INNOVATE
WORKFORCE DEVELOPMENT

Arkansas Workforce Development Board

Full Board Meeting

October 9, 2018
10:00 a.m.

Our House Shelter
302 E. Roosevelt Road
Little Rock, Arkansas 72206

ARKANSAS WORKFORCE DEVELOPMENT BOARD

AGENDA

October 9, 2018

ARKANSAS WORKFORCE DEVELOPMENT BOARD
FULL BOARD MEETING

10:00 a.m.

Estimated Time: 2 Hours

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

Agenda Item 1: ACTION

Minutes of July 10, 2018 Full Board Meeting (1 min) ..... Tom Anderson, Chair

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

Report of Director (5 mins) ..... Daryl Bassett, Director
Arkansas Department of Workforce Services

Report of Staff (10 mins) ..... Kris Jones, Employment Assistance - Assistant Director
Arkansas Department of Workforce Services

Report of Committees

- Strategic Planning Committee (2 mins) ..... Karen Breashears, Committee Chair
- Program & Performance Evaluation Committee (2 mins) ..... Abby Houseworth, Committee Chair
- Temporary Assistance for
  Needy Families (TANF) Oversight Committee (2 mins)..... Gan Nunnally, Committee Chair

Agenda Item 2: ACTION

Board By-Laws Revision (10 mins) ..... Kris Jones, Assistant Director
Arkansas Department of Workforce Services

Arkansas Stem Coalition (25 mins) ..... Dr. Suzanne Mitchell, Executive Director
Arkansas STEM Coalition

Our House Shelter
302 E. Roosevelt Road
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ARKANSAS WORKFORCE DEVELOPMENT BOARD

Agenda Item 3: INFORMATION

Apprenticeship State Plan (15 mins)..... Lonnie Emard, Apprenticeship Consultant
Mark McManus, Business Services Lead
Arkansas Department of Workforce Services

Agenda Item 4: INFORMATION

WIOA Title I PY17
Performance Results (5 mins)..... Elroy Willoughby, Program Operations Chief
Arkansas Department of Workforce Services

Agenda Item 5: ACTION

WIOA Title I & III and Business Services
Performance Scorecard (10 mins) ..... Mark McManus, Business Services Lead
Elroy Willoughby, Program Operations Chief
Arkansas Department of Workforce Services

Targeted Populations Update (10 mins)..... Eduardo Lemm, Targeted Populations Advisor
Arkansas Department of Workforce Services

WIOA Roundtable Update (5 mins) ..... Kris Jones, Employment Assistance – Assistant Director
Arkansas Department of Workforce Services

Business Services Update (5 mins)..... Mark McManus, Business Services Lead
Arkansas Department of Workforce Services

Board Open Discussion (5 mins) ..... Tom Anderson, Chair

Announcements (2 mins)

Adjournment

NEXT MEETING DATES

January 2019	Committees	TBD
January 2019	Full Board Meeting	TBD

April 9, 2019
July 9, 2019
October 8, 2019

For Consideration of the
Arkansas Workforce Development Board

October 9, 2018

AGENDA ITEM 1 – ACTION: Minutes of the July 10, 2018 Full Board Meeting.

RECOMMENDATION: It is recommended that the Arkansas Workforce Development Board approve the minutes of the July 10, 2018 meeting.

INFORMATION/RATIONALE: Minutes of the meeting are attached.

UNOFFICIAL

MINUTES
ARKANSAS WORKFORCE DEVELOPMENT BOARD
July 10, 2018

The Arkansas Workforce Development Board conducted its regular quarterly meeting on July 10, 2018, beginning at 1:00 p.m., at Crowne Plaza, 201 South Shackleford Road, in Little Rock, Arkansas. Chair Tom Anderson presided with the following members present: Mr. Daryl Bassett, Ms. Karen Breashears, Mr. Lindsay Brown, Mr. Scott Bull, Dr. Charisse Childers by proxy Dr. Trenia Miles, Judge Brandon Ellison, Ms. Abby Houseworth, Mr. Alan Hughes, Ms. Holley Little, Mr. Alan McClain by proxy Mr. Jonathon Bibb, Dr. Maria Markham by proxy Ms. Ann Clemmer, Ms. Katy Morris, Mr. George Nunnally, Mr. Mike Preston by proxy Mr. Steve Sparks, Dr. Julie Roberson, Mr. Kelley Sharp, and Mr. Robert Thorne.

Mr. Jeffrey Allen, Mr. Chad Bishop, Mr. Robert East, Mr. Jeff Griffin, Ms. Melissa Hanesworth, Mr. Johnny Key, Mr. Bart Langley, Mr. Michael Newcity, and Mayor Harold Perrin were unable to attend.

Chair Anderson called the meeting to order at 1:00 p.m. upon seeing a quorum.

Chairman's Comments: Chair Tom Anderson opened the meeting by thanking board member Mr. Nunnally for Northwest Arkansas hosting the last quarterly meeting for the Arkansas Workforce Development Board.

Chair Anderson recognized two guest presenters for the meeting, Mr. Steve Sparks, Arkansas Economic Development Commission and Mr. Justin Robinson, Our House Shelter.

Agenda Item 1 – ACTION – Minutes of the April 10, 2018, Full Board Meeting: Chair Tom Anderson directed members' attention to the minutes of the April 10, 2018 Full Board Meeting. He asked if there were any additional corrections or revisions to the minutes.

Hearing none, a motion to accept the April 10, 2018 Full Board meeting minutes, as presented, was made by Judge Brandon Ellison, and seconded by Ms. Karen Breashears. The motion carried unanimously.

Chairperson's Report:

Chair Tom Anderson provided an update regarding the U.S. Department of Labor-sponsored State Board Training Session that was conducted on May 1, 2018. Chair Anderson emphasized that one major takeaway from this training session was that the board needs to be strategic and provide direction, rather than acting as a tactical entity. He added that this training included a session for both Board Members as well as Board Staff.

He announced that he would be attending an upcoming State Board Chairs meeting in Missoula, Montana.

Chair Anderson continued by announcing that he had attended nine (9) of the ten (10) Local Workforce Development Board meetings across the State. State Board Director Arnell Willis accompanied the Chairman during these visits, over the past two months. During these visits, Chair Anderson and Director Willis shared the U.S. Department of Labor's request that the State places greater emphasis on the following: 1) serving the special populations under WIOA Title I (Youth, Adults, and Dislocated Workers), 2) establishing business outreach goals, 3) increased monitoring of Funds Utilization Rates (FUR), and 4) providing services to ex-offenders. He added that Board Staff is working with the WIOA Roundtable to develop a scorecard or dashboard to assist the State and Local Workforce Development Boards of the progress being made in each of those areas.

Chair Anderson addressed the current vacancies on the board by informing members that the Governor's Office is aware and is working on new board member appointments. Chair Anderson reminded board members that the current board by-laws allow for a member's removal from the board if the member misses three or more meetings.

Next, Chair Anderson discussed the Fact Sheet that provides specific information of what the Arkansas Workforce Development Board is and does for the state of Arkansas. This informational fact sheet will assist State Board members in providing information to businesses, individuals, and stakeholders regarding the Board's duties.

Chair Anderson recognized Arkansas Department of Workforce Services Director Daryl Bassett. Mr. Bassett briefed board members of his meeting with U.S. Department of Labor Secretary Mr. R. Alexander Acosta. Director Bassett stated that he and Secretary Acosta discussed five specific points: 1) encouragement for granting waivers, 2) aggressive promotion of skills education in schools, 3) expansion of Pell grants to include high-quality certification programs, 4) expansion of apprenticeships, 5) and skills development - portable and stackable credentials. Mr. Bassett stated he will keep the board informed of any updates and he will provide a briefing from his follow-up meeting with Secretary Acosta, scheduled for August 2018.

Chair Tom Anderson recognized Board Staff Kris Jones to provide the Staff Report.

<u>Staff Report</u>:
Mr. Jones began by introducing the Mr. Ben Goodwin, Our House Executive Director and Mr. Nathan Smith, Arkansas Development Finance Authority. Mr. Smith will be working with the Executive Committee and the Arkansas Research Center on the Asset Mapping Initiative. Mr. Eddie Lemm was introduced as the new Targeted Populations Advisor. He will also serve as the State Monitor Advocate and work in the Foreign Labor Certification Program. Mr. Jones informed members that the training funded through a Department of Labor Technical Assistance and Training (TAT) grant was completed. This grant funded Customer Center Design Training for the North Central Workforce Development Board. The other DOL-funded Technical

Assistance and Training Grant funded training for the Arkansas Workforce Development Board members and board staff, which had also been completed. Next, Mr. Jones gave an update on the Dislocated Worker Outreach efforts. Mr. Jones then informed the Board that staff had received official notification on June 25, 2018 that the Arkansas State Plan revision had been approved. Mr. Jones concluded by informing members that Local Workforce Development Boards may apply for $30,000 for regional and sector planning.

Hearing no additional comments or questions, Chair Anderson moved to Committee Reports.

Committee Reports:

Strategic Planning Committee: Chair Tom Anderson asked Committee Chair Karen Breashears to provide a report on the Strategic Planning Committee.

Committee Chair Breashears provided the Strategic Planning Committee Report by stating that a quorum was not present. She reported the meeting minutes of the past four meetings were reviewed and required no additional revisions. These minutes have been included in the Full Board agenda for approval. Committee Chair Breashears reported that Dr. Claudia Griffin presented the Occupational Skills Training Policy and that Mr. Kris Jones presented information regarding Public Funding of Job Training at the State and Local levels. Finally, Committee Chair Breashears reported that Mr. Arnell Willis presented an updates Committee Action Plan. Committee Chair Breashears announced that the next committee will convene on October 9, 2018, at 10:00 a.m.

Hearing no additional questions or comments, Chair Anderson moved to Program and Performance Evaluation Committee.

Program & Performance Evaluation Committee: Chair Anderson asked Committee Chair Abby Houseworth to provide the Program and Performance Evaluation Committee report. Committee Chair Houseworth reported that a quorum was met and that the committee approved the April 10, 2018, meeting minutes.

The committee heard a report on negotiated performance measures of WIOA Title I and Title III from Mr. Elroy Willoughby. Mr. Willoughby gave members insight regarding the complete process, including the utilization of the U.S. Department of Labor statistical model. He also presented the Public Funding for Job Training at the State and Local Level document, that was recently published by the Urban Institute. Board Staff Ms. Sandy Monaco provided an update to the committee on local area performance training. Lastly, Committee Chair Houseworth reported the next meeting of the Committee is scheduled for October 9, 2018.

Hearing no additional questions or comments for Committee Chair Abby Houseworth, Chair Anderson asked the Committee Chair George Nunnally to provide an update for the TANF Oversight Committee.

TANF Oversight Committee: Committee Chair George Nunnally reported the Committee had a quorum and approved the April 10, 2018, meeting minutes.

Committee Chair Nunnally reported that the committee heard a report on proposed federal legislation regarding TANF reauthorization. The proposed Jobs and Opportunity with Benefits and Services (JOBS) for Success Act of 2018 will bring significant change to the TANF program in an effort to assist more Americans to enter into the workforce. He informed board members that TANF met both federal work participant rates for the All Family and Two Parent Family cases for fiscal year 2017. Committee Chair Nunnally briefed board members on the two improvement initiatives of the Arkansas Workforce Integrated Network System (ARWINS) and Our House homelessness project. He reported ARWINS has been promoted from a pilot project to the Arkansas Department of Workforce Services' TANF Program information technology system. ARWINS was implemented on schedule, under budget, and deployed in all ADWS offices. He stated the second initiative of the Our House pipeline to employment homelessness project was on target to meet or exceed the program goals by the end of the contract period. He stated the committee also heard an updated report on the TANF Action Plan - which is a tool to assist in monitoring the Committee's progress to meet the goals set forth in the State Plan. The committee also heard a success story of an Arkansas State University (ASU) - Jonesboro graduate who transitioned into the Work Pays program. Lastly, Committee Chair George Nunnally informed the Full Board of the next TANF Oversight Committee meeting that will be held on October 9, 2018.

Hearing no additional questions or comments for Committee Chair George Nunnally, Chair Anderson moved to the next agenda item.

Agenda Item 2 – ACTION – Approval of minutes for the Strategic Planning Committee for July 11, 2017, October 10, 2017, January 9, 2018, and April 10, 2018: Chair Tom Anderson asked members to turn in their agenda books to the Strategic Planning Committee meeting minutes. These minutes are being presented to the Full Board, for approval. due to the committee not having a quorum. Chair Anderson asked if there were any revisions to any of the minutes presented.

Hearing none, **a motion to accept the Strategic Planning Committee meeting minutes for July 11, 2017, October 10, 2017, January 9, 2018, and April 10, 2018, as presented, was made by Judge Brandon Ellison, and seconded by Ms. Karen Breashears. The motion carried unanimously.**

Arkansas Economic Development Update & Tooling U Project Update: Chair Anderson recognized Steve Sparks, Arkansas Economic Development Commission (AEDC), to provide members and guests and overview and update of the Tooling U Project.

Chair Anderson asked if there were any questions or comments for Mr. Sparks. Hearing none, Chair Anderson moved to the next agenda item.

Agenda Item 3 – ACTION – Occupational Skills Training Policy Revision: Chair Tom Anderson recognized Dr. Claudia Griffin to present to the Board the recommendation, as heard by the Strategic Planning Committee during their morning meeting. Dr. Griffin directed board members to "Change 1 - *[Underlined and bolded section]* Page 4." She provided the opportunities the policy provides for training providers and individuals who would be able to receive training due to this policy including border city partnerships.

Chair Tom Anderson inquired if anyone had any questions for Dr. Griffin. Hearing none, **a motion to approve the Occupational Skills Training Policy Revision as presented by Dr. Griffin was made by Ms. Abby Houseworth, seconded by Mr. Lindsay Brown, and the motion carried unanimously with none opposed.**

Our House Work-Based Learning Project Update: Chair Anderson recognized Our House Store Manager, Mr. Justin Robinson, and asked him to provide an overview of their projects and activities. Chair Anderson thanked Mr. Robinson and Mr. Ben Goodwin of Our House for the work they do and for their presentation to the board.

Chair Anderson asked for any additional questions or comments for Mr. Robinson. Hearing none, Chair Anderson moved to the next agenda item.

WIOA Roundtable Update: Chair Anderson recognized Mr. Kris Jones and asked him to provide an update on the WIOA Roundtable. Mr. Jones informed the board that the Executive Committee had conducted several meetings in May and June 2018. Mr. Jones stated that the committee has been discussing changing the structure of the committees. For example, the committee has discussed changing the Policy Committee to Strategic Alignment to broaden their scope. Other changes include getting the Business Engagement Committee restarted and the full utilization of Salesforce due to the fact that some of the partners are already using it.

Chair Anderson asked for any additional questions or comments for Mr. Jones. Hearing none, Chair Anderson moved to the next agenda item.

Business Engagement Update: Chair Anderson recognized Mr. Doss Burgess and asked him to provide an update on Business Engagement. Mr. Burgess reported that the first meeting of the WIOA Roundtable Business Engagement Committee was held on June 14th. The committee consists of 14 members representing the Arkansas Department of Career Education, Arkansas Rehabilitation Services, the Arkansas Economic Development Commission, the Arkansas Department of Workforce Services, the Department of Human Services – Division of Services for the Blind, Local Workforce Development Boards, and community colleges. Mr. Burgess provided an overview of the goals and strategies of the committee to facilitate an understanding and alignment of partner and employer services to assist in the coordination of training opportunities for business service representatives under WIOA. Mr. Burgess informed board members the next meeting will be held on July 19, 2018.

Chair Anderson asked for any additional questions or comments for Mr. Burgess. Hearing none, Chair Anderson moved to the next agenda item.

Board Open Discussion: Chair Anderson opened the floor for any further items of discussion. One item presented at this time was a discussion to hold the committee meetings two weeks prior to the scheduled Full Board meeting date to reduce costs, provide committees ample time to review and discuss agenda items to present to the Full Board, promote attendance by providing an alternative method of communicating committee agenda items, and allow members additional time to make the Full Board meeting held at 1:00 p.m.

Chair Anderson asked if there were any additional comments or discussion. Hearing none, **a motion to conduct committee meetings by teleconference and hold all meetings at ten o'clock was made by Ms. Karen Breashears, seconded by Mr. Lindsay Brown, and the motion carried unanimously with none opposed.**

Announcements: Chair Tom Anderson announced the next meeting of the Full Board would be held on **October 9, 2018, at 1:00 p.m.** The location will be announced at a later date.

Adjourn: Chair Tom Anderson adjourned the meeting at 3:06 p.m., **on a motion made by Mr. Lindsay Brown, seconded by Ms. Karen Breashears, and carried unanimously with none opposed**.

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Tom Anderson, Board Chair
Arkansas Workforce Development Board

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Arnell Willis, Workforce Development Board Director
Department of Workforce Services

Minutes recorded by Rebecca Edwards
Department of Workforce Services Staff

For Consideration of the
Arkansas Workforce Development Board

October 9, 2018

AGENDA ITEM 2 – ACTION: Board By-Laws Revision

RECOMMENDATION: It is recommended that the Full Board approve the revised Board By-Laws.

INFORMATION/RATIONALE: On June 9, 2015, the Arkansas Workforce Development Board adopted its initial Board By-Laws. Since this time, there have been a number of issues that need to be addressed or re-addressed in these Board By-Laws. Staff has developed these revised By-Laws, based upon input and recommendations from Board Members and Board Staff.

At the September 10, 2018 meeting, the Strategic Planning Committee approved these revised Board By-Laws and recommend approval by the Full Board.

Arkansas Workforce Development Board
By-Laws

Est. June 9, 2015
Revised: September 10, 2018

Article I: Appointments

Section 1. Authority

The Arkansas Workforce Development Board is organized under provisions of Arkansas Annotated Code 15-4-3704, the Arkansas Workforce Innovation and Opportunity Act, and Public Law 113-128, the Workforce Innovation and Opportunity Act of 2014. Membership and duties of the Board are as defined in those Acts and in these by-laws.

Section 2. Term of Appointment

The initially appointed members of the Board shall draw lots to determine service terms as follows:

(1) One-fourth shall be appointed for a term of one year.
(2) One-fourth shall be appointed for a term of two years.
(3) One-fourth shall be appointed for a term of three years.
(4) One-fourth shall be appointed for a term of four years.
(5) As each initial appointment term expires, all appointments made by the Governor will be for four (4) years.

Section 3. Vacancies

In accordance with Arkansas Annotated Code 15-4-3704(g), in the event of a vacancy on the Board in one (1) of the appointed positions, the vacancy shall be filled for the unexpired portion of the term by appointment by the original appointing authority of a person meeting the same qualifications required for initial appointment.

Members shall continue to discharge the duties of the board, although their term has expired, until a qualified successor has been appointed, pursuant to §15-4-3704(b).

Section 4. Attendance

1) **Attendance required.** In order to ensure broad representation and a quorum, all board members have a responsibility to attend all regular or special meetings of the board or commission.
2) **Excessive absences.** A board member shall be subject to removal from the board in the event the member shall fail to present to the Governor a satisfactory excuse for his absence. Unexcused absences from three (3) successive regular meetings, without attending any intermediary called special meetings, shall constitute sufficient cause for removal. (According to

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Arkansas Code Annotated § 25-16-804, the Governor may remove a board or commission member for good cause.)

Arkansas Code Annotated § 25-16-804 (a)(1) ***Good Cause*** *includes:*

a. *Conduct constituting a criminal offense involving moral turpitude;*
b. *Gross dereliction of duty;*
c. *Gross abuse of authority; or*
d. *The unexcused absence of a board or commission member from three (3) successive regular meetings without attending any intermediary called special meetings.*

3) **Notice and removal procedures.** Removal of board members shall be in accordance with the following:

a. Within thirty (30) days after each regular board meeting, the Executive Director of the board shall notify, in writing, the Governor of any member who has been absent from three (3) successive regular meetings, without attending any intermediary called special meetings. The Executive Director's notice to the Governor shall include a copy of all meeting notices and attendance records for the past year.
b. Within sixty (60) days after receiving the notice and supporting documentation from the Executive Director, the Governor shall notify, in writing, the board member of his intent to remove the member for cause.
c. Within twenty (20) days of the date of the Governor's notice, the member may request an excused absence as provided by this section or may file within the Governor's Office notice that the member disputes the attendance records and the reasons thereby.
d. The Governor shall grant an excuse for illness of the member when verified by a written sworn statement by the attending physician, or other proper excuse as determined by the Governor.
e. After twenty (20) days of the date of the Governor's notice, if no rebuttal is received or other adequate documentation submitted, the member may be removed in accordance with the provisions set forth.

4) **Reimbursements withheld.** Any board or commission member referred to the Governor because of excessive absences under the provisions of this section shall not be entitled to any stipend payments for attending meetings of the board until the board or commission receives notification from the Governor that the member has been excused for the absences.

Article II: Officers

Section 1. Chair

The Governor shall select annually on June 1 a chair for the Board from among the representatives of business described in A.C.A 15-4-3704. The Chair shall preside at all meetings of the Board and Executive Committee and shall have such other duties, powers, and responsibilities as are assigned by the Board or these by-laws.

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Section 2. Vice-Chair

The Governor shall annually select by July 1 a Vice-Chair from among the members of the Board. The Vice-Chair shall act as Chair in the absence or disability of the Chair and shall have such other duties, powers and responsibilities as are assigned by the Chair, the Board, or these by-laws.

The Vice Chair shall continue to discharge the duties of the board, although their term has expired or until a qualified successor has been appointed.

Section 3. Line of Succession

In the event that neither the Chair nor Vice-Chair are available to preside at all meetings of the Board and Executive Committee, the line of succession is as follows:

1. Strategic Planning Committee Chair
2. Program and Performance Evaluation Committee Chair
3. TANF Oversight Committee Chair.

Article III: Powers and Functions

Section 1. Powers and Functions

The Arkansas Workforce Development Board shall have specific responsibilities as provided in A.C.A. 15-4-3706. The Board also shall have any other responsibilities identified in Public Law 113-128, or assigned by the Governor.

Article IV: Meetings

Section 1. Regular Meetings

The Board shall meet at least quarterly at such time and location as the Chair may select. The Executive Committee shall meet as needed between the quarterly board meetings at the call of the chair of the executive committee or upon the request of seventy-five percent (75%) of the executive committee members, and the chair of the executive committee shall report any actions of the executive committee to the board at the quarterly meetings. Each other committee shall meet at such times and locations as called by the committee chair and consistent with applicable provisions of the Administrative Procedures Act. Communications requesting consideration by the Board from persons not members thereof shall be in writing to the Board Director at least twenty (20) days prior to a regularly scheduled Board meeting. Items brought by Board members may be added to the agenda with a two-thirds (2/3) vote of the members present.

The Board and its Committees may utilize technologies to promote greater participation among its members. Such technologies may include, but not limited to: teleconferences, webinars, and other web-based meeting tools. All meeting locations shall be publicly noticed and accessible to the public.

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Section 2. Special Meetings

Special meetings of the Board for any purpose may be called by the Chair of the Board or upon the written request of a majority of the membership of the Board.

Section 3. Notice of Meetings

Written notice stating the place, day and hour of the meeting, and in case of a special meeting, the purpose or purposes for which the meeting is called, shall be deposited in the mail, hand delivered, or sent by way of electronic mail or fax not less than seven (7) days before the date of a regular meeting and not less than one (1) day before the date of a special meeting. Such notice shall be sent to Board members, the media and individuals who have submitted a written request to be notified of meetings.

