed 20 CFR 683.200, 683.300, and 683.400-410
☒	6.24	The local board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	WIOA Section 184(c); 20 CFR Part 652; proposed 20 CFR 683.410(a), 683.420(a), 683.750
☒	6.25	The local board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Section 181(b)(7); proposed 20 CFR 680.850
		Eligibility	**References**
☒	6.26	The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career services and training services, consistent with state policy on eligibility and priority of service.	Proposed 20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A
☒	6.27	The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	WIOA Section 134(c)(3)(G); Proposed 20 CFR 680.300-320
☒	6.28	The local board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	WIOA Sections 129(c)(2)(G) and 134(d)(2); proposed 20 CFR 680.900-970; proposed 20 CFR 681.570
☒	6.29	The local board has a written policy for priority of service at its workforce centers for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.	Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09

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Appendix A: Sectors and Career Pathways Summary

	Sectors	Career Pathways/Credentials
Tier 1	Healthcare	1) In-Home Assistant, Personal Care Aid, Nursing Assistant (CNA), Emergency Medical Technician (EMT) ⇨ Medical and Lab Technician, Licensed Practical Nurse (LPN), Registered Nurse (RN) 2) Medical Office Technician ⇨ Medical Records Technician ⇨ Coding & Transcription ⇨ Medical and Health Admin & Mgmt.
	Advanced Manufacturing	1) Production Technician (CPT) ⇨ Machinist (NIMS), Welder (AWS/CW) 2) Avionics ⇨ A/P Mechanic ⇨ Aeronautics Cabinetry and Upholstery
	Construction	Construction Crafts (NCCER), Refrigeration Mechanics and Installers (HVAC)
Tier 2	Transportation /Logistics	Freight, Stock, and Material Movers/Warehousing (CLT), Heavy and Tractor-Trailer Truck Driver (CDL), Diesel Mechanics ⇨ Logistical Managers
	Education	Administrative Support ⇨ Teaching Assistant/Para-Professional, Teacher Cadet ⇨ Teacher
Tier 3	Information Technology	Computer Programmers/Coders, Web Designers (16-24 year old youth)
	Tourism/ Hospitality	Food Handler ⇨ Culinary Specialist/Chef ⇨ Restaurant Manager/Owner
	Sustainability	Waste Management

Criteria for priority sectors includes: data-driven high growth/demand and high wage, defined career pathways, stackable and transferrable credentials, and engaged local educational and employer partners.

Data Sources:

* Source: Arkansas Department of Workforce Services, LMI.

** Source: May 2015 Bureau of Labor Statistics, Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates, Little Rock-North Little Rock-Conway, AR