Section 4. Order of Business

The regular order of business at all meetings of the Board shall be as follows:

A. Roll call
B. Action on the minutes of the preceding meeting(s)
C. Report of the Chair
D. Report of the staff director
E. Report of the Executive Committee
F. Report of the standing committees
G. Report of any *ad hoc* committees
H. Other specified agenda items
I. Communications, petitions and miscellaneous
J. Adjournment

Section 5. Rules

Meetings of the Board and its committees shall be conducted in accordance with the policies specified in these by-laws and generally recognized procedures (e.g., Robert's Rules of Order, the process used by the Arkansas General Assembly, or other common methods of proceeding). Any objections to procedure must be made at the time an action is taken by the Board or committee.

Article V: Committees

Section 1. Enumeration and Selection

There shall be four (4) standing committees of the Board and such other committees as the Board or the Chair may determine from time to time to be necessary or appropriate. Unless otherwise specified, committee members and chairs shall be appointed by the Chair of the Board. The standing committees are as follows:

A. Executive Committee
B. Strategic Planning Committee
C. Program and Performance Evaluation Committee
D. Temporary Assistance for Needy Families Oversight Committee

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Section 2. Executive Committee

The Executive Committee shall be formed and meet as needed between the quarterly board meetings at the call of the chair of the executive committee or upon the request of seventy-five percent (75%) of the executive committee members. Upon the initial meeting of the Workforce Development Board, the Chair shall name an interim Executive Committee, which shall expire after six months. The Board shall select an Executive Committee to take effect the seventh month.

The Executive Committee shall have the authority of the Board to act during the interim between Board meetings but shall defer to the Board, whenever practical, action on matters of major policy implications. Executive Committee decisions will be implemented immediately and will be ratified at the next full Board meeting. Between Board meetings the Executive Committee shall review and coordinate the work of the other committees. All Board functions not specifically enumerated and assigned to another committee by these by-laws shall be the responsibility of the full Board and the Executive Committee, unless the function is assigned by the Chair to another standing or ad hoc committee.

The membership of the Executive Committee shall include:

- At least five (5) members representing businesses;
- At least one (1) chief elected official;
- At least two (2) representatives of workers;

The Arkansas Department of Workforce Services shall provide staff support to the board.

Section 3. Strategic Planning Committee

The Strategic Planning Committee shall act in an advisory capacity to the Board to carry out the following functions:

- The development, implementation, and modification of the state workforce development plan
- The review of statewide policies, of statewide programs, and of recommendations on actions that should be taken by the state to align workforce development programs in the state in a manner that supports a comprehensive and streamlined workforce development system in the state, including the review and provision of comments on the state plan, if any, for programs and activities of one-stop partners that are not core programs;
- The development and continuous improvement of the workforce development system in the state, including:
    - The identification of barriers and means for removing barriers to better coordinate, align, and avoid duplication among the programs and activities carried out through the system;
    - The development of strategies to support the use of career pathways for the purpose of providing individuals, including low-skilled adults, youth, and individuals with barriers to employment (including individuals with disabilities), with workforce investment

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activities, education, and supportive services to enter or retain employment;
    - The development of strategies for providing effective outreach to and improved access for individuals and employers who could benefit from services provided through the workforce development system;
    - The development and expansion of strategies for meeting the needs of employers, workers, and jobseekers, particularly through industry or sector partnerships related to in-demand industry sectors and occupations;
    - The identification of regions, including planning regions, after consultation with local boards and chief elected officials;
- The development of strategies to support staff training and awareness across programs supported under the workforce development system;
- The development and review of statewide policies affecting the coordinated provision of services through the state's one-stop delivery system, including the development of—
    - Guidance for the allocation of one-stop center infrastructure funds; and
    - Policies relating to the appropriate roles and contributions of entities carrying out one-stop partner programs within the one-stop delivery system, including approaches to facilitating equitable and efficient cost allocation in such system;
- The development of strategies for technological improvements to facilitate access to, and improve the quality of, services and activities provided through the one-stop delivery system, including such improvements to:
    - Enhance digital literacy skills;
    - Accelerate the acquisition of skills and recognized postsecondary credentials by participants;
    - Strengthen the professional development of providers and workforce professionals; and
    - Ensure such technology is accessible to individuals with disabilities and individuals residing in remote areas;
- The development of allocation formulas for the distribution of funds for employment and training activities for adults, and youth workforce investment activities, to local areas.

The Committee also will perform other functions related to strategic planning activities. To the extent feasible, appointments to the Strategic Planning Committee shall be similar to the categorical representation of the Board as a whole.

Section 4. Program and Performance Evaluation Committee

The Program and Performance Evaluation Committee shall act in an advisory capacity to the Board to carry out the following functions:

- The continuous improvement of the one-stop delivery system in local areas, including providing assistance to local boards, one-stop operators, one-stop partners, and providers with planning and delivering services, including

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training services and supportive services, to support effective delivery of services to workers, jobseekers, and employers;

- The development and updating of comprehensive state performance accountability measures, including state adjusted levels of performance, to assess the effectiveness of the core programs in the state;
- The identification and dissemination of information on best practices, including best practices for:
    - The effective operation of one-stop centers, relating to the use of business outreach, partnerships, and service delivery strategies, including strategies for serving individuals with barriers to employment;
    - The development of effective local boards, which may include information on factors that contribute to enabling local boards to exceed negotiated local levels of performance, sustain fiscal integrity, and achieve other measures of effectiveness; and
    - Effective training programs that respond to real time labor market analysis, that effectively use direct assessment and prior learning assessment to measure an individual's prior knowledge, skills, competencies, and experiences, and that evaluate such skills, and competencies for adaptability, to support efficient placement into employment or career pathways;
- Objective criteria and procedures for use by local boards in assessing the effectiveness and continuous improvement of one-stop centers;
- The preparation of an annual report;
- The development of the statewide workforce and labor market information system;
- The development of such other policies as may promote statewide objectives for, and enhance the performance of, the workforce development system in the state; and
- The development of strategies for aligning technology and data systems across one-stop partner programs to enhance service delivery and improve efficiencies in reporting on performance accountability measures (including the design and implementation of common intake, data collection, case management information, and performance accountability measurement and reporting processes and the incorporation of local input into such design and implementation, to improve coordination of services across one-stop partner programs).

To the extent feasible, appointments to the Program Performance and Evaluation Committee shall be similar to the categorical representation of the Board as a whole.

Section 5. Temporary Assistance for Needy Families Oversight Committee

Temporary Assistance for Needy Families Oversight Committee provides oversight of the Temporary Assistance for Needy Families Program and ensures that all program participants are receiving the assistance, information, and the services needed to help these low-income parents prepare for and connect with employment that will lead to a self-sufficient wage.

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The member of the committee shall include:

- At least five (5) members representing businesses;
- At least one (1) chief elected official;
- At least one (1) member from among those members representing workers;
- The director of the Department of Workforce Services;
- The director of the Division of County Operations of the Department of Human Services as a standing voting committee member who is also not a member of the Arkansas Workforce Development Board

Section 6. Combined Committee Meetings

In the event that it appears that an insufficient number of Committee members are able to attend an upcoming meeting, the Board Chair may determine that it is in the best interest of the Board that a combined committee meeting is held.

This decision will be made after staff has polled committee members and provided notification to the Board Chair that a quorum will not be present.

Article VI: Quorum, Proxies, Voting, and Official Minutes

Section 1. Quorum

A simple majority of the members shall constitute a quorum at Board or committee meetings. Board or committee action shall require a simple majority of those members present during a meeting at which a quorum is present. The Chair may determine the method of voting, except that any member may request individual polling. Secret balloting shall not be allowed. Any member may request that his/her vote or abstention be made part of the minutes.

Section 2. Proxies

Proxy representation and proxy voting for non-governmental Board members will not be allowed. However, proxy representation for agency directors who are unable to be present is expected. Agency directors must notify the Board Chair and Executive Director, in writing, of their designee and certify that this person has the authority to serve and function as a Board member on the official's behalf. This notification must be made at least seven (7) calendar days prior to the meeting.

Section 3. Voting

Each member of the Board shall have one vote. Proxy voting is permitted for representatives of agency directors who have provided written notification of their proxy to the Executive Director, in accordance with the Board by-laws.

Section 4. Official Minutes

The Board and Committee Chairs will sign all official meeting minutes of their respective entities. In the event that the Board or Committee Chairs are unavailable, the Director of the Arkansas Workforce Development Board shall sign.

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Article VII: Public Information

Section 1. Official Pronouncements

The Chair of the Board or his/her designee is the only member of the Board authorized to make official pronouncements for the Board. The staff director, or the agency providing staff support, is authorized to speak for the Board and its membership.

Section 2. Releases and General Information

The staff director, or the agency providing staff support, may issue such news releases, general information and other communications regarding the business of the Board as will serve its interest.

Article VIII: Open and Public Meetings

Section 1. Public Business

The Arkansas Workforce Development Board exists to serve the public interest. Actions of the Board and its meetings shall be conducted openly and in compliance with the Arkansas Freedom of Information Act, ACA 25-19-101, *et seq.*, as amended.

Article IX: Amendments

Section 1. Method of Amendment

These by-laws may be amended or repealed at any regular meeting of the Board by a two-thirds affirmative vote of the Board during a meeting at which a quorum is present, provided that copies of such amendments shall be submitted in writing to each member at least seven (7) days before the meeting at which time they are to be proposed; provided, however, that these by-laws may be adopted initially by a two-thirds affirmative vote of the full Board without regard to the seven (7) day notification period. Amendments must be proposed in writing and may be offered by any member of the Board or by the staff director.

Article X: Conflict of Interest

Section 1. Voting Prohibitions

Section 101 of WIOA prohibits a member of the Board from voting on a matter under consideration by the Board when:

1. the matter concerns the provision of services by the member or an entity that the member represents; or
2. the matter would provide direct financial benefit to the member or the immediate family of the member; or
3. the matter concerns any other activity determined by the Governor to constitute a conflict of interest as specified in the State Plan.

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Section 2. Board Member Code of Conduct

Members of the Board are expected to avoid unethical behavior in the course of performing their official duties. The Board not only expects its members to avoid impropriety, but also avoid the appearance of impropriety whether it actually exists. Members must avoid:

1. using their position for private gain;
2. giving preferential treatment to any person or entity;
3. losing their independence or impartiality in making decisions; or
4. acting in any way that might erode public confidence in the integrity of the Board.

Section 3. Abstention

Board members should individually abstain from voting on issues and matters that will result in a direct or indirect conflict of interest. Abstentions and the general reasons therefore, should be duly recorded in the minutes of the meeting.

Section 4. Compliance with State law

Board members shall comply with all relevant aspects of the laws of the state of Arkansas with regard to conflict of interest.

Article XI: Confidentiality

Section 1. All information, whether transmitted orally or in writing, that is of such a nature that it is not, at that time, a matter of public record or public knowledge is deemed confidential by the Board. Members shall not disclose confidential information obtained in the course of or by reason of his or her membership on the Board to any person or entity not directly involved with the business of the Board.

Furthermore, no member of the Board shall use confidential information obtained in the course of or by reason of his or her membership on the Board in any matter with the intent to obtain financial gain for:

a. the member.
b. the member's immediate family,
c. any business the member or their immediate family is associated, or
d. any other person.

Article XII: Non-Discrimination

Section 1. The Board shall not discriminate against any employee, agent or provider of consulting or contract services, or applicant for employment, agency or consulting or contract services on the basis of race, color, religion, sex, national origin, disability or veteran status. It shall be the policy and practice of the Board to comply fully with federal and state laws, regulations and requirements in respect of non-discrimination, affirmative action, equal employment and civil rights.

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Article XIII: Amendments

Section 1. The bylaws may be amended at any regular meeting of the Board with prior written notice having been given to all members of the Board at least thirty (30) days in advance. Approval of any amendment to the by-laws require two-thirds vote of the members present.

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For Consideration of the
Arkansas Workforce Development Board

October 9, 2018

AGENDA ITEM 3: INFORMATIONAL: Draft – State Plan for Registered Apprenticeship Expansion and Diversification

INFORMATION/RATIONALE: The primary deliverable under the USDOL awarded ApprenticeshipUSA State Accelerator grant is a State Plan for Registered Apprenticeship Expansion and Diversification. The final plan is due to USDOL by the grant end date which is November 30, 2018.

Attached is the Draft - State Plan for Registered Apprenticeship Expansion and Diversification report.

Arkansas

State Plan for Registered Apprenticeship Expansion and Diversification

2018

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adws
Arkansas Department of Workforce Services

June 2018

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Acknowledgements

The Arkansas Department of Workforce Services (ADWS) would like to acknowledge the many collaborative partners that contributed to the data and information shared in this report. ADWS staff working alongside Advanced Automation Consulting apprenticeship subject matter expert Lonnie Emard, facilitated a process of data gathering and communications across state agencies, training providers, non-profits, employer partners, industry and professional organizations that provided value-added benefits.

The State Plan for Registered Apprenticeship Expansion and Diversification is a “living” document that requires updates over time based on changing employer labor demands, economic conditions, funding streams and resources allocations, and State and partner initiatives.

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Executive Summary

Registered Apprenticeship (RA) is a time tested training model that combines work-based learning with related classroom instruction using employer-driven standards to achieve desired workplace skills. It can be argued that recruiting, training, and retaining talent is one of the most important things employers do for the benefit of the communities in which they reside. The Registered Apprenticeship model allows employers to take charge of building their own pipeline of highly-skilled and highly-motivated workers which has a direct impact on their bottom line.

In a USDOL publication piece entitled; *ApprenticeshipUSA – The Employer Advantage*, it is cited that "a survey of businesses with apprenticeship programs found that 97% would recommend apprenticeship to others". The challenge in Arkansas, as well as other states, is that many employers are not aware of RA opportunities that may exist within their company's personnel structure and the resulting benefits that RA offers as a workforce development solution.

In order to solidify RA as an integrated workforce development tool across partner programs at the state, regional, and local/community levels it will be important to develop a shared awareness with aligned communications and resources to deliver employer-driven solutions.

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Introduction

In June of 2016, the Arkansas Department of Workforce Services (ADWS) received a registered apprenticeship planning grant award (i.e., ApprenticeshipUSA State Accelerator) from the U.S. Department of Labor (DOL) geared towards supporting States to catalyze and build upon existing strategies to expand and diversify registered apprenticeship opportunities. During this time, DOL announced the availability of $90 million in registered apprenticeship investment through the ApprenticeshipUSA initiative. ApprenticeshipUSA was branded as a national campaign bringing together a broad range of stakeholders, including employers, labor, States, education and workforce partners, to expand and diversify registered apprenticeship in the United States.

State Accelerator grants are structured to support planning activities focused on integrating registered apprenticeship within the State talent development systems through partnerships and policy alignment across workforce, secondary and post-secondary education, economic development systems, and beyond. The primary deliverable for the State Accelerator grant is a State Plan for Registered Apprenticeship Expansion and Diversification at the conclusion of the grant's period of performance. The State Accelerator grant was initially set to end on May 31, 2018. ADWS requested and received a six month period of performance extension from DOL with a revised end date of November 30, 2018. The approved extension period will allow for ongoing planning, partnership development, communications, and outreach efforts to run parallel with existing active DOL apprenticeship focused workforce development training grants (i.e., Arkansas Apprenticeship Pathways Initiative and Arkansas Expands Apprenticeship). The collaborative partnership efforts initiated under the framework of the USDOL State Accelerator grant will need to continue to take full advantage of the apprenticeship expansion program opportunities within the State to meet employer workforce needs.

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Arkansas Landscape

With a $39,722 per capita average income, Arkansas trails the $49,246 US per capita average income by 24%. An overarching Arkansas statewide economic development goal is to raise Arkansans' incomes at a pace greater than the national average. Therefore, it is increasingly important for statewide workforce development programs to consider industry sectors that offer solid growth opportunities with accompanying high wages for potential employees. A key challenge of meeting the goal to increase Arkansans' incomes is low educational attainment levels. Although Arkansas ranks in the top 20 in the nation for its college-going rate (65% of high school graduates begin college), its college *graduation* rate of 39% is ranked 48th. The high correlation between education and income suggests that increasing the number of workers who complete postsecondary training is crucial. For 2018, it is estimated that 52% of jobs in Arkansas will require postsecondary education. Registered apprenticeship offers job seekers another postsecondary education option through a time tested "earn and learn" model that is directly linked to employment and career advancement opportunities.

Projected growth occupations within targeted industry sectors of construction, transportation and warehousing, advanced manufacturing, healthcare, information technology, and community services (e.g., police officers, fire fighters, utility technicians, etc.) include a range of middle skill jobs (i.e., requiring more than a high school education and less than a bachelor's degree) that offer both career building entry points and advancement opportunities which are well positioned for RA expansion opportunities.

Since October of 2015, the state of Arkansas (through ADWS) has received over $6 million in federal investments to support registered apprenticeship expansion and diversification across the State. This investment has been received through USDOL's ApprenticeshipUSA initiative that includes the following grant programs: 1) the American Apprenticeship Initiative (known in Arkansas as AAPI, Arkansas Apprenticeship Pathways Initiative), 2) State Apprenticeship Expansion (known in Arkansas as AREA, Arkansas Expands Apprenticeship) and 3) the State Accelerator (planning grant). These federal investments are intended to assist in supporting the expansion and diversity of the number of apprentices participating in the "earn and learn" model, as well as the number of programs established to meet employer workforce development needs. Additionally, the state of Arkansas receives state funding support (through the Arkansas Department of Career Education) to assist with supporting registered apprenticeship activities.

The innovations, partnership building strategies, and statewide coordination alignment efforts offered through RA investments are intended to upskill entry level job seekers and provide incumbent workers with career advancement pathway opportunities that meet the workforce development needs of employers in the State.

Comparator State Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

How does Arkansas compare to other States regarding registered apprenticeship expansion and diversification opportunities? During 2017, ADWS identified four comparator States that included: Washington, Illinois, South Carolina, and North Carolina to conduct a SWOT analysis to gauge how the State "measures-up" on a variety of metrics.

For the SWOT analysis, findings were categorized to align with the major headings identified in USDOL's ApprenticeshipUSA Action Planning Tool that accompanied the State Accelerator Grant announcement. The ApprenticeshipUSA Action Planning Tool found in the Appendix section of this report includes current "readiness" ratings as required by USDOL.

The basis of the SWOT analysis, centers on the evaluation of 30 targeted SWOT attributes that were researched and compared. The raw data that was accumulated during this effort has been processed to gain insight and that is the basis for the presentation of the following analysis. Refer to the Appendix section of this report for the composite SWOT analysis score and attributes comparison tables.

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Program Management

Grant Management Capacity (categories include infrastructure, state size and logistics, capacity, funding success, funding utilization and program execution)

The SWOT analysis results in these seven related attributes under Program Management reveal some choices that have been made in South Carolina and Washington over a period of time that demonstrate maturity and lessons learned from the "school of hard knocks". Based upon South Carolina with 6 of 7, and Washington with 5 of 7 attributes being evaluated as strengths, the common denominator of how program management was defined, assigned and executed is clear to those involved and serves as a distinctive competitive advantage. Those two states have a manageable size, involvement of multiple key employers, minimal regulation, tax incentives, education and business communicating well, and well managed, sufficient funding.

The South Carolina model that has served them extremely well since the formation of Apprenticeship Carolina in 2007 has been to structure the non-profit under the South Carolina Technical College System (SCTCS). As an initial strategy, this relationship gave the apprenticeship 501c(3) some needed financial capability, stable structure, human resource support, and connection to audiences of candidates and proximity to employers, mostly manufacturers, at that time.

With the statewide expansion to non-traditional sectors, including healthcare, information technology, transportation, distribution, logistics, and professional services, the organizational design of SCTCS controlling Apprenticeship Carolina has moved from a position of strength to a serious potential threat. All of the grant funds plus all WIOA monies are being controlled within the Technical College System. The mandate being communicated to employers is that they must use a technical College to deliver the training in order to use the grant funds set aside for apprenticeship. Large numbers of employers are now unable to receive the incentive because they require other providers to deliver the specific apprenticeship training they need.

North Carolina is now heading down a similar path since the former President of the SCTCS is now the President of the North Carolina system. As part of strategy, experience proves that some stability and relationship makes sense structurally in the early years. However the driver of any usage of statewide funds should be the needs of the employers, not the financial strategy of any individual organization that is part of the supply chain.

Arkansas has strength in 2 of 7 Program Management attributes, where size and logistics can be treated as a valuable asset, and the presence of adequate funding can be a catalyst to success if utilization and execution become strengths rather than opportunities. The funding utilization formula can most simply be derived as a cost per apprentice. In Arkansas, the training cost per apprentice component is being calculated for federal grant supported activities. A goal should be to get a consolidated cost per apprentice number that would facilitate funding utilization knowledge to a broad array of partners.

Illinois was found to be strong in 2 attributes but weak in key areas, most notably, their sheer size and disparate funding and execution because of the "Chicago and everybody else" syndrome. These obstacles are being addressed in distinctly different ways. One is through political influence and legislation, which is time consuming, tedious and typically ineffective from a business perspective. The second is through their focus on learning and all aspects of education, including non-traditional credentialing.

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In Illinois, one significant finding was their infrastructure connection of agency and education to attainment of some credential beyond high school. They specifically stated that their inclusion of high quality certificates and credentials connected to workforce efforts like apprenticeship has significantly impacted their numbers since 2014. They are now 6% over the national average with a strong trend line. Illinois also compared this across neighboring states for equity and diversity progress and were found to be ahead in all categories. This data was drawn from the Lumina Foundation and a copy of their report is available.

The connection to apprenticeship is that it brings focus to the equity issue for race and ethnicity because college costs, which are currently a barrier, are possibly overcome with “learn and earn" models of credentialed apprenticeship. The alignment relates to other categories such as funding utilization, state size, capacity, marketing, behavioral alignment and employer engagement.

One strategy element that was part of discussions in all of the states in this SWOT analysis was the desire to reach a rural population, although no one is doing it particularly well. South Carolina is one of 10-12 states that have kept their relationship with Connected Nation, a nonprofit initially formed by the FCC to address rural broadband access. Today they are integrating efforts to capitalize on that connectivity in rural areas by creating educational and workforce benefits. The joint belief is that apprenticeships and new business opportunities in tech can be an economic development strategy for rural communities.

Funding success in Arkansas is a sign of respect and credibility. Over the last seven years, ADWS has received over $38 million in federal discretionary grant awards targeted to apprenticeship expansion and diversification as well as other workforce development programs. These federal investments leveraged with state and other funding streams positions the state well, which puts emphasis on the expected outcomes that will be a sign of effective funding utilization. In South Carolina, the demonstration of funding utilization is shown in a cost per apprentice metric. The other states referred to similar tracking but had not finalized the numbers.

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Strategies and Partners for Apprenticeship Expansion

(Categories include strategies, key partners, marketing, industry engagement, employer engagement, sector focus and part of behavior alignment)

One element of strategy that needs to be incorporated in a statewide marketing effort is the direct involvement of one or several major industry associations. In most states and certainly in 2 of the comparator states, the connection to the Manufacturers Association has traditionally been effective as has the connection to Labor Unions for the Trades. In non-traditional industry sectors, success can be tied to similar organizations (AHIMA in Illinois, WTIA in Washington and IT-oLogy in South Carolina).

The respect, credibility and overall influence that these groups have with their members is extremely effective in communicating the potential of apprenticeships and the best practices that are particular to their set of occupations. The connection of the trade and industry associations to the actual commitment to move forward on the part of employers has to be combined with SME practices provided by state apprenticeship sponsors/leaders. Currently, it does not appear that the industry groups (possibly with the exception of the construction trades) are well positioned to deliver operational value in terms of apprenticeship program delivery. Arkansas and neighboring Tennessee appear to have some potential in using Transportation, Distribution and Logistics associations to pursue apprenticeships in those disciplines.

Employer engagement is the single most important driver to success in the development of registered apprenticeship. South Carolina and Washington have done this extremely well and have been able to reach smaller companies through the connection to entrepreneurship, startup activities, incubators and venture capital activities. North Carolina and Illinois have even more advanced communities supporting this small business and startup community, however, those states have not connected those activities with apprenticeship as yet. Both are classified as opportunities because leaders in those areas have acknowledged the potential value and are beginning to bring the small companies to workshops, like the ones being planned in Arkansas around AEDC's community/regional intiatives.

Arkansas has a lengthy list of partner organizations described in the action-planning tool. Observations used for comparison to other states indicate that no real coordination process has been established in Arkansas yet. In fact, where other states have been able to combine funding processes for apprenticeship, Arkansas seems to have focused that effort inside the Governor appointed Arkansas Apprenticeship Coordination Steering Committee (see capacity). This presents great opportunity depending on who's running the process and what they define as the overall goal.

This strategy would map closely to the successful actions in other states where funding success in SC and WA were focused to develop measures for funding utilization around cost per apprentice and cost per company signup. Of special note is how some of the funds that were made available to intermediaries and grantees could be used for incentives to get companies interested in starting an apprenticeship program. If this is available and hasn't been implemented yet, then an opportunity to combine employer engagement with funding utilization should become part of the strategy.

A number of preconceived notions around apprenticeship exist in the broader community of employers across all states. The most significant was the belief that apprenticeships were synonymous with labor unions. This myth can be offset if communication material and presentations address this early in the process. Another weakness is the overwhelming belief that apprenticeships are costly. The costs are

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not well understood and the proliferation of any program being tagged as high cost in a very tight economy is going to be a constant obstacle. Comparator states are using the Information around the real costs and the real benefits of apprenticeships via the US Department of Labor and Department of Commerce reports on Return on Investment (ROI). One best practice that was identified in South Carolina was the inclusion of existing and new participants in a specific statewide ROI study done by the Moore School of Business at the University of South Carolina. Arkansas should consider partnering with employers and a research institution (i.e., University of Arkansas) for an ROI study and use it as another marketing tactic to get employers to take the next step regarding registered apprenticeship commitment.

While discussion around facilities and equipment sounds like infrastructure, the SWOT indicates that investment in these areas are strategic, not only in manufacturing, but also in IT. Illinois, South Carolina and North Carolina have found ways to build or support common facilities and current equipment to train apprentices. Some employers interviewed in every state had commented that this can be a major hurdle to most medium and small companies that can't simulate the work environment. Some industries and occupations are more difficult than others but generally the opportunity lies in the workforce data analysis. The successful states mentioned how looking at the requirements and sizing the need versus the cost, allows for public and private funding to be aligned to the greatest need and done with a regional or statewide focus.

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Capacity building through co-investment and the State system

(categories include agency support, leveraged resources, policy levers, state alignment)

In each comparator state except South Carolina, the introduction of multiple efforts on the part of various organizations to address the tech skill gap has certainly impacted the potential growth of registered apprenticeships. Programs and Grants from other government agencies like Department of Defense, Department of Education, National Institute of Health, National Science Foundation and even separate DOL programs have created a confusing landscape for employers when they are approached to support and especially participate in the programs financially and more importantly, operationally.

No matter how well intentioned, the sheer number of "knocks on the door" by one agency or state institution after another, has caused numerous companies to close off the communication flow because it becomes too time consuming for little or no return. The proven practice of approaching business with a unified front among agency partners who start with a consulting philosophy vs. a sales philosophy is more cost effective and efficient for the business entity. That process, coupled with discussion in the language of the business, yields an environment where a rich opportunity emerges because it was what the business really needed and one or several of the agencies combined had a piece of the answer.

The action planning tool and the SWOT analysis speak volumes when it comes to why apprenticeship has not yet reached momentum phase. Employers in all states are typically unaware of funds that have annually been available from WIOA for OJT and wrap around support services. Illinois has begun to turn that into an opportunity with some of their more innovative programs offered through College Changes Everything. Once again, collaboration among the partners is key and legislation around vouchers and tax credits, articulation and dual credit have been used to incent both companies and candidates. South Carolina has used the credentialing and dual credit starting in 11th grade to fuel the flow from youth apprentice to pre-apprentice to full apprentice.

In the SWOT analysis, part of capacity is measured by the strength of the community or technical college system. ADWS has stated that the relationship with the 22 Community Colleges in Arkansas is healthy. North and South Carolina enjoy rich benefits from effective technical and community colleges. These three states enjoy one common theme in that there is an appropriate number, which are well located around the state. The capabilities in terms of curriculum and flexibility of certificate and continuing education programs are strong in NC and SC. Arkansas' regional approach seems to be influenced by manufacturing and the trades. One area to focus on in Arkansas is the number of community colleges that are members of RACC as only 2 of 22 are members. In contrast, all 16 in SC are members and each of the major metro community colleges in NC are members. Illinois has 48 CC's and more than 50 percent are part of RACC and Harper College is one of the most successful apprenticeship programs in the country.

Co-investment and leveraged resources has most commonly been associated with workforce boards and tuition assistance programs and each state is trying to bring those efforts together in apprenticeship activities. Treating private business, industry associations, private foundations and special interest groups for the betterment of underrepresented populations is both an innovation and a type of leveraged resource. Examples in Washington and North Carolina, specifically with 2 companies, CISCO and Amazon, depict how they have fully utilized a veterans resource group called VetsinTech (VIT). VIT is fully funded and connected to the Veterans Administration and has chapters that include all bases

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across the country. Recently, in Charleston, SC, VIT has produced a number of qualified apprenticeship candidates in Cyber Security occupations for several defense contractors.

While every state needs to leverage resources and incent employers effectively, the groups responsible for bringing qualified candidates to the process are equally important. In North Carolina and Illinois, the data showed that some employers were turned off of apprenticeship programs because they felt like they were forced to settle for a lesser quality employee. This was a by-product of two problems that can be avoided. One is the sources of candidate pools need to do effective screening and the employer workshops need to address that employers should use the same interviewing techniques as that of any hire and should not be doing an apprenticeship to meet someone else's goal. The best programs sustain themselves because the companies see the business value of apprenticeship.

Capacity also has to do with the retention of people in the state. In more "new collar" jobs, the threat of the best students and candidates leaving the state to work elsewhere is always a possibility. Apprenticeships are the potential "hook" that has proven to create loyalty to companies and when done in a systemic way, creates a statewide loyalty.

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Innovation, Equity, and Inclusion

(categories include program innovation, equity and diversity and part of behavioral alignment)

Registered Apprenticeship Program Innovation has a specific definition within the USDOL ApprenticeshipUSA Action Planning Tool and the SWOT analysis covered each of those flexible or accelerated learning approaches, adaptive models like competency based or hybrid models and alignment of RA to post-secondary credit. Two other areas of innovation for which data was uncovered included: 1) facilitated assessment of training needs for business customization and 2) the development and/or adoption of the necessary tools and infrastructure for managing the list of supply candidates and the growing number of employers who want access to qualified and pre-screened candidates. While this is not a jobs board, the centralized control over a system, like Washington has accomplished with Apprenti, is valuable for efficiency, scale and its audit and tracking features.

While the focus on apprenticeship programs is generally around new hires that are 18-28, an innovative but proven approach, that can go unrecognized, is the incumbent worker. Washington's data around their first 2000 candidates in the system is that the average age is 30. This is showing to be a high aptitude, underemployed worker, that when identified, becomes a great apprentice. When done within the same company, the cost advantages become even greater. In every case, the community wins when this happens because 2 jobs get filled unless the incumbent job was being eliminated. It should be noted in the SWOT table (reference Appendix), that this advantage and strength for Washington has turned to a potential threat because some companies fear the system favors the founders like Microsoft and Amazon and doesn't provide fair access to the best candidates.

Regarding the innovation around facilitated assessment of training needs for business customization, in South Carolina and Illinois, this is a technique first started by Vermont Hi-Tech and has really been effective for the non-traditional sectors like healthcare, IT and advanced manufacturing. For free, a training customization specialist comes in to the company for 30 days or so and develops the Related Technical Instruction (RTI) and all steps for the training and development of the apprentice. Knowing how this works and offering it becomes another attractive marketing point.

Across the 5 comparison states, the potential partner list for equity and diversity candidates is long but not mature. Each state has identified target audiences and North Carolina and South Carolina have done preliminary efforts to find out the hiring expectations of employers around veterans, minorities and women. Illinois has established a unique Family Engagement Framework, which while initially about education, has now become an avenue to workforce readiness. Research uncovered that the push for apprenticeship expansion is now considered a high priority. The problem for Illinois, as mentioned earlier, is their size and fragmentation around delivery of programs.

Arkansas, with an existing strength in equity candidates, could find a connected and integrated plan for communication and engagement in apprenticeships through a similar family framework model.

North Carolina has put themselves into a strong position because of efforts that have been ongoing in the Raleigh Durham, Winston Salem and Greensboro areas concerning healthcare and IT occupations looking at women and minority inclusion, hiring and retention. They are both the home to the national equity partner for IT, as well as a leader with Wake Forest Medical on several diversity programs. Raleigh has a number of IT headquarters and Red hat and SAS have been leaders in local and national

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efforts to bring more women into IT. This strength in candidate readiness is yet to become an asset to apprenticeship in NC merely because their statewide strategy is weak.

Another innovation that has served NS, SC, and IL well is the concept of apprenticeship "signing days". "Signing days" have become extremely popular where in a college football signing day style the apprentices are lined up in front of a large crowd and designate who they are going to work for. Many of these tend to be scheduled during National Apprenticeship Week. This can be an effective marketing tool for recruiting candidates and the hiring companies, as well as the diversity organizations.

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Data Collection and Submission
(Categories include data sharing, goal setting, goal accomplishment and metrics)

Data sharing analysis produced a wide variety of interpretation, so the value proposition here is based on the importance to the recipient of the data. For example, in Washington, the candidate data being captured and shared to the companies participating in Apprenti is extremely valuable. The fact that it is made available only to companies outside of the state of Washington for a fee is causing some states, locations and organizations to have to come up with alternate candidate capture. In contrast, South Carolina is very strong at data sharing within the state and with the DOL but less cooperative with other states, especially those nearby. The thought that apprenticeship is a competitive advantage for attracting companies and foreign investment can be appreciated as we evaluate state by state.

Goal setting is mostly a work in progress for every state and is shown as an opportunity in Arkansas. The leaders in the states of Washington and South Carolina have used stretch targets for several years and are the beneficiaries of year over year sustainability in cohorts of apprentices for companies that have experienced the value for the first time. This is sort of "rich get richer" concept. In North Carolina, where manufacturing has been successful with companies like Seimens and Daetwyler, they have had trouble parlaying that understanding in terms of goal setting for non-traditional disciplines. New companies are now emerging that lead their respective industries like banking and financial (see industry engagement). Bank of America, Wells Fargo, and BB&T are helping the apprenticeship organizations understand the potential numbers for IT and financial occupations.

A way for Arkansas to capitalize on goal setting best practices is to include the employers in processes that estimate not only demand for experienced hires but the expected replacement strategy for things like aging workforce or displaced worker reassignment. The best practice available is to contract with SME's that have been in the target industries and can lead the focus groups with credibility and purpose.

In one way or another, SC, WA and IL describe goal accomplishment in published documents, where at a minimum, key constituents are kept in the loop through one consistent set of metrics, even though DOL and state groups require separate systems for tracking. For Arkansas this proves that it can be done and could be worked on immediately. The categories of goal setting that are included in the ApprenticeshipUSA Action Planning Tool for Registered Apprenticeship and WIOA are comparable to that of what other states are tracking.

In all the states, other meaningful metrics being tracked relate to the process of engaging employers and moving them from awareness to interest to commitment. South Carolina and Washington are using consultants for SME assistance to run workshops and accelerators, provide one on one sessions and then project manage the cohort implementation. North Carolina has stated they will try this in the Charlotte area for IT and financial analysts. The key to the process indicators is to find out where the process breaks down or more importantly what are the key drivers to success. In South Carolina, -with Michelin, Boeing, BlueCross BlueShield SC, and a host of others- they are connecting the tracking from the initial source, through the screening agent, to the HR process, to the probationary period, to the apprenticeship period, to their eventual career moves either within the company or beyond. This is when the results for things like ROI for the company and real marketing benefits begin to accrue.

Financial metrics are pretty much handled behind the scenes but some of the research during the SWOT analysis unveiled that making the close tie between financial performance, process and outcomes, can

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become a way to unite the different groups who tend to solely focus on their purpose and don't cooperate with others. If at the highest level, their results are tied to others, then the visibility rises on co-investment and common goals. This may be the only way that the threat in South Carolina gets addressed because the heads of Commerce, Department of Employment and Workforce, South Carolina Technical College System, Commission on Higher Education and Economic Development will use this combined financial data to arrive at a new design.

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Quality Programs

(categories include technical assistance, use of intermediaries and regulatory compliance)

Since 2015, technical assistance has been offered by the DOL in a number of ways through webinars, the formation of Sectors of Excellence in Apprenticeship (SEA) leaders groups, the National Governors Association, Maher and Maher, Urban Institute and most recently through industry and equity intermediaries.

Arkansas has utilized these services more than any other state in the comparison. This access and intent to put together an effective plan and execute that plan effectively is bearing fruit. The material that has been gathered in this report alone, when acted upon, all or in part, will go a long way to accomplishing two things, a more in depth and executable plan, and most importantly near term results by acting swiftly on things that more easily implemented.

All of the other states have done one common thing and that is to hire an Outreach Coordinator of some sort. Not all of the titles are the same, but the role of reaching the business community, as well as government agencies for apprentices in IT and financial areas, is the strategy. As Illinois gained strength in areas like Insurance with Zurich, a Swiss company, they have used experts to go out and reach their peers. South Carolina, Washington and North Carolina are also doing that with different degrees of effectiveness.

All states by regulation are using a bid process but the effective move is how some are tracking performance against deliverables. Arkansas is doing that and provides what can be referred to as a "worth what paid for" model.

The results of the SWOT showed no differentiation in regulatory compliance as generally everyone does what is required and nothing more. The relationship established with Lee Price (USDOL Office of Apprenticeship, State Director) in Arkansas is similar to that in the other states like SC, NC and WA, where the DOL contact works well with the apprenticeship partnership groups. The only difference identified was in IL where much more political pressure is put on the labor process and strains the relationship at times. The additional compliance and time consuming steps make for a less efficient statewide program and influences the quality of the results.

In conclusion, Arkansas should strongly consider establishing a state level entity that works with collaborative partners and is operations-focused providing coordinated project management, business services outreach – working with individual employers and industry and professional associations, develops consistent marketing on the RA message, and supports the USDOL State Office of Apprenticeship to provide hands-on technical assistance developing programs. Apprenticeship Carolina and other similar models have proven effective. The closer that Arkansas moves to the essence of that model, more streamlined and consistent effort will produce RA growth across industries.

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Registered Apprenticeship Asset Mapping Summary

In June of 2016, the Arkansas Department of Workforce Services received a registered apprenticeship planning grant award (i.e., ApprenticeshipUSA State Accelerator) from the U.S. Department of Labor geared toward supporting States to catalyze and build upon existing strategies to expand and diversify registered apprenticeship opportunities. ADWS recognized the potential value of an asset mapping exercise in preparation for the delivery of a statewide plan for the expansion and diversification of registered apprenticeship, as required under the grant award. The four-month process that ensued allowed the state's leadership to identify the resources that can be utilized to support development initiatives like this one. Too often, visionary economic or workforce-development efforts begin without a full understanding of the state's asset base. A mismatch between strategy and assets can severely diminish the potential impact of a development initiative. This project has been able to match assets to opportunities and provides important content for the forthcoming state plan.

The Registered Apprenticeship Asset Mapping project followed a proven, nationally recognized model, referred to as WIRED (developed by the Council on Competitiveness for DOL, October 2006), to perform three levels of activity that the project team accomplished in three overlapping phases.

Level 1 - Asset Identification Phase

This first phase included the identification and cataloging of all major assets relevant to the development of the State Plan for Registered Apprenticeship Expansion and Diversification. The asset mapping project identified a list of the assets within the state, along with identifying information about each asset. The following categories within the WIRED framework provided the roadmap for the data.

1. Human Capital
2. Research and Development
3. Financial Capital
4. Industrial Base
5. Connective Organizations
6. Legal and Regulatory

Since the target of the statewide plan is about matching supply of talent to workforce demand through the use of registered apprenticeship, most of the focus during this project was on human capital, financial base, industrial base and connective organizations. To a lesser degree, we connected research and development and legal and regulatory information that was gathered. If ADWS should determine that a more advanced asset map be completed as part of WIOA responsibility, then this work will serve as a tremendous foundation.

The compilation of the asset inventory was accomplished by reviewing previous regional economic reports and profiles, scanning the media and other sources for current information, and obtaining input from organization leaders and representatives from relevant public, private, academic and non-profit entities.

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More than 30 individuals were assembled to form the Registered Apprenticeship Asset Mapping Team. Members gathered tracked and mapped relevant data from previous reports and current data sources. The RA Asset Mapping Team included representatives from ADWS, DOL State Director Office of Apprenticeship, Department of Career Education, Department of Education, Local Workforce Development Areas, Community Colleges, Arkansas Economic Development Commission, Arkansas Apprenticeship Coalition, National Apprenticeship Training Foundation, Delta Regional Authority, Winrock International, employer partners, industry associations and professional organizations. Once the initial inventory was drafted, it was circulated among additional groups, as determined by ADWS, for review, refinement and input. The team member roster (Appendix A) and the data log by category (Appendix B) are both available and maintained as working documents moving forward.

Level 2 - Basic Evaluation Phase

The next level of mapping, managed as phase 2 of the project, included the analysis and initial assessment of the strengths and weaknesses of the assets. The team was able to identify gaps in the availability of some information and through the use of several tools was able to evaluate the significance and impact of each major type of state workforce-related asset.

The RA Asset Mapping Team used publicly available data to obtain metrics that indicated the relative value of an asset to ADWS and registered apprenticeship. In addition, in this stage, team members and specific state leaders were able to use the aforementioned SWOT analysis and comparisons to four other states for benchmarking and access to best practices in various components of the apprenticeship process. Through benchmarking assets against national norms and key competitor regions, the team developed a stronger sense of key findings for new recommendations and continuous improvement.

Level 3 - Comprehensive Assessment Phase

The most comprehensive level of mapping moved beyond identification and gap analysis to provide a deeper understanding of the factors that drive the statewide workforce practices. This final phase focused on capturing three additional types of data, leadership perspectives on the value of human capital assets to their operations, linkages between statewide assets and the underlying business culture of the state and local communities.

By evaluating the specific value of these assets, revealing the already existing networks to leverage those assets, and assessing business and industry attitudes toward risk and entrepreneurship, the team and the associated organizations developed a strong knowledge base upon which to design, implement and sustain the statewide plan for expansion and diversification of registered apprenticeship.

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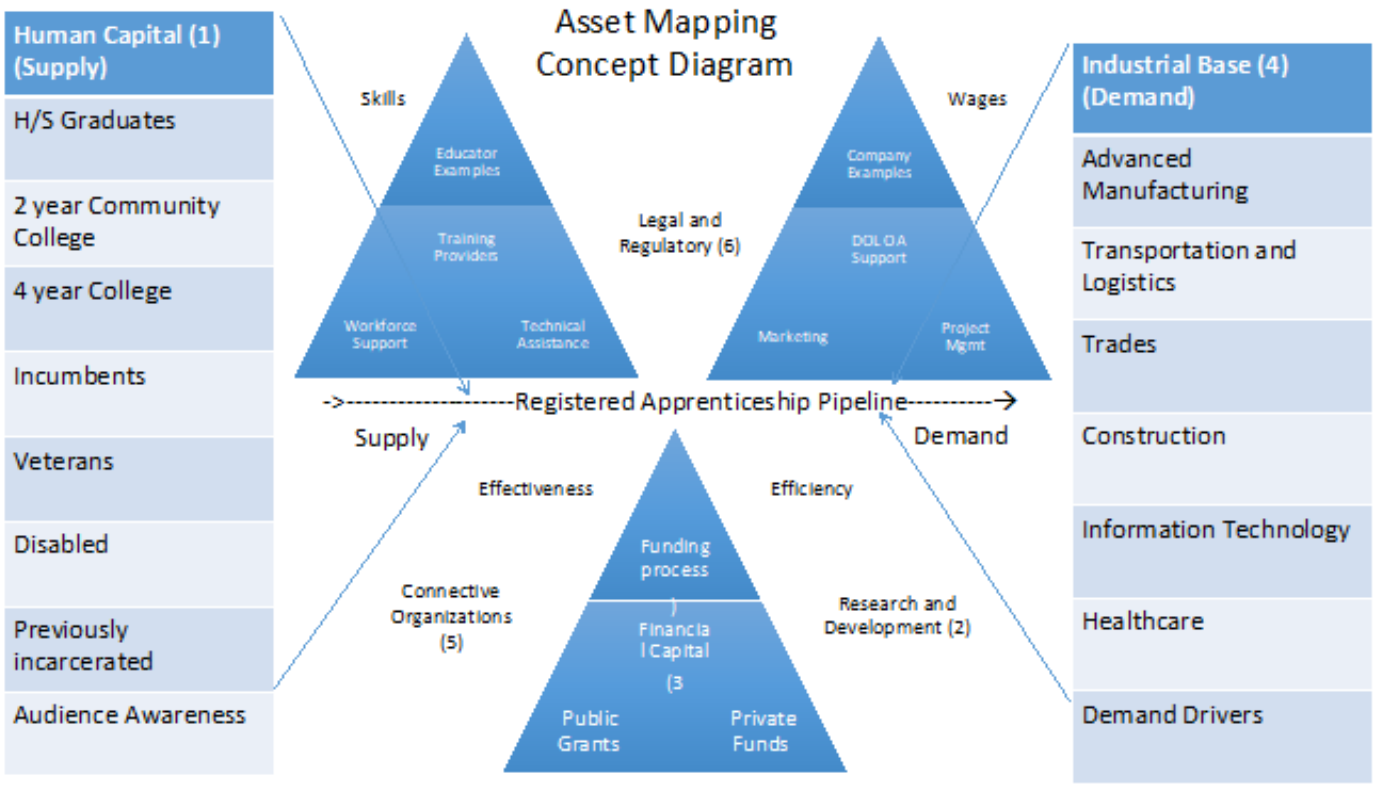
The team made use of a concept diagram introduced to help clearly identify the important inter-relationships of the WIRED categories. In particular, the diagram kept the team focused on the supply and demand drivers as a variety of occupations across multiple industries were identified for expansion of registered apprenticeship. The diagram is shown below.