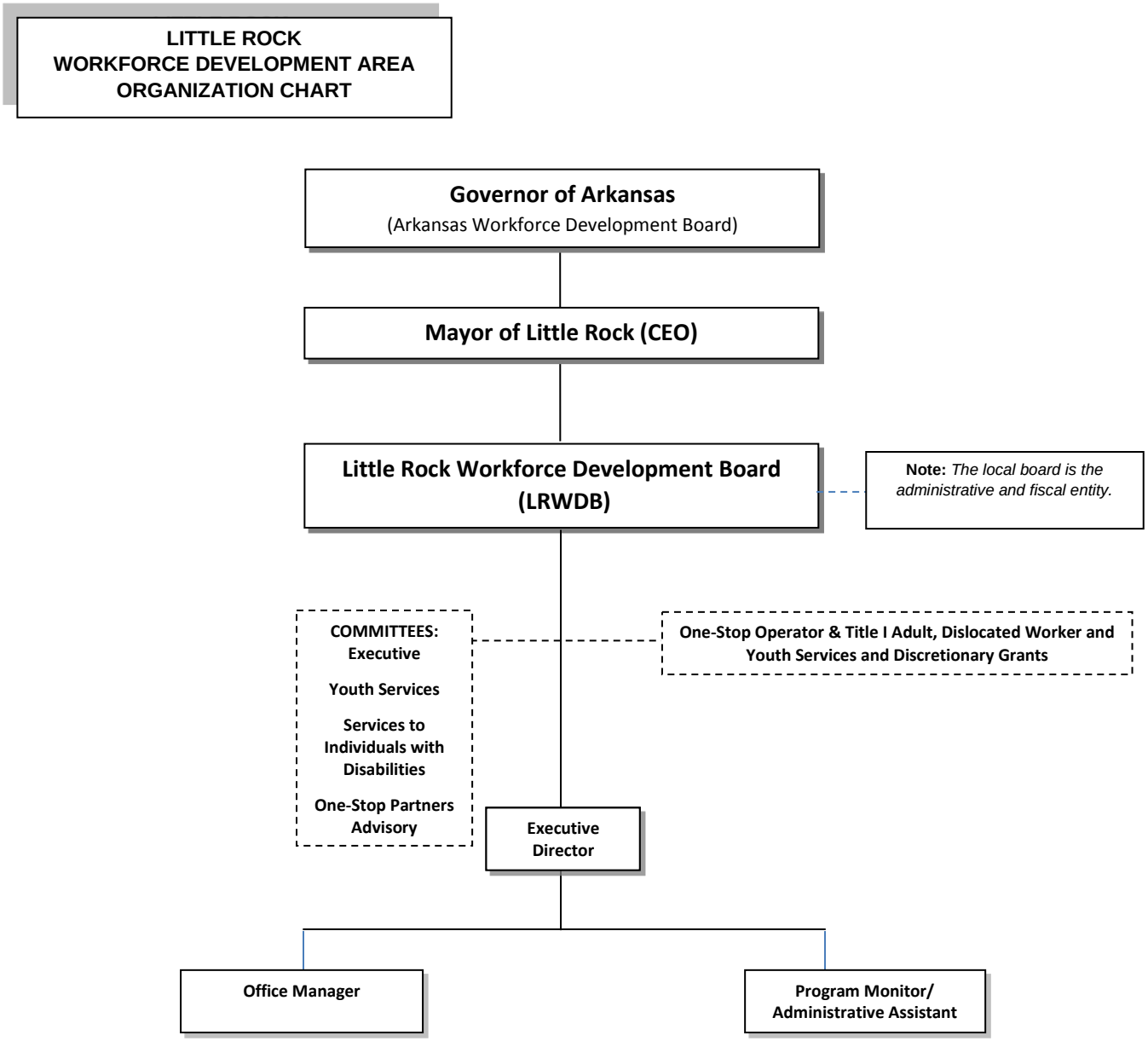
*** EMSI Occupational Overviews provided through Goodwill Industries

- Expect More Arkansas: Our Jobs, Our Future report from the Winthrop Rockefeller Foundation
- 2015 Arkansas Labor Market and Economic Report from ADWS
- Demand Occupations: Arkansas' 2016-2017 Hot 45
- 2016 statistical analysis from the Arkansas Research Center

Appendix B: Educational and Employer Partnerships Summary

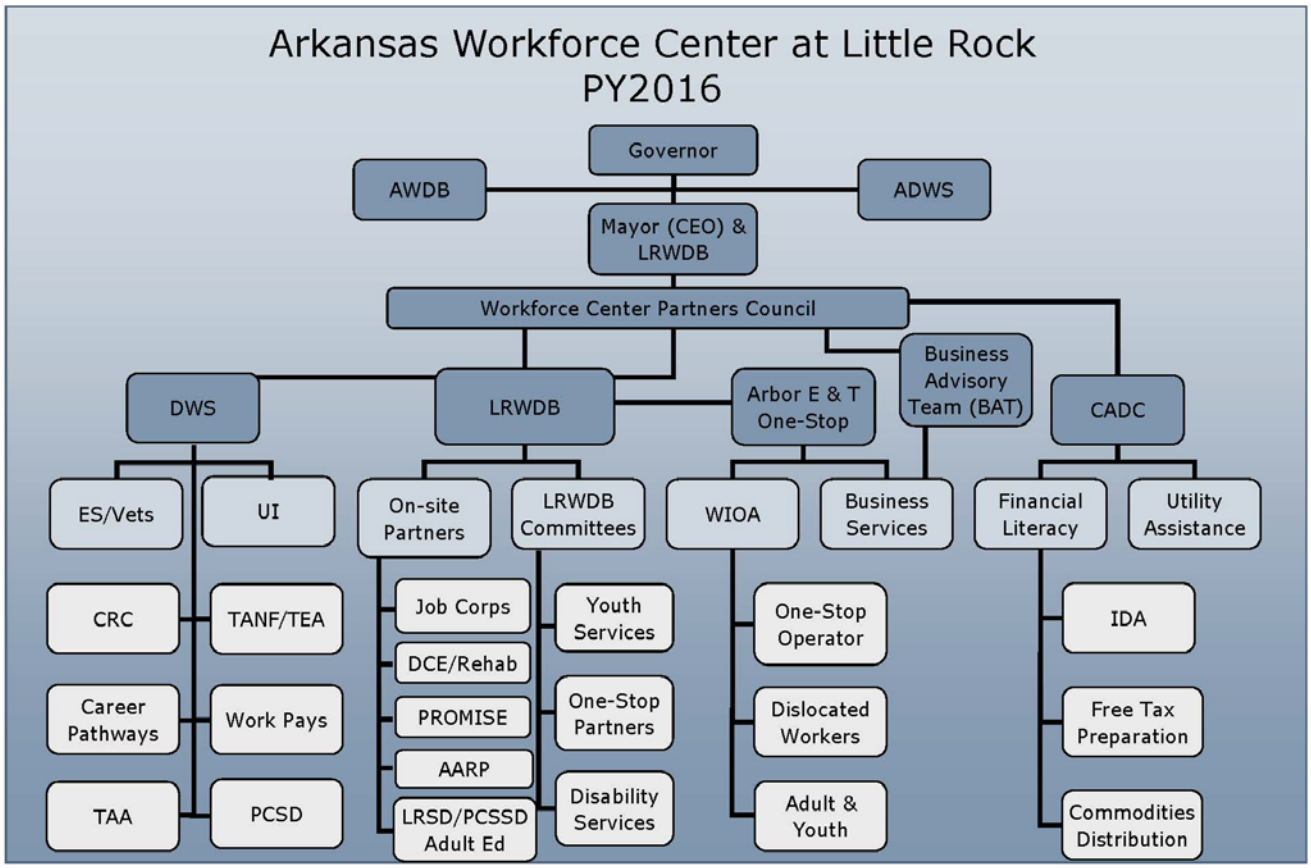
	Sectors	Educator Partners	Employer Partners
Tier 1	Healthcare	Little Rock School District, Medlinc, Baptist Health, University of Arkansas for Medical Sciences	CHI – St. Vincent, Arkansas Children's Hospital, Baptist Health, University of Arkansas for Medical Sciences, Heart Hospital
	Advanced Manufacturing	Little Rock School District, Metropolitan Career-Tech Center, Manufacturing Skill Standards Council, Pulaski Technical College	Dassault Falcon Jet, Envoy Air, Inc. (Amer. Airlines, Little Rock Port Authority, AFCO Steel, Lexicon, Welspun Tubular
	Construction	Little Rock School District, Metropolitan Career-Tech Center, AR Construction Education Foundation, University of Arkansas at Little Rock, Job Corps, Pulaski Technical College, Union & Employer Apprenticeships, OSHA Certification Providers	CDI Contractors, Sub-contractors, Unions, Apprenticeship Programs
Tier 2	Transportation /Logistics	Goodwill (Certificate in Forklift and Warehouse), C1 Trucking, Diesel Driving Academy	Trucking Companies, Wal-Mart, Dillard's
	Education	Arkansas Professional Pathway to Educator Licensure (APPEL)	Little Rock School District, Pulaski County Special School District, Private Schools
Tier 3	Information Technology	Little Rock School District, Metropolitan Career-Tech Center	Restaurant, Hospitality and Tourism Industry
	Tourism/ Hospitality	Pulaski Technical College Culinary	
	Sustainability	Waste Management	Waste Management

Appendix C: Little Rock Workforce Development Board Organizational Chart



Appendix D: Little Rock Workforce Center Organizational Chart

Arkansas Workforce Center at Little Rock
PY 2016



Appendix E:
Department of Career Education/Adult Education Division
RFP Timeline

To be inserted once available for distribution

Appendix F: Local Area WIOA Negotiated Performance Goals

Little Rock Workforce Area

WIOA Performance Measures	Local Area PY16 Performance Goals	Local Area PY17 Performance Goals
Employment (Second Quarter after Exit)		
Adult	82.%%	82.%%
Dislocated Worker	77.0%	77.0%
Youth	75.0%	75.0%
Employment (Fourth Quarter after Exit)		
Adult	78.0%	78.0%
Dislocated Worker	74.5%	74.5%
Youth	71.2%	71.2%
Median Earnings (Second Quarter after Exit)		
Adult	$5,842	$5,842
Dislocated Worker	$6,400	$6,400
Credential Attainment Rate	Negotiated Goals	
Adult	75.3%	75.3%
Dislocated Worker	75.0%	75.0%
Youth	70.0%	70.0%
Measurable Skill Gains	Negotiated Goals	
Adult	Baseline	Baseline
Dislocated Worker	Baseline	Baseline
Youth	Baseline	Baseline
Effectiveness in Serving Employers	Negotiated Goals	
Adult	Baseline	Baseline
Dislocated Worker	Baseline	Baseline
Youth	Baseline	Baseline