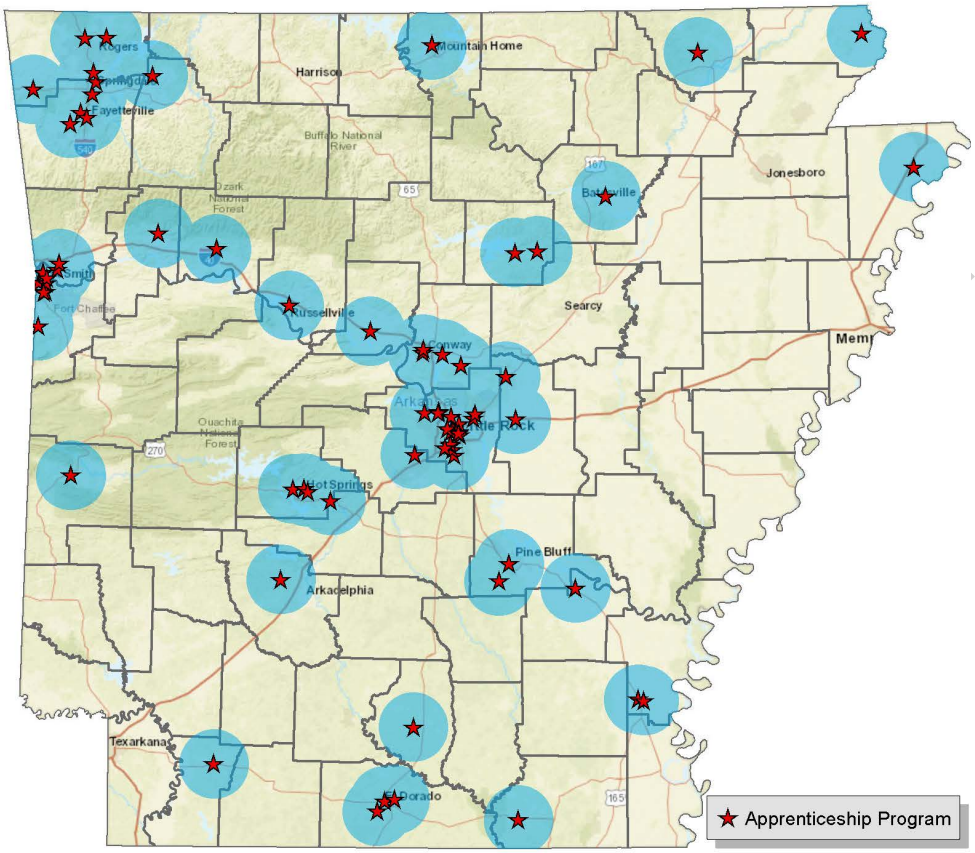


This process was complimented with a formal information-gathering effort that included the distribution of two surveys from the ADWS team and interviews with the key stakeholders to better understand and deepen the survey findings. The survey and additional interviews captured baseline views on the state's capacity, alignment, challenges and barriers to implementation, and demand for increased asset creation and investment. These surveys will be distributed to a similar audience after an approved time period beyond the rollout of the state plan. The results of the surveys (Appendix F) have been influential in shaping the findings and eventual recommendations.

The history of apprenticeship activity in the state was important for two reasons: first, it clearly sets the baseline for numbers and geography in order to compare the expansion impacts moving forward, and secondly, it demonstrates the existing strength in trades and construction, which is a direct by-product of governor and industry support and the organizational assets that currently make the process happen.

The following map provides a view of the registered apprenticeship sponsor program locations across the state. The numbers have been on the rise, growing to approximately 4,900 from the previously documented high of 3,500.

2018 Apprenticeship Baseline Map



The asset mapping project described some very important outcomes that we expected to achieve, and in post-review, the evidence indicates that the project team accomplished each of the four outcomes, producing important findings and information relevant to recommendations moving forward.

The first outcome was establishing a foundation for strategic planning and implementation. Asset mapping either lays the foundation for development of a new strategic plan or enables the realignment of existing efforts. The asset mapping project identified gaps, redundancies and inefficiencies, and opened dialog about reallocating resources in key challenge areas and avoiding needless expenditures where high-quality assets already existed.

Finding #1

Since many organizations (state agencies, education/training providers, etc.,) have a stake in apprenticeship as a workforce development tool to assist employers' talent pipeline needs, asset mapping has demonstrated that strong consideration should be given to realigning existing resources in order to effectively execute a statewide expansion of registered apprenticeship.

Several WIRED categories gave us information about the extent of various organizations/entities that perform ownership of apprenticeship activity in the state of Arkansas. The Department of Career Education, Office of Skills Development, State Office of Apprenticeship; the Arkansas Apprenticeship Coalition; National Apprenticeship Training Foundation; the Apprenticeship Coordination Steering Committee; along with ADWS and other stakeholders must not only work together but structure changes to facilitate the alignment of goals, budgets, resources and projects.

The formation of a non-profit organization at the state level is a proven model that has been used by other states to optimize results and expand registered apprenticeship in an effective way. The transition allows for clarity and unity of message to the statewide audience, shores up gaps in each organization, utilizes funds more effectively, allows for proper training of business services personnel, and allows the governor to send a strong supporting message.

Even more importantly, the single contact creates an easier avenue for employers to receive the assistance they need with less confusion. Remember, that in the end, the asset mapping project proved that in registered apprenticeship, the employer is the key.

The second expected outcome was a deepened understanding of key statewide systems and linkages. The comprehensive asset-mapping process led to a deeper understanding of the ways in which institutions interact with each other and with entities outside of the state. With a new perspective on well-established institutions, agency, business, educational and community leaders more accurately assessed the institutions' current value to the economy. The team also identified ways to strengthen institutions, build linkages between them, and, ultimately, improve the statewide practices for expansion of registered apprenticeship.

Finding #2

In one particular industry sector, the manufacturing sector, the governor and the Arkansas Economic Development Commission have placed a high priority on workforce development and are implementing similar techniques to those of the asset-mapping project to match supply and demand for key occupations. A unified communication, consulting, training and project-management model must be operationalized with a defined entity at the State level playing the lead role in connecting the organizations involved in working with employers and spearheading apprenticeship expansion and diversification opportunities across industry sectors.

A second program rolled out by the governor and a special task force, referred to as the Blue Ribbon Commission, is focused not on an industry sector but on particular occupations within the Information Technology profession. The Commission Report emphasized the importance of Computing and Analytics to the future growth of the state's economy and was clearly recognized by the asset mapping team. Human capital data from K-12, higher education, transitioning veterans, minority and female audiences was identified to match workforce demand data that came from the Labor Market Information group within ADWS.

In order to address coordinated efforts between these projects and the potential inclusion of registered apprenticeship as a talent-acquisition, talent-development and talent-retention strategy, a proposed model for efficient collaboration will be required.

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A labor efficiency model is shown below and includes all of the major connected organizations identified for asset mapping purposes as critical to capitalizing on registered apprenticeship expansion opportunities within the state.

Registered Apprenticeship Expansion - Labor Efficiency

Roles	Sectors: Trades Construction	Advanced Manufacturing	Information Technology	Transportation	Healthcare
Candidates	WR	WR	WR	WR	WR
Marketing/Outreach	IR/PCR	PCR/IR	PCR/AC	IR/PCR	WR/PCR
Apprenticeship Consultant	IR	AC/IR	AC	AC/IR	AC/IR
Training Curriculum	IR/TP	IR/TP	AC/TP	IR/TP	AC/IR/TP
Training Delivery	TP	TP	TP	TP	TP
Project Management	IR/AC	AC/IR	AC	AC/IR	AC/WR

Legend

IR - Industry Rep
AC - AAC Consultant
WR - ADWS Rep
TP - Training Provider
PCR - Partner or Community Rep

The third outcome that the project exhibited was serving as a catalyst for partnership. The team was able to aggregate the knowledge previously possessed by only a few individuals and organizations and made it available to others on the team, who in turn, were charged with sharing it with their sphere of influence. The value was the creation of new knowledge and new ways to leverage the assets.

Finding #3

More than once during the asset mapping project, employers were found who were performing a "grow your own" process for acquiring talent, developing talent and attempting to manage and retain talent in a variety of occupations. The awareness of this by agencies, educators and connective organizations creates a wealth of opportunity to produce a better outcome for that employer and potentially for a more diverse set of candidates. It also serves as a great way to find similar employers in other geographic regions to implement a repeatable process more quickly and efficiently. In the language of ADWS and registered apprenticeship expansion, we are using the term "low-hanging fruit" to describe (a) the transition of these companies into an approved program with its associated ROI benefits to those employers, or (b) to scale a known program that fits somewhere else.

In the midst of phase 2 and the evaluation of existing assets related to apprenticeship programs that are already working, here is the capture of the actual transcription from an asset mapping team meeting regarding the process at Tyson Foods for Industrial Maintenance.

"In terms of process used by Tyson, Lonnie Emard asked Mike Rogers of Tyson about what would be needed to expand to other occupations. He immediately responded that it takes a process and yes that process can be leveraged and is repeatable. He said the first step is always funding and can potentially be a bottleneck. His strategy has been to start local and grow out from there (for mostly practical logistical reasons). Proximity is also important for community support. He (Mike Rogers) said they've made partnerships with both two-year and four-year colleges so that class time is counted for academic progress toward college degrees. He (Mike Rogers) said they have verbal commitment with NWTI and NWACC as well as recently the University of Arkansas. He said he is trying to develop both an hourly pipeline (for workforce development) and a salary pipeline with on-ramps and off-ramps all along the pipelines. He said they picked Mechanical Industrial Maintenance as a "hot button" occupation because it touches so many craft skills. But he hopes to also incorporate Electrical and Instrumentation, all under the Industrial Maintenance umbrella."

Another example of a proven success story is the mechatronics occupational program being run by Baxter Healthcare in collaboration with Arkansas State University-Mountain Home. This model includes working solutions to every question within the four-component model of apprenticeship. Baxter was clear about the need and the requirements that related to several skilled jobs that had been difficult to fill. ASUMH has performed a project management role, and they have provided the education and customized schedule. The funding model in this case was truly a best practice with ADWS providing some grant funds, NATF and AEDC providing seed money and, most importantly, Baxter investing in the equipment necessary for applied training.

The students go through a Ready to Work preparatory, pre-employment program prior to the apprenticeship. Participants receive a two-year associate degree and certifications while completing the apprenticeship with Baxter.

The model below provides the framework for ADWS and partnering entities to extend the process to other employers. Other companies like Eaton and ATS are the "low-hanging fruit" in Mountain Home, while other companies with the same needs have been identified across the state.

8

Implementation of Registered Apprenticeship
Components To Be Managed, Funded and Connected

Overall Program Manager_____

Component 1: Audience	Component 2: Content	Component 3: Delivery	Component 4: Expected Outcomes
• Identify who will be responsible for the audience of candidates based on the desired demographic of the employers • Cohorts for one or multiple employers	• Based on the occupation, match requirements to known content. • Content is curriculum, related training instruction and competency models • Standards available nationally • All customization documented	• Execution and delivery of the program is the key. • Facilities on-site and off site (equipment required) • Types/numbers of training organizations • License fees • Mentor process and mentor selection	• Quantity and Quality Goals and Objectives • Number of Apprentices • Entry salaries per occupation • Time to productivity • Cost/Benefit ROI • Length of apprenticeship
• Funding requirements • Assessment models • Candidate expectations • Pool from 2 year, 4 year, career changer, under represented, incumbent, veteran • Known Funding _____	• Funding requirements • Identify, evaluate and finalize the provider • Customize the material to meet employer needs • Cost per apprentice for education • Known Funding _____	• Funding requirements. • Review of all programs/ solutions/services provided for value. • Tracking via known tools • Determine any changes • Sustainable commitment by employers • Known Funding _____	• Funding requirements • Single employer or community model • Community resources required • Process for change management • Known Funding _____

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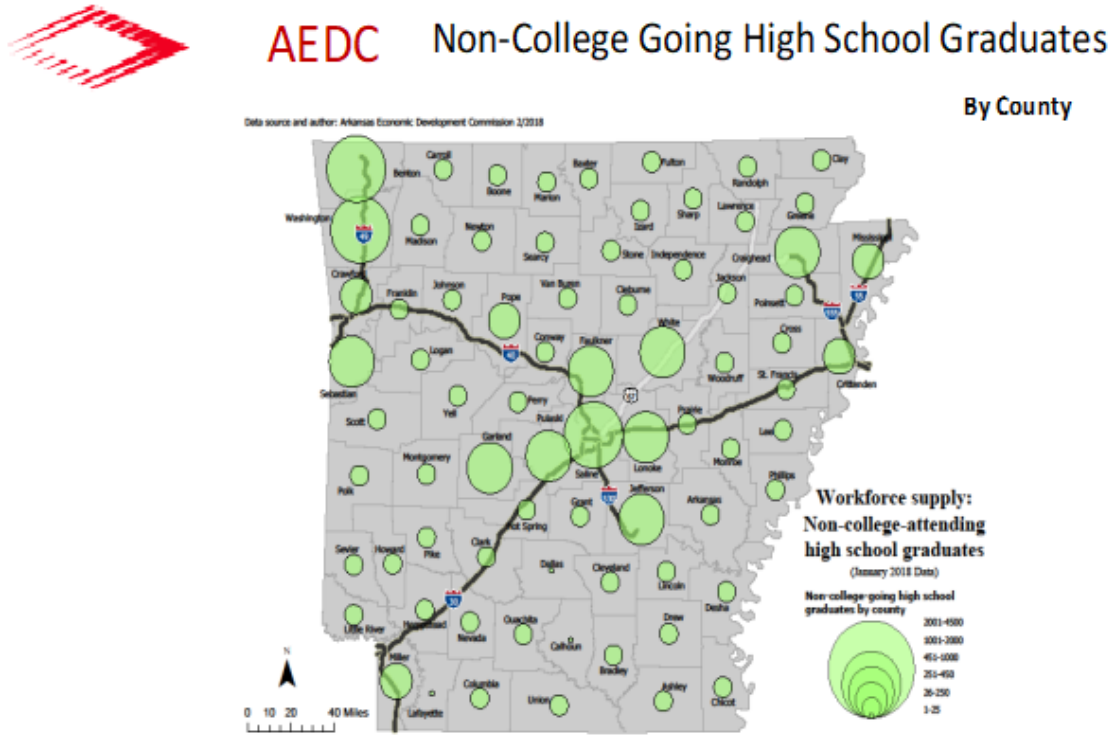
Other examples of “low-hanging fruit” are companies that were identified during the asset mapping project that are doing all recruiting, training, and mentoring on their own while struggling to acquire diverse talent, teach the skills they need, and retain employees. Many of these programs start as internships with little commitment or just entry-level programs. Two of the many examples were uncovered by working with a connective organization called the Society of Human Resource Professionals—McKee Foods in Gentry and ABC Financial in Sherwood. Other examples are mentioned as part of the Registered Apprenticeship Expansion Potential document described later (Appendix C).

The fourth and final expected outcome was that the details within the asset map serve as a motivational tool for implementation. The process of creating the asset map can have a positive effect in engaging community members in a statewide effort. As described below, business surveys and in-person interviews are valuable inputs into the creation of an asset map. Engaging leaders in the analytical phase of an effort can motivate their participation in the implementation phase.

Finding #4

The analytics available from this project have had a profound impact on the answers to key questions in the process of moving employers from awareness, to interest, to commitment.
An example supply map is shown below.



The data around human capital was enlightening at all levels beginning with K-12 graduation data and the notion that the state is beginning to track students after they leave high school. Members of the team shared that Career and Technical Education has been working with the Arkansas Research Center to track CTE students for a year after high school graduation to see if they’ve entered the workforce or Higher Ed. The mapping example above

provides the locations of the non-college goers. The future plan, which is already under construction, is to track three or four years after. These analytics inform a number of different organizations and support employers having confidence in candidates not coming from the traditional four-year degree pathway. This information will also drive local marketing campaigns customized to the types of occupations in demand within the community, county or region.

Finding # 5

The data gathered during the project fell into two categories. One is informational data, identifying data (organizations, who to contact, etc.), and the second includes the counts and volumes that are geo-located, numeric representations of where the job demand exists and the number of available candidates. The demand was connected to the process for expanding registered apprenticeships, and the team recognized the bottleneck of getting DOL apprenticeship standards approved and employer paperwork completed.

The ability to support the DOL Office of Apprenticeship with additional resources from other organizations, as stated in findings #1 and #2, is imperative if Arkansas intends to expand and diversify registered apprenticeship.

The ADWS LMI team took a look at the targeted industries identified--advanced manufacturing, information technology, construction and health care--and developed a list of the top 10 to 15 high-demand occupations within each industry. An example of the postings data is shown below (Appendix D).

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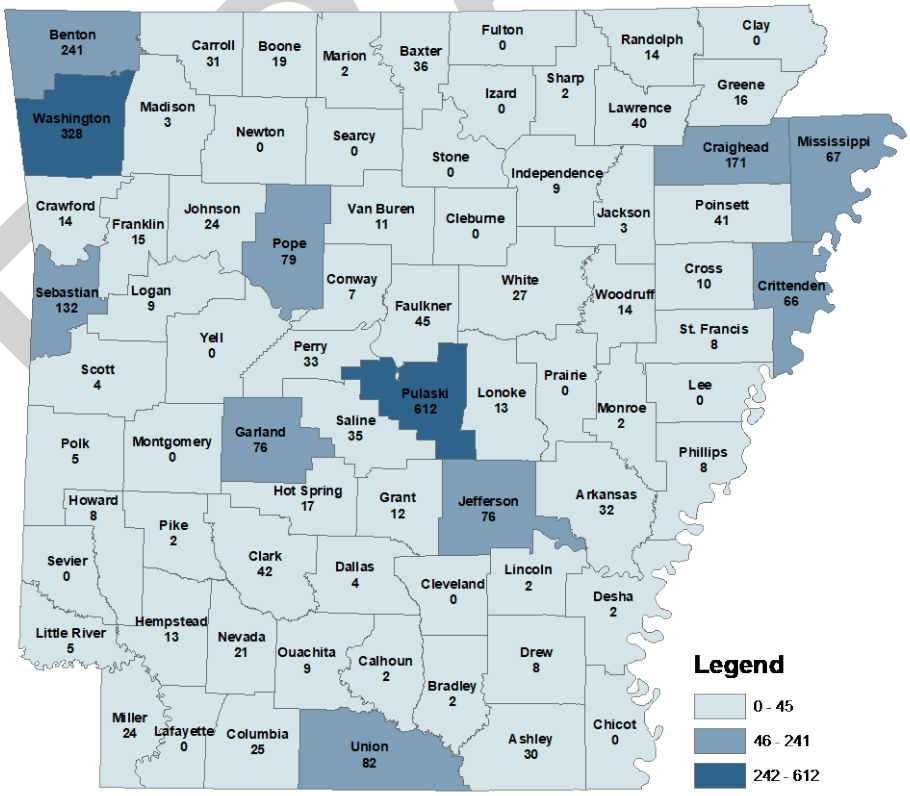
Maintenance and Repair Workers, General



Finding #6

A key part of the workforce landscape in Arkansas that was mentioned earlier is the educational attainment levels of the general population. An industry driven skills related continuum placed alongside the traditional path of HS graduate - associates degree - bachelor's degree - graduate degree is proving effective in aligning salaries to business value. The awareness of those career paths beyond minimum wage jobs by students, parents and career counselors increases average income levels, productivity and growth while retaining more students in the state, reducing the "brain drain".

Assigning credit to work experience and aligning to job family progressions within Human Resource Departments will raise salaries appropriately across the board, without changing the profitability of companies. Pre-Apprenticeship programs have proven to be one of the most successful awareness programs because of the involvement of industry. The recommendation to implement as many pre-apprentice programs as possible across all in demand occupations will produce higher success rates in filling high demand jobs from each level of education attained.

After the pre-apprenticeship, which could have included an internship, the more each student and/or unemployed candidate has the chance to experience a potential job first hand, the higher the likelihood of success. The way to most efficiently drive both the skills development and the associated education level attainment is through an employer-driven apprenticeship. The SWOT analysis provided numerous references to the value of pre-apprenticeship programs, mostly for high school students, but clearly as an advantage toward expansion of registered apprenticeship. Asset mapping results validated this finding and uncovered several key data points surrounding success stories with NATF and a number of high schools in rural areas.

Our K-12 representative submitted an example of a Concurrent Credit and Articulation Agreement as an asset to the project. The concurrent credit, when used with pre-apprenticeship-type programs, lead directly into well-established apprenticeships. Being able to tell what schools accept concurrent credit or dual credit is now an important piece to mapping out how expansion can occur.

Finding #7

Only two of the 22 Community Colleges belong to the Registered Apprenticeship College Consortium. The recommendation is that all of them should join RACC, because through our asset mapping analysis we learned that each of them have strategic programs that could align with demand needs and the use of registered apprenticeships to solve the skill gaps in those communities. The project did find some of the community colleges are already delivering candidates to employers through the alignment of curriculum; however it is typically not customized and on-the-job-mentored like the content and delivery of an apprenticeship, so RA provides an avenue of quality improvement.

The project team used IPEDS data, which comes from a national clearinghouse to which all colleges report, and focused on the WIRED list—enrollments, completions, graduation rates, along with retention and, most importantly, detail on graduations per force-program area. The spreadsheet compared side-by-side all community colleges and universities by degree-seeking and non-degree-seeking students. The team also evaluated a category including concurrent-credit high school students, college students who haven't declared a major and what we call "skills builders". Skill builders are people who merely take a couple of classes in order to pass a certification test, or those who want to go into an allied health program and go to the community college just to take some pre-requisites in the sciences but don't declare a major. This spreadsheet was used to create geography mapping to the industry demands (Appendix D).

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Finding #8

In phase 1, within the WIRED category of Legal and Regulatory, we found that Arkansas does have a state tax credit for apprenticeship. This was something we had found working well in other states during the SWOT analysis. A quick summary of the implementation showed that very few companies were taking advantage of the credit, and in some years money was not being fully utilized. The details under ACT 1042 were revised in 2017 from a youth program to an adult program that reimbursed an employer 10 percent, or $2,000.00 a year per RA. There is a maximum of $10,000.00 per tax filing year.

Large companies who are even aware of the tax credit, and would consider hiring apprentices may not feel $10K of tax credit is worth the effort. It certainly wouldn't be their reason to do apprenticeship, and large companies who already do apprenticeships (many more than 5) may pass because the $10K is so small compared to their tax scenario. A revision based on the results, would be to use the average cohort size of 12 and multiply that by the $2000 per apprentice and set the cap at $24,000 per tax filing year.

Small and medium-sized companies with small or no HR departments in non-traditional sectors are probably unaware of the state tax credit. These are the companies that would likely be influenced by the tax credit and could benefit greatly. In either case, the key is marketing the credit to the small and medium-sized companies, getting them to the table and using the tax credit as part of their decision-making criteria.

Finding #9

In the asset-mapping project, as part of human capital, we learned a great deal about the demographics of the population of Arkansas (Appendix E). In particular, the team saw a greater opportunity for inclusion of certain groups like veterans, the previously incarcerated, those with disabilities, rural populations and minorities.

The recommendation is to align each of the distinct organizations that already exist to provide services to the specific audience and then follow the four-component model, starting with awareness and messaging about the opportunities associated with registered apprenticeship. The second part of the recommendation is the most essential, and that is working closely with the employers to help them navigate these potential avenues for employees they may not have been aware of before. Once again, this is the complete apprenticeship process of supply and demand coming together.

As the team put together the scenarios for each of the demand occupations, certain particular audiences were identified as high potential for the skills and attributes necessary for success. The worksheet summaries identify high-demand occupations and provide the appropriate connections, such as veterans to cyber security specialist and truck drivers or those from prison programs for a variety of occupations (Appendix C).

Finding #10

While incumbent workers were mentioned earlier as part of a targeted audience in some employers' apprenticeship strategy, it is important enough to break the concept out into a distinct recommendation. Particularly in the SWOT analysis, it was found that all around the country, the focus on an existing employee being given the opportunity to upgrade their skills and change their career trajectory is a "win-win" proposition. The company already knows the employee's behavior and the employee knows the values of the company, so placing them as an apprentice has a high probability of success. Also, the move offers another opportunity for a new job opening in the community. The SHRM organization sees the value in this concept, but more education must be provided to accompany some marketing material.

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Finding #11

Priorities for implementation include the following high-priority occupations that meet all the criteria for employer demand, known audiences, existing programs, standards or curriculum, and funding requirements. The table below is an excerpt from the full expansion potential worksheet (Appendix C). The recommendation for answering the funding questions resides in leveraging and aligning partner and stakeholder state and federal funding streams while considering private foundation strategies.

The total expansion capability within the state is greater than 1,000 new apprenticeships over the next 12 months. Each of the previous findings and recommendations has been considered separately and in combination to enable ADWS to present a statewide plan for expansion and diversification of registered apprenticeship as required under the Apprenticeship USA State Accelerator federal grant.

Statewide Plan for Apprenticeship Expansion and Diversification

YEAR One

Sector	Occupation	Priority
Trades	Electricians	**H**
Trades	Plumbers/Pipefitters	**H**
Trades	HVAC Technician	**H**
Construction	Carpenter	**H**
Advanced Manufacturing	Industrial Maintenance Tech	H
Advanced Manufacturing	Mechatronics	H
Advanced Manufacturing	Machine Operator	H
Advanced Manufacturing	Welder	H
Information Technology	Cyber Security Specialist	H
Information Technology	IT Generalist	H
Information Technology	Developer	H
Transportation	Driver	H
Healthcare	CNA	H
Healthcare	Radiological Tech	H
Healthcare	Emergency Medical Tech	H
Utilities	Line Worker	H
Financial	Branch Operations Specialist	H
Public Sector	Police Officer	H
Public Sector	Firefighter	H

Documentation and Dissemination

This summary represents the point in time where the team's efforts had to be completed and integrated into the overall statewide plan. Much of this work represents dynamic data that will require re-evaluation as it changes with ongoing activity. It is planned to keep the membership of the RA Asset Mapping Team together to serve a communication, coordination and unified messaging role. The true value of the asset mapping work will be judged by how it is utilized in a strategic fashion to advance the state's efforts to expand apprenticeship. The key point is that the asset mapping project was not an academic exercise, it was a foundational effort that will be an important part of sustainability going forward.

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Conclusions and Recommendations

1. The integrated findings and validation from the SWOT action planning items (Appendix K) and the asset mapping project findings provide synergistic support for the following conclusions. Right from the start, the SWOT action planning items 1a, 1b and 1g indicated that a process like asset mapping should be completed. These efforts completed in the proper sequence have provided powerful insight to the registered apprenticeship process.

2. Re-align existing resources within several organizations mentioned in finding #1 and form a non-profit organization at the state level. In order to create this effectively, it is recommended that a design team, made up of leaders from each of the organizations involved, be established by the governor and a facilitated process used to finalize all the decisions required to accomplish this number one priority.

3. Gain consensus around a single coordinated message for registered apprenticeship and integrate the message into new and existing marketing programs and projects to massively and consistently inform the general population of Arkansas. This connects to SWOT Action Planning (Appendix K) items 1a and 1e.

4. Capitalize on "low-hanging fruit" to expand apprenticeship quickly and efficiently using the model and appropriate resources to project-manage these implementations.This connects with item 2a (Appendix K).

5. Use collected analytics and peer-to-peer employer advocates as part of employer engagement and marketing efforts. The best trigger for employers is to learn from others who have gone before them. Companies will look for credibility and those who share an understanding and a concern for their unique business needs. This connects to item 1e (Appendix K).

6. Provide a support model for the DOL Office of Apprenticeship in Little Rock to avoid "bottleneck." It is extremely challenging for a one-person office to support proactive/aggressive apprenticeship expansion efforts across the state. This connects to item 2a (Appendix K).

7. Expand pre-apprenticeship as a key supply-chain program for audience awareness and preparation. This connects to item 3a (Appendix K).

8. Require that community colleges and other training providers in Arkansas join the Registered Apprenticeship College Consortium to take advantages of the benefits of membership. This connects to item 2b (Appendix K).

9. Tax credit for apprenticeship in its current form needs to be adjusted and then communicated broadly to agency partners and employers.

10. Implement the demographic programs that have been identified as underutilized in the expansion as part of the Four-Component Model, e.g., programs involving Veterans as a component in the supply chain. This connects to item 1c (Appendix K).

11. Advocate and implement employer programs for inclusion of incumbent workers in registered apprenticeships. The internal loyalty created and the multiple community benefits make this a "win-win," and more companies and communities need to know how to manage this type of succession management.

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12. Implement a full suite of apprenticeship expansion across existing traditional and non-traditional sectors based on demand and the enlightened use of funding from a variety of sources public and private. This action plan should be coordinated with existing projects from each of the organizations, as well as the priorities already listed within the ADWS local workforce boards.

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Appendices:

- **Appendix A – RA Asset Mapping Team Roster**
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Appendix A – RA Asset Mapping Team Roster

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(Last update: May 2018)

Name	Email	Phone	Partner Description
Andrew Parker	AParker@arkansasstatechamber.com;	501-539-0953 (Cell)	Be Pro Be Proud, State Chamber
Anthony Owen	Anthony.Owen@arkansas.gov;	501-682-3386 501-218-4506 (Cell)	Dept of Education State Director of Computer Science Education
Belinda Hodges	belinda.hodges@arkansas.gov;	501-682-3118	ADWS (LMI) Local Market Information
Bill Roachell	Broachell@abcark.org;	501-812-0828 501-517-7577 (Cell)	Associated Builders and Contractors of Arkansas (ABC) President
Brandon Wooden	brandon.wooden@jbhunt.com;	844-692-1673 417-592-1040 (Cell)	JB Hunt Govt. Manager | Government & Apprenticeships
Carman Hensley	carman@waeda.org;	479-474-7061 EXT. 208	Director of Operations WAEDA
Cathleen Hoffman	CHoffman@daisy.com;	479-305-2466	Ark. SHRM Director & HR exec. at Daisy Outdoor Products (Rogers)
Charisse Childers	Charisse.Childers@arkansas.gov;	501-682-1500	Director of the Dept of Career Education
Cody Waits	Cody.Waits@arkansas.gov;	501-529-2124 (Cell)	Deputy Director Office of Skills Development
Dennis Williamson	dwilliamson@wapdd.org;	479-785-2651 574-261-1766 (Cell)	WIOA Administrator Western Arkansas P&DD
Gina Frederick	gina.frederick@arkansas.gov;	870-235-7510	Southwest Ark Planning & Development District, WIOA Coordinator
Inderpreet Singh Farmahan "Sunny"	ilfarmahan@ualr.edu;	501-569-8530	UALR Senior GIS Coordinator
Janel Cotter	jcotter@asumh.edu;	870-508-6133	Director of Workforce Development ASUMH
Karen Breashears	karen@natf.us;	870-246-0320	Arkansas Apprenticeship Coalition
Kathi Turner	Katherine.Turner@arkansas.gov	501-683-1705 501-319-3940 (Cell)	Deputy Director, Career and Technical Education, Career Ed
Kyla Waters	kwaters@aatyc.org; kwaters@arkansascc.org;	501-801-3617	Arkansas Community Colleges Director, Center for Workforce
Lee Price	Price.Lester@DOL.GOV;	501-324-5415	Department of Labor Office of Apprenticeship State Director
Linda Jenkins	Linda.Jenkins@arkansas.gov;	501-682-5885	Department of Education, Information Systems Manager
Linsley Kinkade	LKinkade@winrock.org;	501-280-3075 501-920-1796 (Cell)	Winrock Deputy Director, U.S. Programs
Lonnie Emard	LEmard@aacsc.net	803-586-9082	Advanced Automation Consulting-Apprenticeship Consultant
Margaret Dearmon	mdearmon@wcapdd.org;	Phone 501-525-7577 ext. 2	Technical Liaison West Central AR P&DD
Michael Rosenburg	michael@waeda.org;	479-474-7061 EXT. 203	WAEDA Special Projects, Case Manager, and Business Liaison
Mike Rogers	mike.rogers@tyson.com	479-290-6819 479-238-3536 (Cell)	Tyson Foods, Sr Director Maintenance and Refrigeration
Olan James	olan@waeda.org	479-424-3415	One Stop Operator WAEDA
Pam Willrodt	pswillrodt@ualr.edu;	501-569-8221	UALR, AEDI Demographer
Patrick Carter	Patrick.Carter@arkansas.gov;	870-235-7509 870-234-4030	Director of Workforce Development, SWAPDD, INC.
Peg Walton	peggym.walton@gmail.com;	202-271-8903	SAE Grant State Coach
Shelby Johnson	shelby.johnson@arkansas.gov;	501-682-2767	Arkansas GIS Office
Spencer Lucker	slucker@dra.gov;	202-434-4871 501-416-3789 (Cell)	Delta Regional Authority Director of the Delta Leadership Institute
Stephen Shearman	stephen.shearman@jbhunt.com;	479-409-4192 (Cell)	JB Hunt Govt. Manager
Steve Sparks	ssparks@arkansasedc.com;	501-351-7360	Arkansas Economic Development Commission
Suzanne K. Jones	Suzanne.Jones@arkansas.gov;	501-683-5266	Dept of Education Special Advisor/ Division of Learning Services
Yang Luo-Branch	YLuo-Branch@ArkansasEDC.com;	501-682-3690	AEDC GIS Specialist

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Appendix B: Wired Document Data Log

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WIRED Category	WIRED Data	Evaluation Criteria	Owner	Name of File	Excel Y/N	County Y/N	Zip Y/N	LWDA Y/N
	WIRED CATEGORY: HUMAN CAPITAL							
	SUB-CATEGORY: K-12							
HUMAN CAPITAL	Number, names and location of school districts	National Test Scores by location	Suzanne Jones	FY24-27_School_assessments	yes	yes	no	no
	Names of school district leaders and contact info	Graduation rates by district	Suzanne Jones	FY27_Counties_Graduates	yes	yes	no	no
	Number, names and location of schools	SAT/ACT scores by location	Suzanne Jones	FY27_Districts_Graduates	yes	no	no	no
	Names of principals and contact information	State standardized test scores	Suzanne Jones	FY27_Schools_Congressional	yes	yes	no	no
	Number of students (including English as Second Language students)	enrollment projections	Suzanne Jones	FY28_CountyDistrictLEA	yes	yes	no	no
	Special programs, such as internships and advanced placement for high school students	articulation agreements with community colleges	Suzanne Jones	FY28_DistrictContactInfo, Enrollment by Career Tech, enrollment by computer science	yes	yes	no	no
		programs for high school students to take classes at or with higher ed institutions	Suzanne Jones	FY28_Districts_EnrollmentbyCareerTech	yes	yes	no	no
		Number of students in internship programs placing them in workplaces	Suzanne Jones	FY28_Districts_EnrollmentbyComputerScience	yes	no	no	no
		business community satisfaction with quality of K-12 education/graduates	Suzanne Jones	FY28_School_EnrollmentbyGrade	yes	yes	no	no
	Youth Apprenticeships and Pre-apprenticeship programs	business community involvement	Mike Rogers	Tyson Foods PPT and spreadsheet	yes	yes	no	no
	Youth Apprenticeships and Pre-apprenticeship programs	business community involvement	Karen Breashears	Southern workforce area listings (Crossette example)	no	yes	no	no
	WIRED SUB-CATEGORY: Community Colleges							
	Number, names and locations	Job Placement information for rgaduates	Kyla Waters	Fall 2017 Enrollment Report	no		*	
	Names of officers and contact information	grants received for workforce development	Kyla Waters	KW CC Locations Officers and Contacts	no		*	
	Number of students, with breakdown by relevant categories (such as full/part time)	articulation agreements with 4-year colleges	Kyla Waters	KW 2017 Arkansas Economic Security Report	no		*	
	List of academic areas/programs relevant to regional initiatives (with enrollments)	business community satisfaction with quality of education and with customized training offerings	Kyla Waters	???	yes	no	yes	no
	List of specialized programs and faculty		Kyla Waters	Retention_Graduation_Rate_2015	no			
	Collaborations with business community and with regional K-12 schools	Need multiple lists						
	Number of annual graduates by school by county		Kyla Waters	Listing from Kyla by school by degree area	yes	yes		
	WIRED SUB-CATEGORY: Four Year Colleges & Universities							
	Names and locations of each institution	rankings by relevant arbiters of quality and popularity						
	Contact information for relevant officials, such as President, Deans, etc.	Retention rate of graduates in region	Kyla Waters					
	Total enrollments and enrollments in undergrad and graduate degree programs relevant to regional economic initiatives	History of funding for areas of study/research relevant to regional industry	Kyla Waters					
	List of specialized programs and faculty	Annual number of math/science graduates	Kyla Waters					
	List of special purpose facilities	Endowment Size						
	Relevant research programs	Transactions involving technology transfer (Licensing, Spin-Outs, Sales)						

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WIRED Category	WIRED Data	Evaluation Criteria	Owner	Name of File	Excel Y/N	County Y/N	Zip Y/N	LWDA Y/N
HUMAN CAPITAL	Collaborations with regional business community and other institutions that support regional growth	Amount of technical assistance offered to region's businesses	Kyla Waters					
	Number of international students and programs	Placements in businesses through apprenticeship/internship programs						
	Number of online courses offered	Business community satisfaction with quality of education, employability of graduates, and private-academic collaboration		Virtual inventory				
	WIRED SUB-CATEGORY: Private & Not for Profit Schools							
	Names, location, and contact info for relevant officials	Annual number of graduates and graduation rates						
	Areas of specialization	Retention rates of graduates in region						
	List of programs	Rankings by relevant ranking service						
	Affiliations with other area institutions	Business community satisfaction with quality of education, employability of graduates, and ease of interaction						
	Eligibility requirements							
	Total enrollments and enrollment in relevant programs							
	WIRED SUB-CATEGORY: Continuing & Professional Education							
	Name, location and contact information for relevant officials	Number of certificates awarded in programs relevant to regional industry workforce needs						
	Nature of institution (e.g. four year college)	Business community satisfaction with quality of education, employability of graduates, and ease of interaction						
	List of certificates and programs offered							
	Affiliations with other regional institutions							
	WIRED SUB-CATEGORY: Apprenticeship Data							
			Lee Price	US Dept of Labor ETA Apprenticeship numbers by county	yes	yes	no	no
			Lee Price	US Dept of Labor ETA Apprenticeship numbers by occupation by county	yes	yes	no	no
			Janelle Cotter	Apprenticeship Success Stories				
			Mike Rogers	Tyson Foods examples, business plans, career readiness topics Grow your Own and Proposed partnerships	no	no	no	no
			Linsley Kinkade	Apprenticeship Participants - Comprehensive Data Application of funds	yes	yes		
			Lee Price	US Dept of Labor ETA Apprenticeship numbers by industry by occupation by county	no	no	no	no
	WIRED SUB-CATEGORY: Available Workforce							
	Breakdown of regional population by age bands, including number of adults over 18 years of age	Educational attainment levels (versus other regions)	Belinda Hodges	Arkansas Demographic Information	yes	yes	yes	yes
	Location of population within region	Number of adults with multilingual capabilities						
	Breakdown of regional population by income levels	Business satisfaction with quality and availability of workers, generally	Kyla Waters Linsley Kincade	SNAP Report	yes	yes		

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WIRED Category	WIRED Data	Evaluation Criteria	Owner	Name of File	Excel Y/N	County Y/N	Zip Y/N	LWDA Y/N
HUMAN CAPITAL	Breakdown of regional population by occupation	Comparisons of availability to other regions						
		Registered job seekers with applicable state and local agencies	Belinda Hodges					
	WIRED SUB-CATEGORY: Specialized Workforce							
	Number of skilled workers in areas of employment relevant to innovation-based economy	Business satisfaction with quality and availability of skilled labor in their industry						
		Comparisons of availability to other regions						
	Future skill needs for industries that are growing or targeted for growth	Comparisons of skilled labor types to other regions (managers, scientists, engineers, and technicians)	Belinda Hodges	Top 45 list of hot job postings				
		Alignment of workforce with industry needs (projected occupational growth categories for workforce compared with current workforce occupational mix)	Belinda Hodges	LMI Data (top occupations by targeted sectors)	yes	yes	no	no
	WIRED SUB-CATEGORY: Workforce System							
	Name and location of workforce one-stop service centers	Number of regional residents served by relevant agencies						
	Names of programs/services offered by government agencies	Time it takes to fill key jobs in target industries	Doss Burgess	RAP Asset Mapping Workforce list by zip code	yes	no	yes	no
	Not-for-profit organizations offering programs in, or making investments in, workforce development	Dollar value of workforce development investments in region	Linsley Kinkade	List				
	Private sector programs for workforce development	**Budgets for workforce agencies**						
	Remediation programs for displaced workers	Outcomes of workforce development programs, e.g. job advancement or job placements	Kris Jones	ADWS				
	Career advancement programs for incumbent workers	Alignment of programs with industry needs	Janelle Cotter	Baxter example working with ASUMH				
		Integration of programs across educational institutions						
		Alignment of workforce system with economic development and educational systems	Steve Sparks	Workforce Sources Reports (4)	yes	yes	yes	yes
		Planned increases or decreases in funding	Doss Burgess	IFA Starter Sheet- Draft 01032018	yes	no	no	yes
RESEARCH & DEVELOPMENT	**WIRED CATEGORY: RESEARCH & DEVELOPMENT**							
	WIRED SUB-CATEGORY: Research Centers							
	Name, address and contact information	Overall budget (and portion dedicated to work likely to be of use to regional industry)	Linsley Kinkade	All are in (AAPI Asset Mapping Data) Research Centers/Parks	yes	yes	yes	no
	Type of institution (public, private, academic, mixed)	Number of patents held						
	Names of officers	Patenting Rates (Patents/ Research Dollar)						
	Areas of research focus	Transactions involving technology transfer (Licensing, Spin-Outs, Sales)						
		Government grants received, over time						
		Notable inventions/research studies (Awards						
		Business sector satisfaction with level of interaction						
	WIRED SUB-CATEGORY: Business Incubators							
	Name, address and contact information	Success rate of incubation (Percent of companies that survive after five years)	Linsley Kinkade	Business Incubators	yes	yes	yes	no

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WIRED Category	WIRED Data	Evaluation Criteria	Owner	Name of File	Excel Y/N	County Y/N	Zip Y/N	LWDA Y/N
RESEARCH & DEVELOPMENT	Mission and any specialized focus for incubator	Number of jobs created by graduate from the incubator, average wages of those jobs						
	Names of companies located in incubator, with contact information and area of focus for each	Successful collaboration with other regional entities						
	WIRED SUB-CATEGORY: Research Parks							
	Name, address and contact information	Occupancy rates	Linsley Kinkade	All are in (AAPI Asset Mapping Data) Research Centers/Parks	yes	yes	yes	no
	Available space for lease or building	Sponsored networking activities						
	Specialized focus of research, if any	Successful collaboration with other regional entities						
	WIRED SUB-CATEGORY: Corporate Research & Development							
	Names, addresses and contact information for companies with significant Research and Development activities	Patenting Rates (Patents/ Research Dollar) and number						
	Areas of Research and Development activities	Notable inventions/ research studies						
	Relationships with other regional institutions	Successful collaboration with other regional entities						
	Overall budget	Spin-outs and major licensing deals						
FINANCIAL CAPITAL	**WIRED CATEGORY: FINANCIAL CAPITAL**							
	WIRED SUB-CATEGORY: Venture Capital Firms							
	Name and location of firm and contact information for principals	Amount of assets invested in region (number of deals and total dollar amounts)	Linsley Kinkade	Venture Capital Firms	yes	yes	yes	no
	Size (amount of capital under management) of existing firms	Return on investment						
	Targeted sectors	Co-investments with other regional investors						
		Strength of relationship with firms outside of region (bringing in non-regional investment to regional deals)						
	WIRED SUB-CATEGORY: Angel Investors/Networks							
	Name and contact information for individual/network principal	Amount of assets invested in region (number of deals and total dollar amounts)	Linsley Kinkade	Angel Investors/Networks	yes	yes	yes	no
	Size (amount of capital under management) of existing angel groups	Return on investment						
	Targeted sectors	Co-investments with other regional investors						
		Strength of relationship with firms outside of region (bringing in non-regional investment to regional deals)						
	WIRED SUB-CATEGORY: Commercial Banks							
	Name and locations(s) of bank regional headquarters and contact information	Amount of loans outstanding to regional businesses						
	Names of bank presidents	Relationships with region's businesses						
	Special investment programs	Relationships with other financial institutions inside and outside the region						
	WIRED SUB-CATEGORY: Philantropic Foundations							
	Name, address and primary points of contact	Assets and other financial data	Linsley Kinkade	Philanthropic Foundations	yes	yes	yes	no
	Background/ history	Record of grants made, especially within region						
	Geographic focus and limitations on giving							

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WIRED Category	WIRED Data	Evaluation Criteria	Owner	Name of File	Excel Y/N	County Y/N	Zip Y/N	LWDA Y/N
	Fields of interest							
	WIRED SUB-CATEGORY: Government Programs							
	SBA Loans	Amount of SBA loans in region						
	SBIR Support Programs	Amount of SBIR Contracts						
	DOL Grant Programs	Amount of Grants and expiration date	Mark McManus	3 grants (AAI, Expansion and Planning grants)	no	no	no	no
	WIRED CATEGORY: INDUSTRIAL BASE							
	WIRED SUB-CATEGORY: Major Employers							
INDUSTRIAL BASE	List of largest employers in region	Position versus international competitors in their industry	Belinda Hodges David Wallace	LMI and Chamber data	no	yes	yes	yes
	Names, location, and contact information for officers	Growth plans of individual firms						
	Applicable industrial codes	Successful collaboration with other regional entities	Spencer Lucker	Delta regional Institute				
	Number of employees	Number of Registered ISO companies						
	Product and service offerings	Business satisfaction survey cut by cluster to determine key gaps or needs for firm development						
	WIRED SUB-CATEGORY: Clusters							
	Identify clusters in the economy	Growth rate of employees, firms, concentraion	Steve Sparks					
	Number of firms in clusters	Benchmark clusters against others outside the region in terms of size, concentration, innovation output (patenting)	Steve Sparks	Industry Councils				
	Number of employees in clusters	Business satisfaction survey cut by cluster to determine key gaps or needs for cluster development						
	Cluster support structure	Business satisfaction with related and supporting services (law, banking, consulting etc.)						
	WIRED SUB-CATEGORY: Small Business/Entrepreneurship							
	List of successful entrepreneurial firms	Rate of firm birth and firm death (versus competitor regions) Net Business Creation Rates	Linsley Kinkade	Small Business/Entrepreneurship	yes	yes	yes	no
	Name and location of entrepreneurship and small business support centers/ programs	Amount of VC and Angel funding received by regionally-based firms						
		Business satisfaction with entrepreneurial support organizations/training						
	WIRED CATEGORY: CONNECTIVE ORGANIZATIONS							
	WIRED SUB-CATEGORY: Business Organizations/Chambers							
	Name of organization and contact information for professional and volunteer officials	Size of membership	Andrew Parker	State Chamber	yes	yes	yes	yes
	Names of member organizations	Budget						
	Major program areas	Alignment of programs to key regional business/economic development needs	Randy Zook	Be Pro Be Proud statewide initiative	no	no	no	no
	WIRED SUB-CATEGORY: Business Education Partners							
CONNECTIVE ORGANIZATIONS	Name of partnership and contact information for leaders	Size of membership						
	Mission of partnership	Budget						
	Major program areas	Alignment of programs to key regional business/economic development needs						
	WIRED SUB-CATEGORY: Industry Associations							
	Name and contact information for officials	Size of membership	Cathleen Hoffman	SHRM	yes	yes	yes	

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WIRED Category	WIRED Data	Evaluation Criteria	Owner	Name of File	Excel Y/N	County Y/N	Zip Y/N	LWDA Y/N
	Names and contact information for member organizations	Budget						
	Major program areas	Alignment of programs to key regional business/economic development needs	Steve Sparks	AEDC - Manufacturing Examples	yes	yes	yes	yes
		Alignment of programs to key regional business/economic development needs	Spencer Lucker	Delta Regional Authority				
LEGAL & REGULATORY	**WIRED CATEGORY: LEGAL & REGULATORY**							
	WIRED SUB-CATEGORY: Taxes							
	Federal, state, local, and regional tax rates potentially impacting regional businesses	Effective tax rates for region (vs. competitor regions)						
	Available tax credits/tax incentive programs	Amount provided in tax incentive programs		Proposals				
		Overall business satisfaction with business environment (via survey)						
		Scores on Ease of Doing Business indices						
	WIRED SUB-CATEGORY: Wage Structure							
	Breakdown of region's skilled worker categories	Wage rates for relevant skilled labor categories in region and competitor regions	Belinda Hodges	LMI				

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Appendix C: Prioritization of Occupation Growth Opportunities

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Year One

SECTOR	OCCUPATION	PRIORITY	APP. ESTIMATE	NOTES	TARGET AUDIENCE
Trades					
	Electricians	**H**	100	Career Ed and NATF mainstay programs	all
	Plumbers/Pipefitters	**H**	100	Career Ed and NATF mainstay programs	all
	Carpenters	**M**	20	new program opportunity	Females
	HVAC Technician	**H**	20	Tom Hunt and Pulaski Tech programs	
Construction					
	Supervisor	**M**		Tried before but better positioned now	Incumbent
Advanced Manufacturing					
	Industrial Maintenance Tech	H	200	Tyson program and NATF support	H/S non coll
	Mechatronics	H	200	Baxter program and statewide demand	Comm Coll
	Machine Operator	H	100	Career Technical Ed and pre-apprentice	H/S
	Welder	H		Known demand needs marketing	H/S non coll
Information Technology					
	Cyber Security Specialist	H	20	Program for transitioning veterans	Veteran
	IT Generalist	H	40	High demand (infrastructure pathway)	Underserved
	Developer	H	20	Blue Ribbon Commission	Rural/Female
	Call Center Specialist	M	20	Key regional initiative	
Transportation					
	Driver	H	200	great JB Hunt program to be replicated	
	Delivery Installation Specialist	M	30	new program to be introduced	Pathway
Healthcare					
	Physicians Assistant	M	20	CNA program ready to go	
	Physical Therapist	M			
	Radiological Tech	M			
	Surgical Tech	M			
	Emergency Medical Tech	H	20	Demand is growing	
	Dental Assistant	M			
Utilities					
	Line Worker	H	100	MPUA and electric coops	Rural
Financial					
	Branch Operations Specialist	M	10	Multiple banks (Little Rock and around the state)	
Insurance					
	Risk Adjucticator	M		opens door to insurance companies	Comm Coll
Public Sector					
	Police Officer	H	30	High priority with ability to replicate	
	Firefighter	M			
	Municipal Waste Water Tech	M			
Other					
	Surveyor	M			

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Appendix D: Industry Demand Maps

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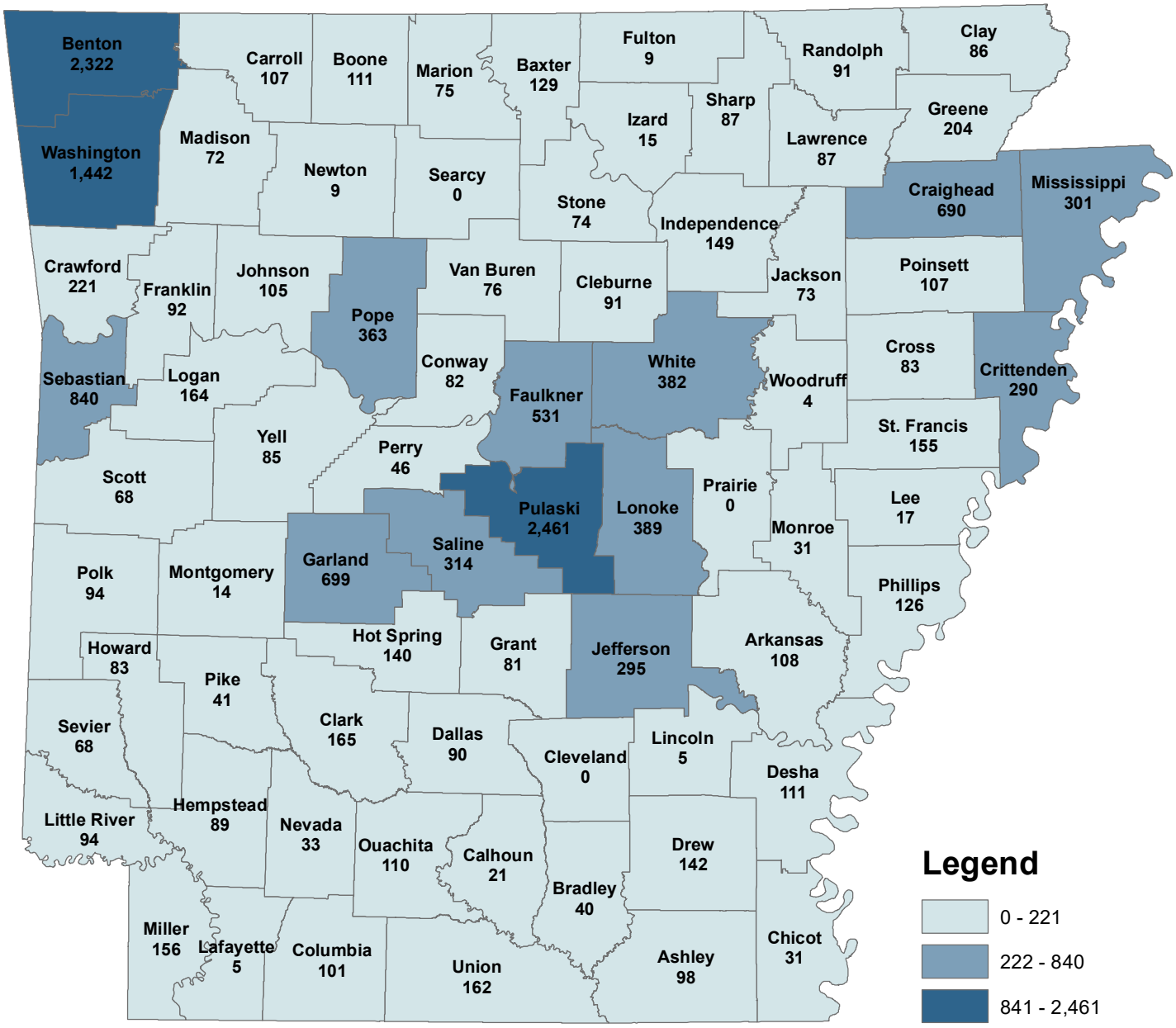
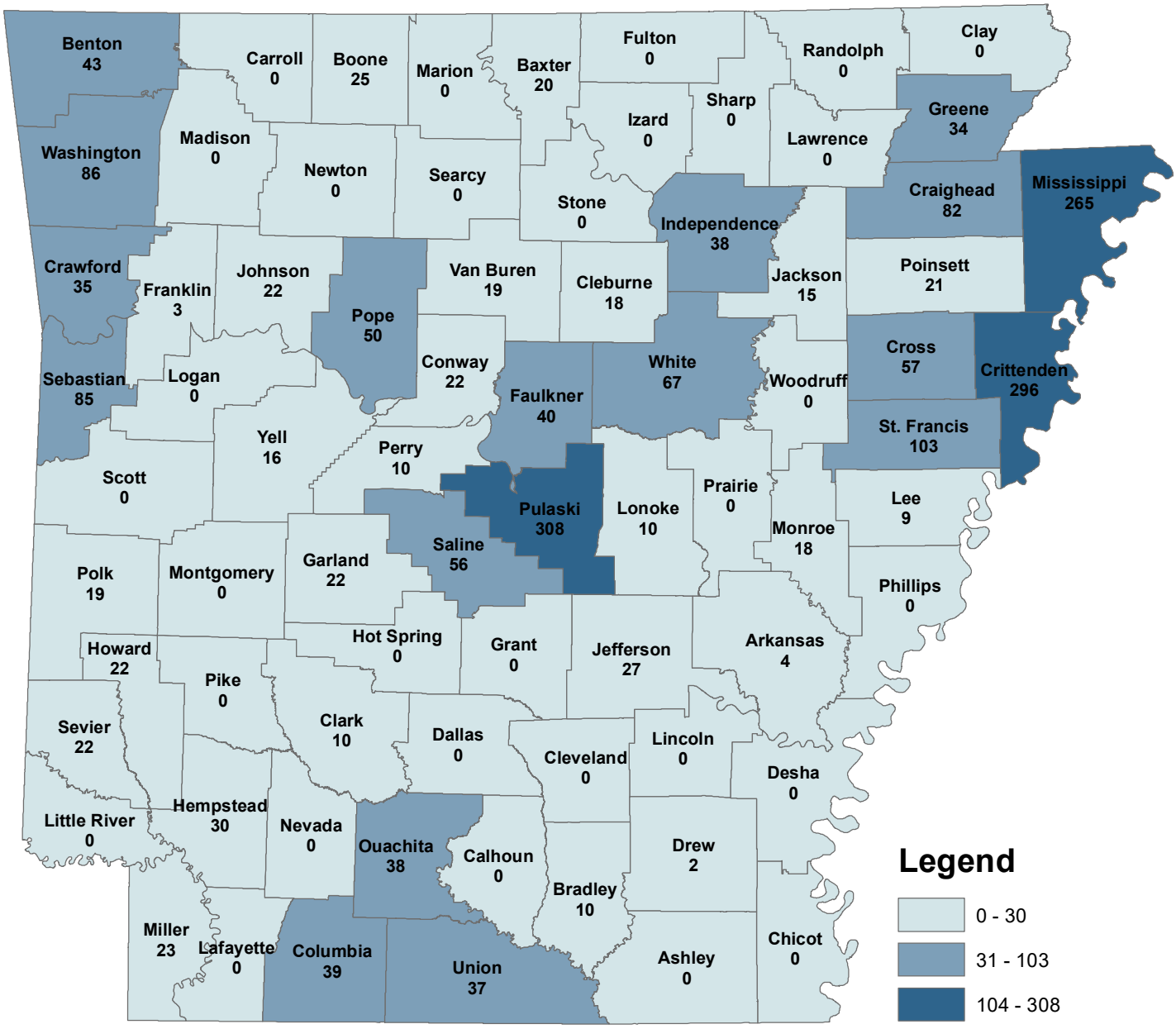
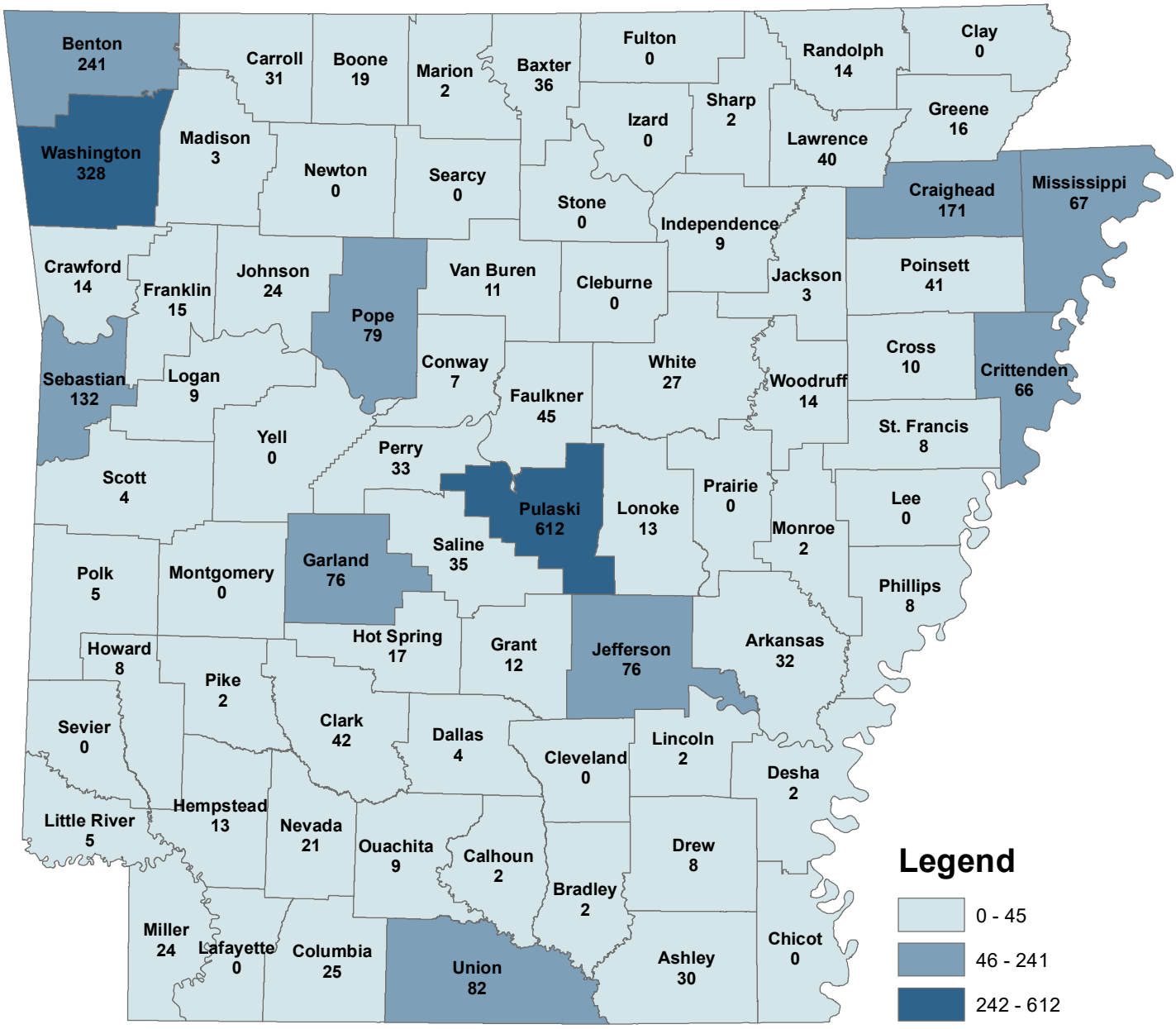
Customer Service Representatives



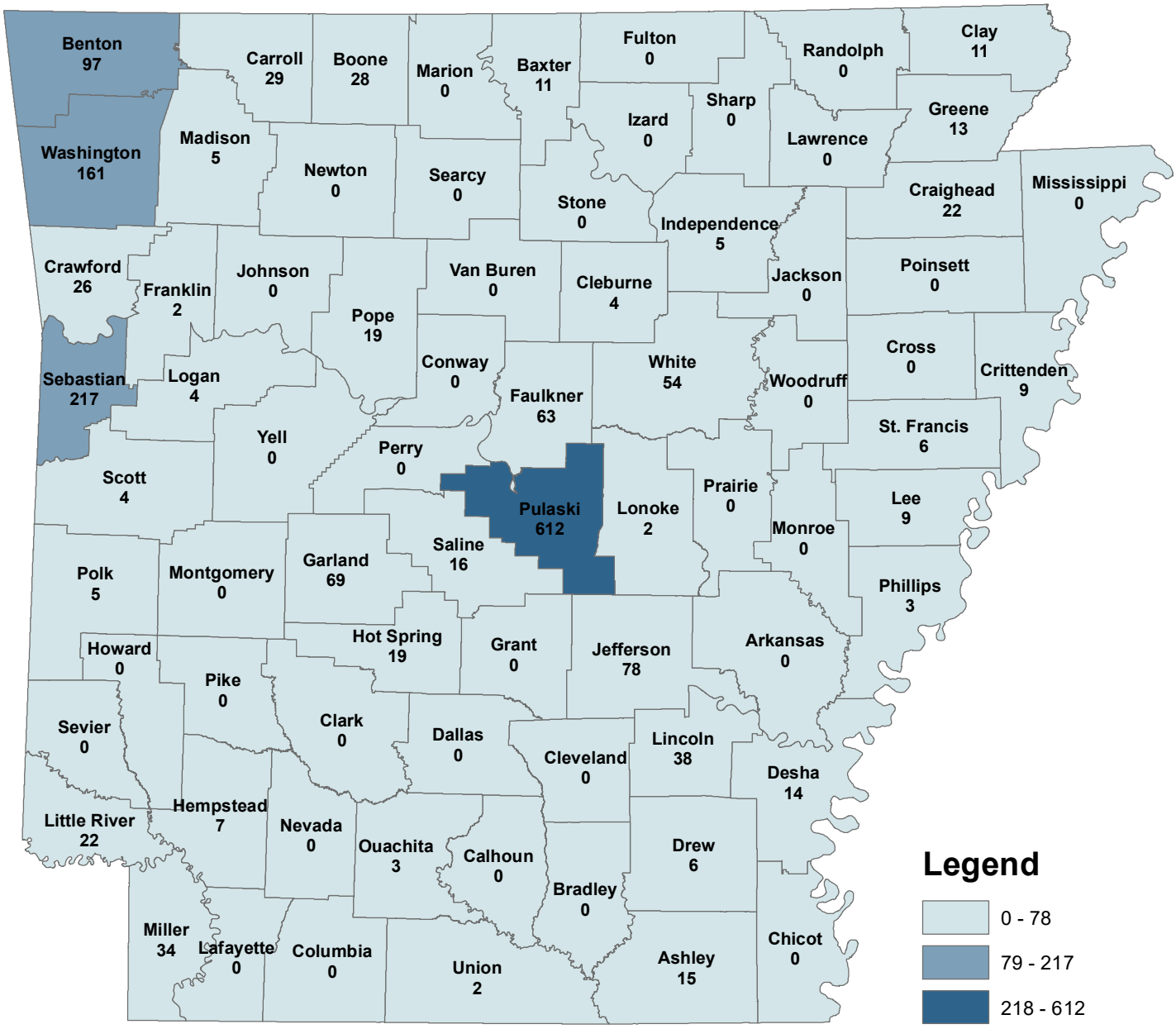
Drivers/Sales Workers



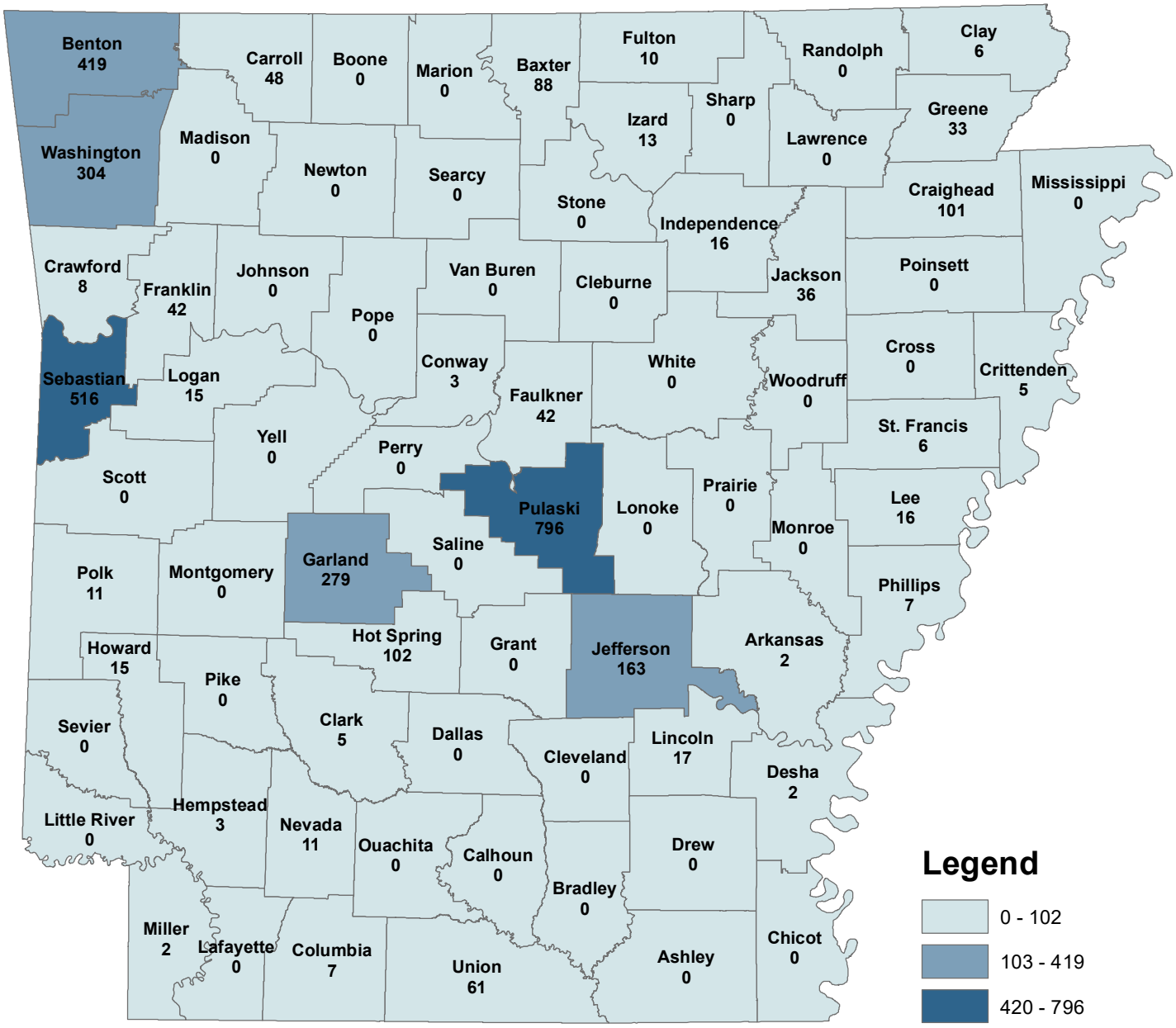
Maintenance and Repair Workers, General



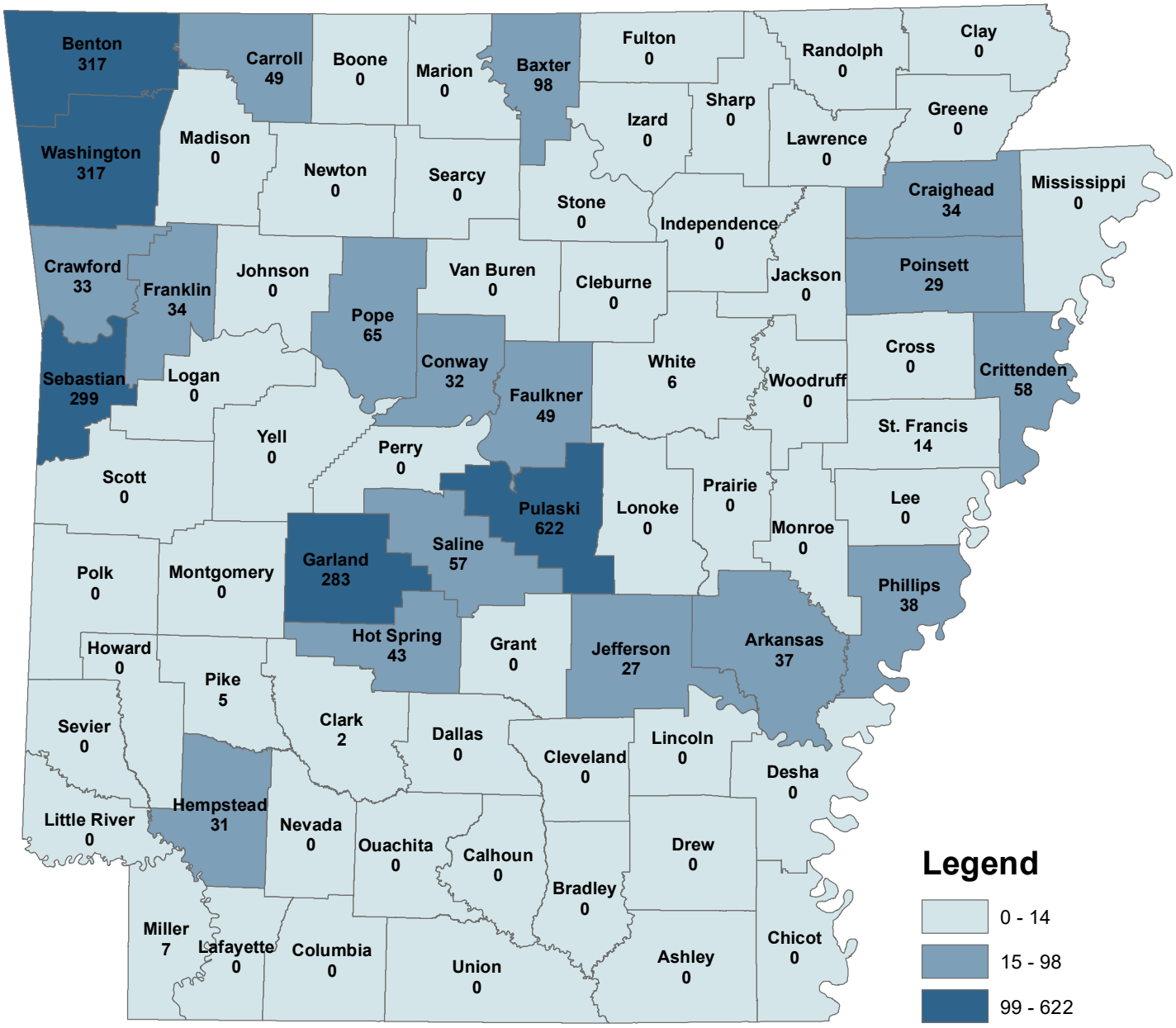
Medical and Health Services Managers



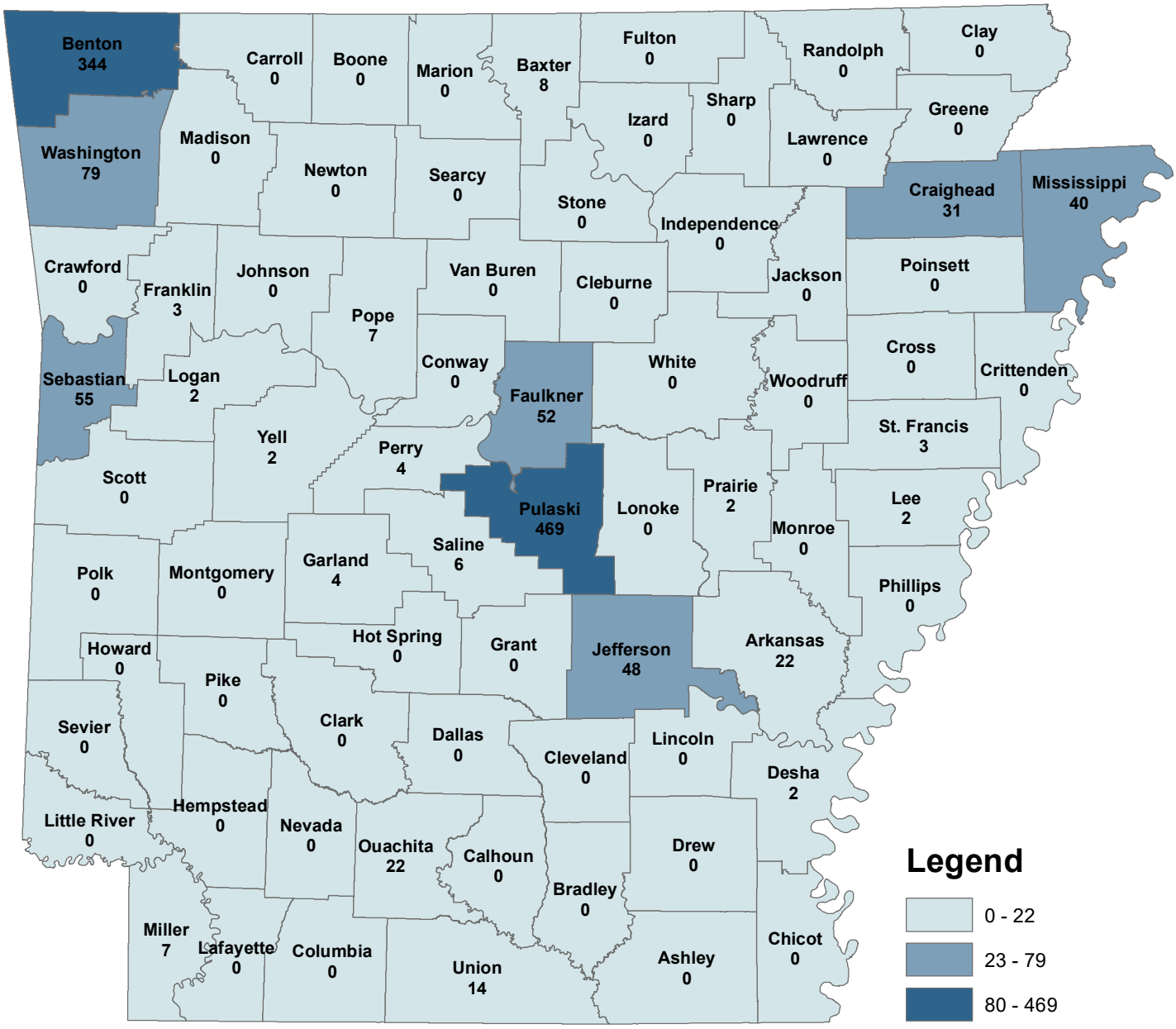
Nursing Assistants



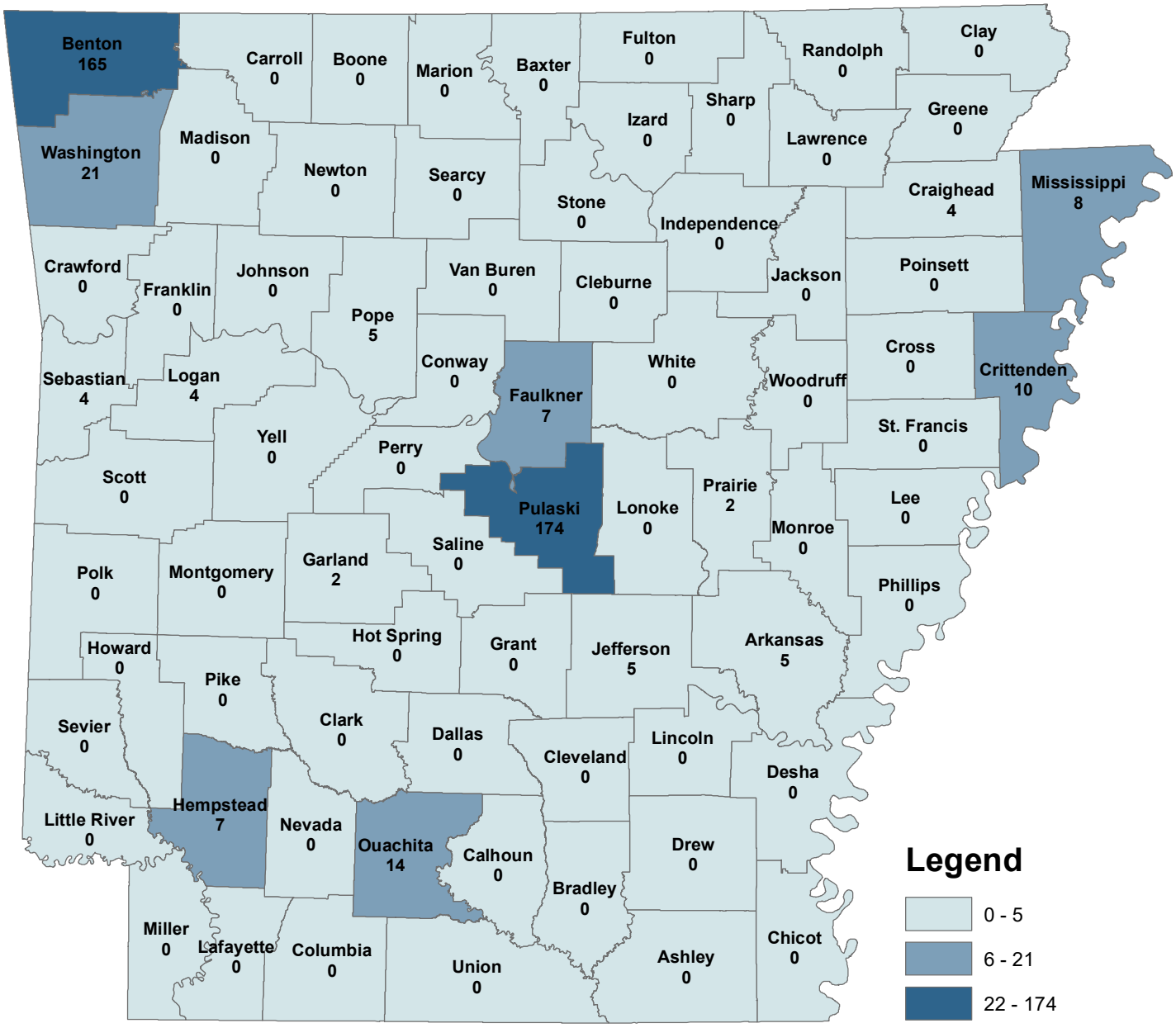
Radiologic Technologists



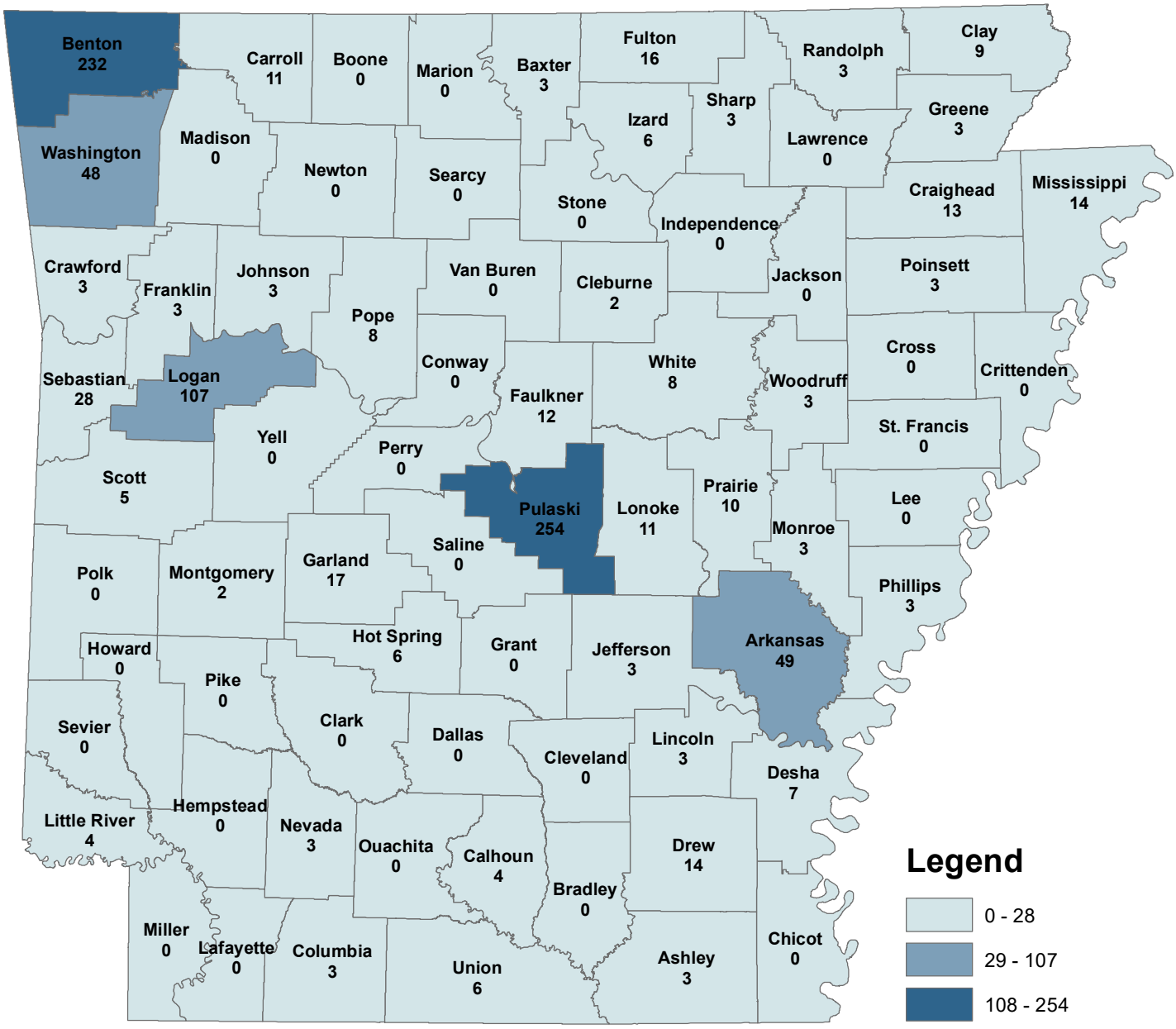
Computer User Support Specialists



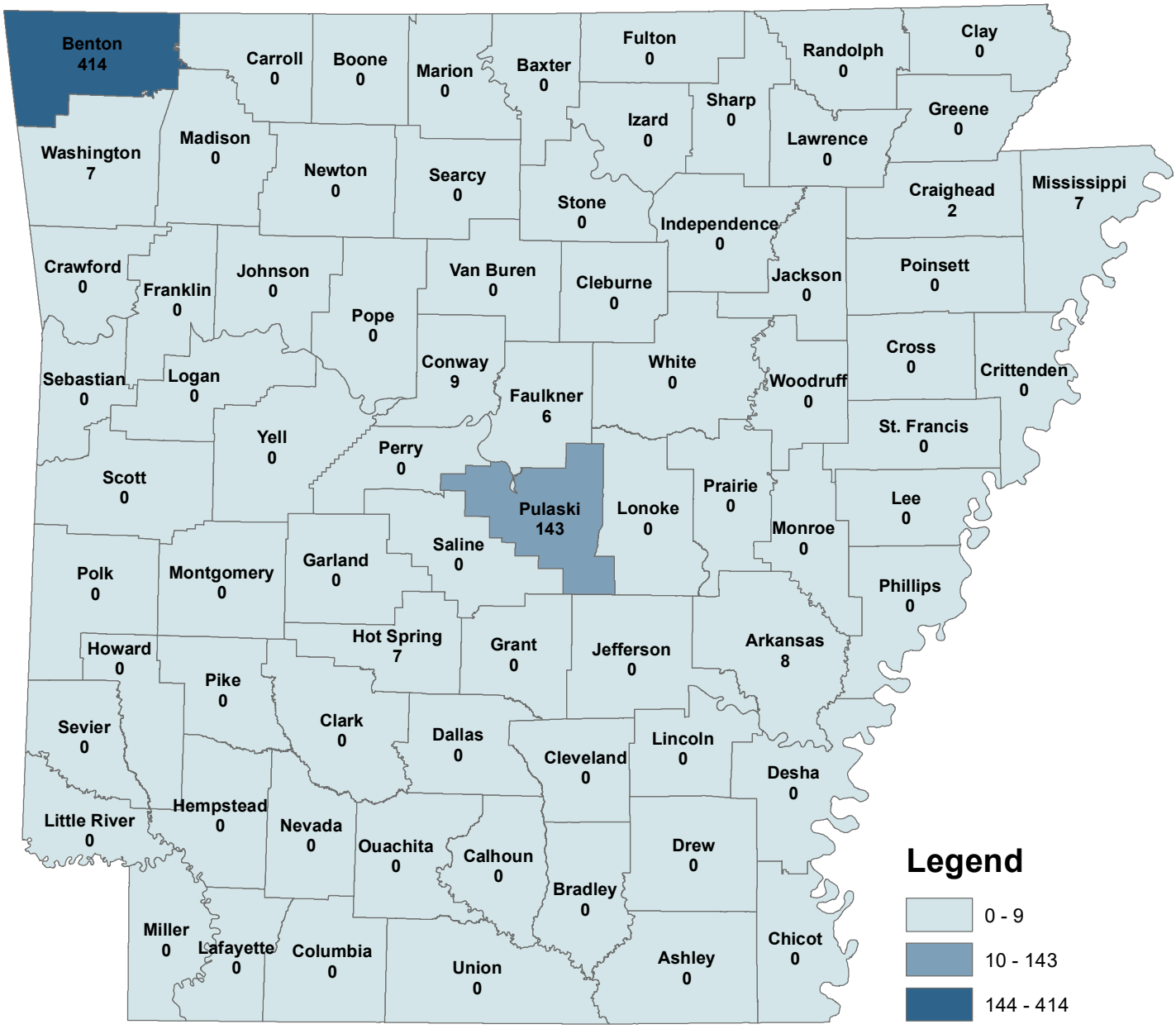
Information Security Analysts



Network and Computer Systems Administrators

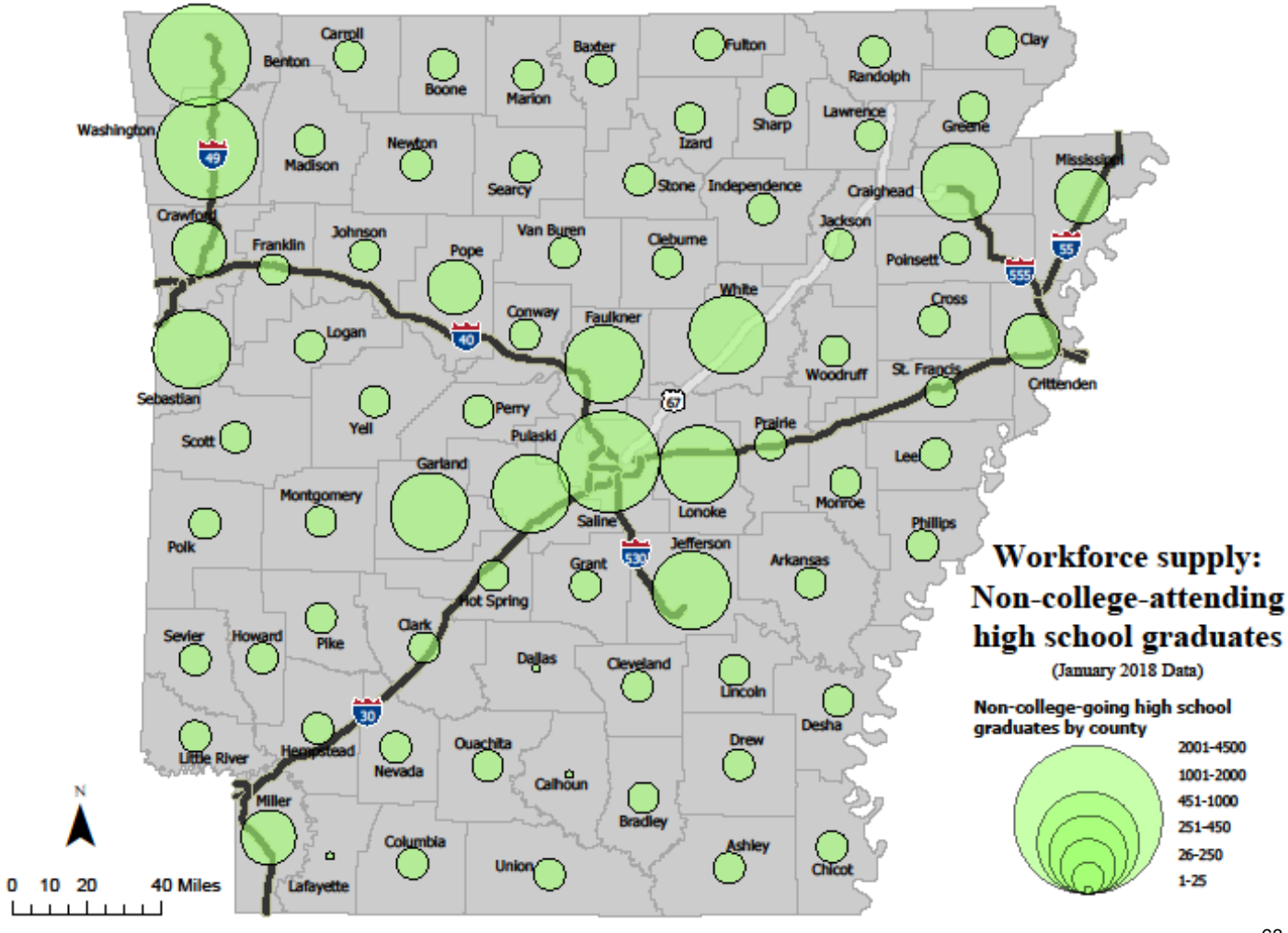


Web Developers

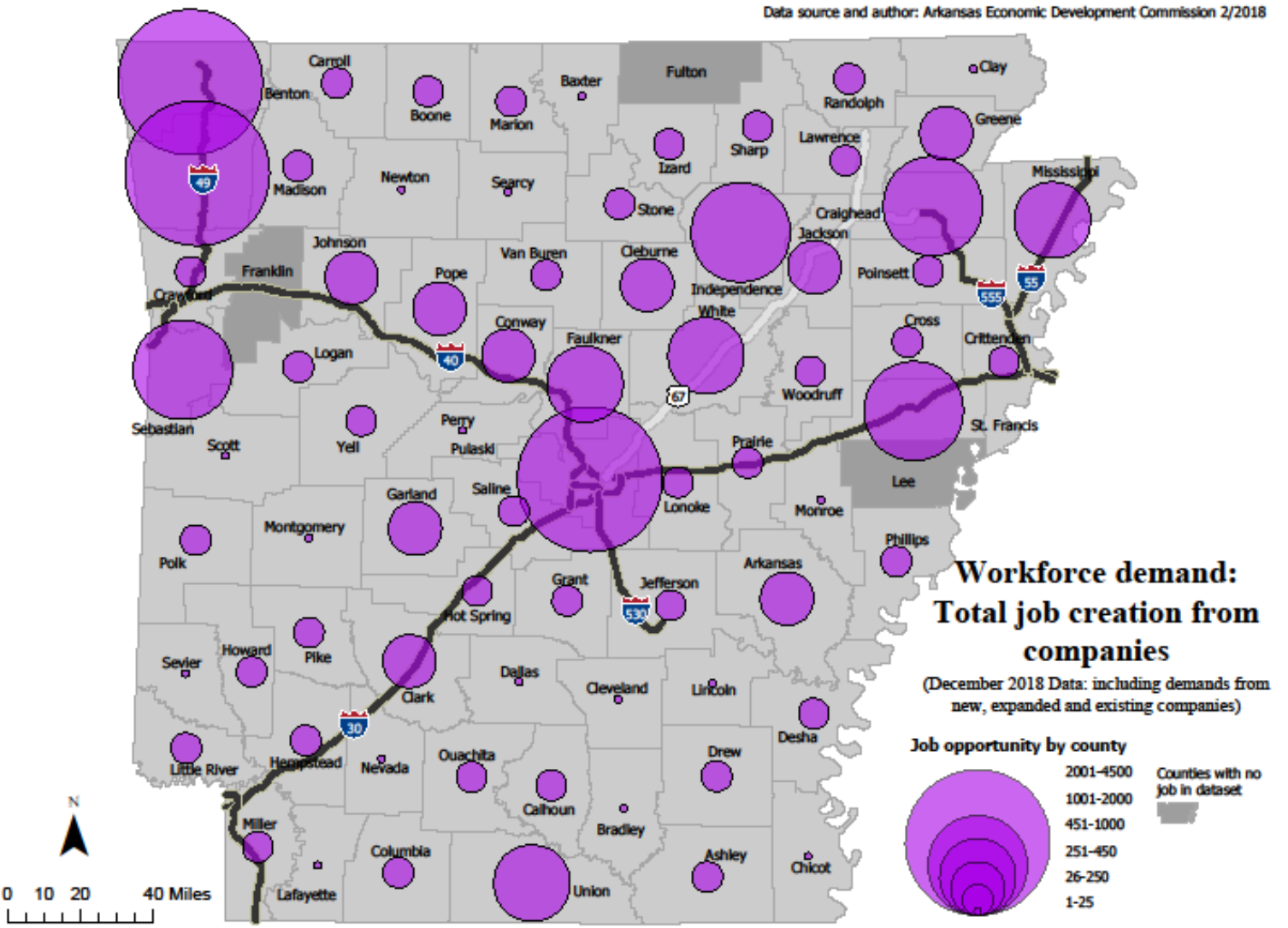


Non-College Going High School Graduates **By County**

Data source and author: Arkansas Economic Development Commission 2/2018

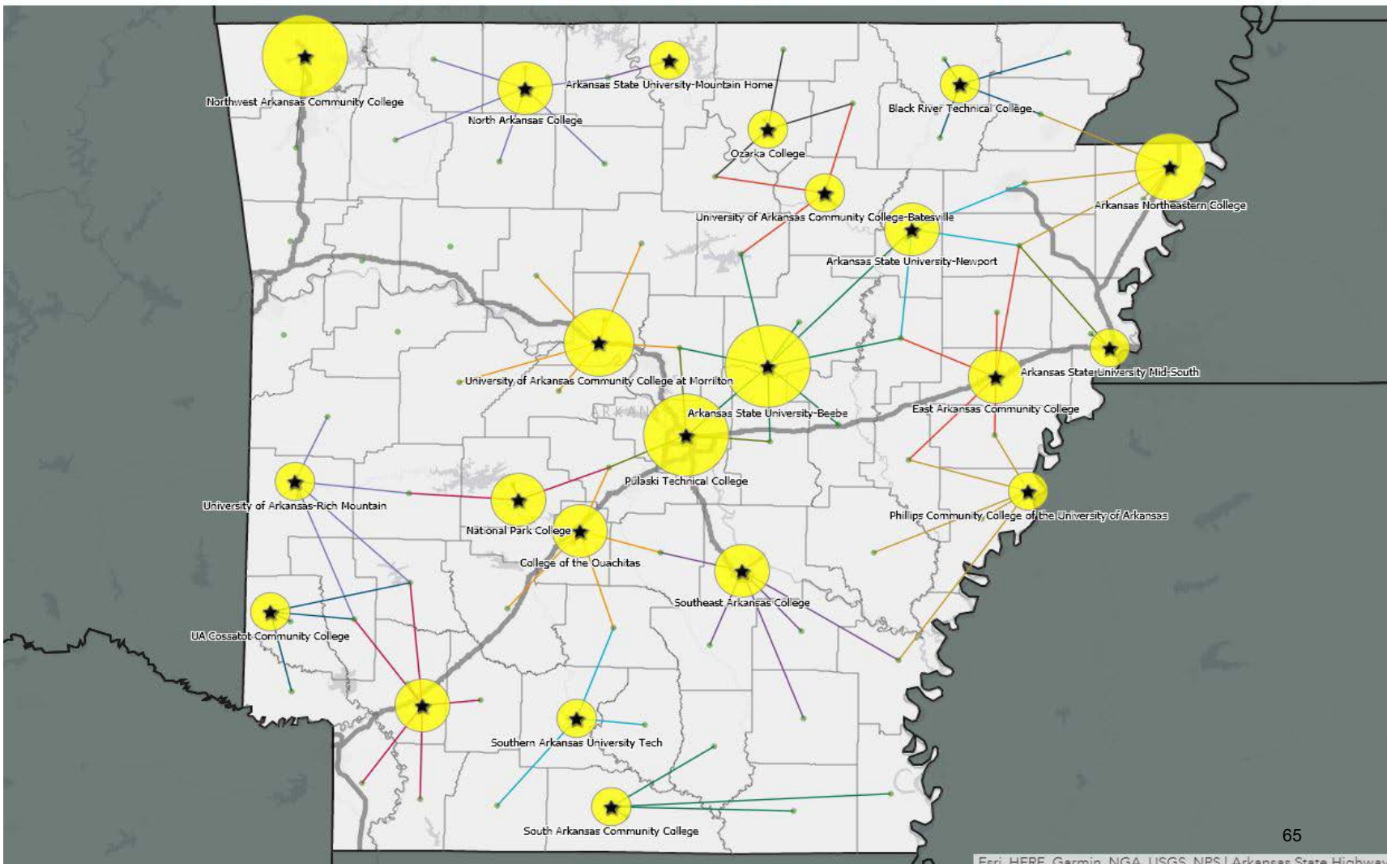


Advanced Manufacturing Demand

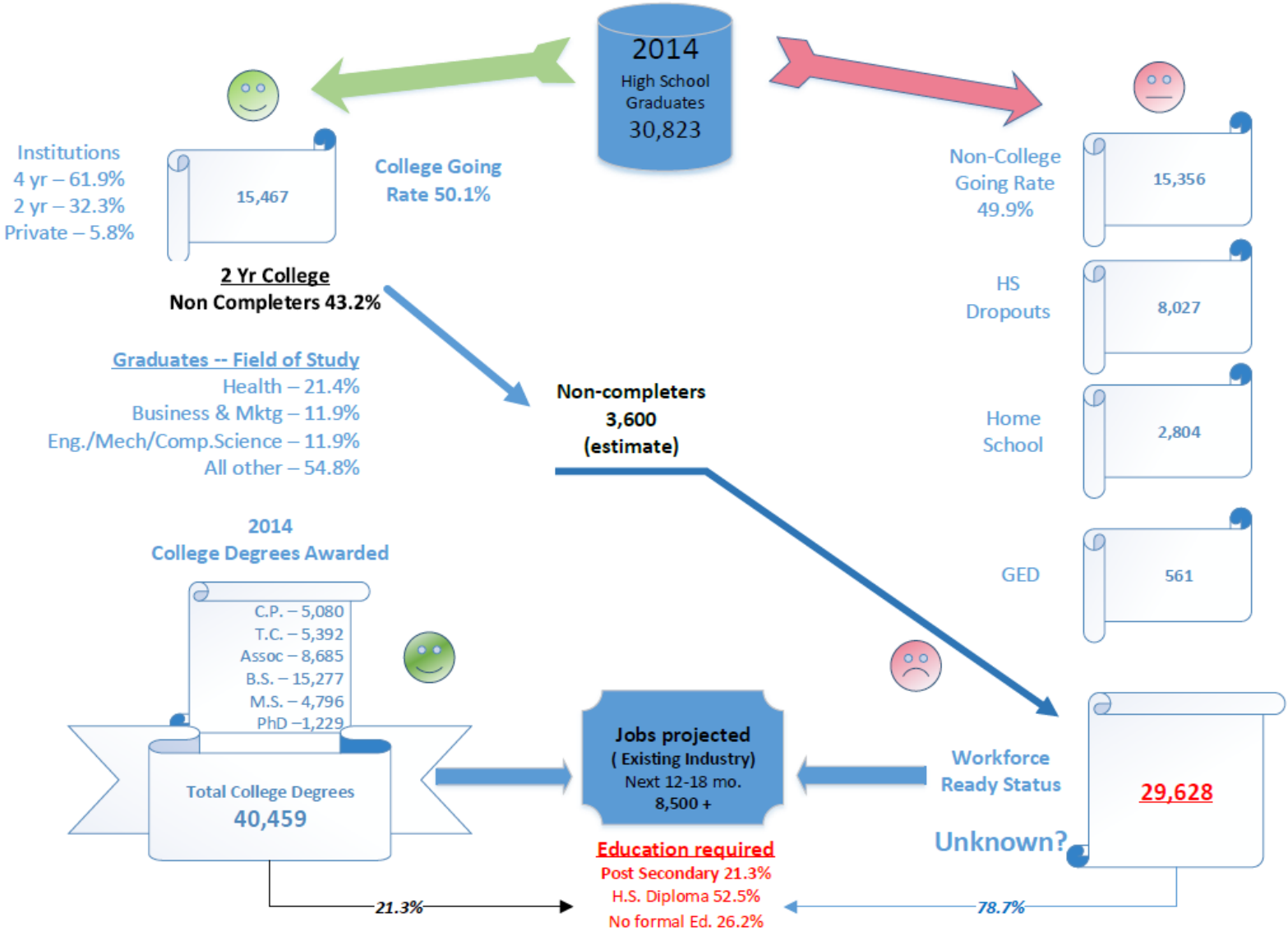


Logical Training sites – Technical Training required

Potential training programs at community colleges, with combined non-college goers attendees from served counties



Emerging Workforce



Appendix E: Demographic Report

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Geography	Total population	18 years and over	15-24 Years	Female	All Ages in Poverty	American Indian and Alaska Native	Black	Asian	Hispanic (any race)	White	Language other than English	Disabled	Veteran	55 years and over	15-24 years not enrolled in school	Single Parent Households	Households with SSI	Households with SNAP	Number Unemployed
Arkansas	2,958,208	2,250,387	405,902	1,506,295	553,644	18,409	459,748	40,336	203,226	2,307,849	199,882	490,368	220,953	820,797	158,374	201,004	79,639	168,801	53,697
Central LWDA	513,502	388,171	71,326	262,900	74,304	1,884	86,337	5,175	22,762	404,522	22,029	77,096	44,760	131,140	27,058	33,522	11,493	23,412	8,807
City of Little Rock LWDA	196,943	151,129	26,376	103,235	34,512	431	81,666	6,093	12,719	102,370	18,919	24,164	12,335	49,814	11,038	15,954	4,289	10,259	3,405
Eastern LWDA	124,934	92,939	16,836	62,982	30,306	279	61,680	529	3,168	59,384	3,560	23,845	7,697	33,134	7,073	12,541	5,413	11,973	2,358
North Central LWDA	238,176	185,890	30,607	120,321	46,671	831	9,825	1,323	7,988	219,974	8,133	45,816	20,223	77,922	11,618	14,306	6,907	13,965	5,185
Northeast LWDA	263,989	199,104	37,707	134,947	55,358	1,103	32,135	1,481	9,013	222,040	8,871	49,677	17,306	70,646	15,265	20,223	8,831	19,091	5,189
Northwest LWDA	608,709	457,698	85,997	307,244	98,307	6,716	11,296	14,429	79,817	527,548	72,697	75,740	42,760	157,566	30,650	31,767	11,000	24,077	9,458
Southeast LWDA	207,812	159,898	28,552	104,754	47,059	431	77,909	885	7,166	123,385	7,727	40,194	13,837	60,918	11,549	16,665	7,358	16,330	4,305
Southwest LWDA	228,711	173,543	29,734	117,372	49,747	1,258	65,899	906	14,857	149,694	13,917	44,094	15,821	67,985	12,793	18,208	7,355	15,589	4,459
West Central LWDA	315,310	245,713	44,758	160,347	62,046	1,745	23,672	2,021	21,753	273,119	19,107	61,384	25,866	97,951	16,875	20,004	8,946	17,627	6,017
Western LWDA	260,122	196,302	34,009	132,193	55,334	3,731	9,329	7,494	23,983	225,813	24,922	48,358	20,348	73,721	14,455	17,814	8,047	16,478	4,515
Arkansas County, Arkansas	18,731	14,379	2,188	9,795	3,705	18	4,811	84	546	13,558	542	4,018	1,250	5,935	993	1,326	633	1,406	322
Ashley County, Arkansas	21,229	16,222	2,614	11,044	4,352	64	5,517	12	1,078	15,037	974	4,718	1,330	6,555	1,066	1,609	645	1,778	495
Baxter County, Arkansas	41,040	33,801	3,722	21,229	6,452	238	135	207	798	39,707	870	8,933	5,246	18,566	1,428	2,339	1,331	2,358	698
Benton County, Arkansas	238,198	173,500	29,321	120,417	28,804	3,397	3,551	8,262	38,068	209,445	31,426	21,905	15,679	54,809	12,452	11,655	2,745	6,663	3,683
Boone County, Arkansas	37,227	28,787	4,347	19,089	6,465	272	132	170	836	35,939	883	7,321	3,378	12,112	1,870	2,142	1,129	2,455	592
Bradley County, Arkansas	11,206	8,596	1,302	5,672	3,218	84	3,245	0	1,564	6,790	1,176	2,506	693	3,505	559	952	516	1,122	229
Calhoun County, Arkansas	5,245	4,227	673	2,553	907	3	1,163	11	182	4,007	103	1,533	399	1,790	331	371	117	241	113
Carroll County, Arkansas	27,635	21,413	3,138	14,100	5,001	179	156	106	3,950	26,077	3,859	4,781	2,581	9,995	1,533	1,241	484	1,470	461
Chicot County, Arkansas	11,353	8,739	1,331	5,776	3,385	44	6,121	31	604	4,862	528	2,634	746	3,793	534	1,101	639	1,229	238
Clark County, Arkansas	22,751	18,291	5,922	11,965	4,716	39	5,441	190	984	16,685	1,108	4,033	1,720	6,062	1,224	1,501	536	1,231	421
Clay County, Arkansas	15,400	12,122	1,860	7,812	3,324	51	56	14	268	14,841	334	3,475	1,182	5,337	916	1,076	562	1,152	345
Cleburne County, Arkansas	25,711	20,613	2,630	12,869	3,676	136	133	72	613	24,992	558	4,679	2,909	10,167	1,259	1,361	496	1,000	569
Cleveland County, Arkansas	8,510	6,499	1,107	4,276	1,751	18	935	9	169	7,379	147	1,892	676	2,687	372	490	283	486	152
Columbia County, Arkansas	24,327	19,027	4,932	12,758	5,823	85	8,659	171	654	14,608	1,155	4,486	1,499	6,857	1,625	2,054	800	1,968	539
Conway County, Arkansas	21,110	16,223	2,587	10,764	4,709	153	2,541	11	818	18,030	860	4,163	1,468	6,639	1,262	1,635	790	1,438	489
Craighead County, Arkansas	101,409	76,271	16,031	52,047	19,715	773	13,860	1,251	4,753	82,478	4,900	15,866	5,780	23,835	5,293	7,882	2,985	6,164	1,702
Crawford County, Arkansas	61,748	46,093	7,875	31,479	11,304	1,026	699	1,021	4,073	56,153	4,001	11,106	5,113	16,998	3,550	4,419	1,869	3,504	1,059
Crittenden County, Arkansas	49,765	35,827	6,964	26,283	11,802	94	25,306	314	1,120	22,677	1,369	8,258	3,287	11,798	2,742	5,479	1,819	4,202	988
Cross County, Arkansas	17,467	13,177	2,135	9,083	3,461	47	4,022	108	302	13,078	256	3,682	1,183	5,189	1,007	1,376	642	1,163	355
Dallas County, Arkansas	7,868	6,015	998	3,991	1,141	3	3,243	177	219	4,361	298	1,808	542	2,713	462	587	381	506	147
Desha County, Arkansas	12,379	9,202	1,540	6,638	4,029	0	5,949	7	575	6,175	549	2,550	721	3,835	741	1,343	566	1,585	301
Drew County, Arkansas	18,740	14,531	3,616	9,525	5,023	14	5,395	50	540	12,761	529	3,809	949	5,214	1,255	1,254	558	1,411	458
Faulkner County, Arkansas	119,343	90,684	23,414	60,855	17,768	454	13,488	1,517	4,792	100,363	4,937	14,425	8,128	24,991	7,317	6,775	2,035	4,907	2,316
Franklin County, Arkansas	17,866	13,622	2,264	9,069	3,854	367	163	52	486	16,939	280	3,240	1,573	5,616	863	1,085	687	1,153	302
Fulton County, Arkansas	12,224	9,754	1,249	6,169	2,383	51	15	184	141	11,853	246	2,967	1,200	4,919	494	662	447	928	205
Garland County, Arkansas	96,954	76,792	11,039	50,033	19,802	572	8,095	612	5,022	82,660	4,983	18,539	9,619	34,709	4,675	6,998	3,144	5,589	1,742
Grant County, Arkansas	18,054	13,787	2,202	9,179	2,134	61	686	98	221	16,939	336	3,176	1,407	5,152	959	1,030	399	618	302
Greene County, Arkansas	43,382	32,680	5,864	21,905	7,572	95	398	58	1,122	41,743	962	8,652	3,462	11,644	2,873	2,549	1,224	2,721	857
Hempstead County, Arkansas	22,336	16,447	2,559	11,549	5,940	37	6,660	6	2,788	14,612	2,344	4,553	1,438	6,380	996	1,577	529	1,087	380
Hot Spring County, Arkansas	33,316	26,093	4,121	16,227	5,975	189	3,883	50	1,047	28,587	514	7,657	2,762	10,383	1,975	2,252	1,050	2,046	562
Howard County, Arkansas	13,555	10,013	1,650	6,959	2,910	126	2,955	3	1,433	9,172	1,624	2,365	787	3,885	683	1,163	380	664	198
Independence County, Arkansas	36,952	28,099	4,569	18,888	7,783	164	759	321	2,213	34,885	1,682	7,031	2,421	10,820	1,865	2,501	942	2,076	798
Izard County, Arkansas	13,480	10,986	1,461	6,483	2,663	28	162	29	242	13,071	258	2,941	1,542	5,370	624	689	395	913	281
Jackson County, Arkansas	17,597	14,014	2,036	8,860	3,819	88	3,051	38	494	14,005	293	3,119	1,198	5,236	1,093	1,317	546	1,417	381
Jefferson County, Arkansas	73,548	56,423	10,774	37,383	17,205	82	40,881	594	1,375	30,523	2,572	12,799	5,229	20,794	3,890	6,694	2,842	5,757	1,607
Johnson County, Arkansas	25,930	19,617	3,638	13,096	5,574	132	497	254	3,470	23,828	2,746	4,317	1,806	7,162	1,619	1,411	710	1,559	505
Lafayette County, Arkansas	7,270	5,752	892	3,736	1,731	0	2,777	18	90	4,426	83	1,651	458	2,597	471	606	315	678	152
Lawrence County, Arkansas	17,029	13,201	2,397	8,726	3,899	48	153	13	203	16,569	297	3,277	1,312	5,438	945	1,158	583	1,276	303
Lee County, Arkansas	9,966	8,026	1,380	4,405	2,304	14	5,622	4	225	4,258	168	2,164	331	3,014	670	817	479	1,306	151
Lincoln County, Arkansas	14,062	11,520	1,878	5,466	2,257	46	4,369	0	494	9,361	374	2,092	836	3,448	1,180	866	277	938	201
Little River County, Arkansas	12,720	9,785	1,374	6,336	2,402	147	2,632	0	397	9,383	411	2,519	1,241	4,157	606	1,023	477	958	265
Logan County, Arkansas	22,001	16,984	2,758	10,979	4,158	203	407	437	561	20,497	608	4,439	1,811	7,137	1,100	1,607	698	1,359	423
Lonoke County, Arkansas	70,691	51,804	9,225	35,860	8,697	372	4,302	457	2,722	63,145	1,910	10,373	7,477	16,445	3,477	4,315	1,700	2,771	1,120
Madison County, Arkansas	15,702	11,987	1,926	7,837	3,183	75	73	97	824	14,896	819	2,870	1,022	4,871	883	797	291	830	232
Marion County, Arkansas	16,458	13,588	1,525	8,286	3,064	109	42	118	369	15,895	265	4,041	2,202	7,255	734	744	496	1,145	263
Miller County, Arkansas	43,652	33,094	5,384	22,112	8,594	211	10,877	50	1,297	31,173	941	7,609	3,386	11,973	2,761	3,520	1,229	2,808	840
Mississippi County, Arkansas	44,864	32,728	6,248	23,049	11,781	49	15,543	133	1,720	27,694	1,527	9,369	2,642	11,297	3,012	4,177	1,965	4,009	1,242
Monroe County, Arkansas	7,713	6,032	918	4,071	2,501	12	3,138	42	163	4,313	166	1,875	612	2,788	415	746	527	965	142
Montgomery County, Arkansas	9,197	7,404	1,062	4,650	1,620	119	68	61	339	8,684	283	2,832	1,066	3,633	578	414	359	658	164
Nevada County, Arkansas	8,793	6,700	984	4,426	2,424	29	2,705	113	282	5,908	346	1,939	692	2,970	485	488	286	722	136
Newton County, Arkansas	8,052	6,441	821	4,017	1,637	111	0	37	85	7,679	38	1,870	818	3,198	238	353	301	485	133

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Geography	Total population	18 years and over	15-24 Years	Female	All Ages in Poverty	American Indian and Alaska Native	Black	Asian	Hispanic (any race)	White	Language other than English	Disabled	Veteran	55 years and over	15-24 years not enrolled in school	Single Parent Households	Households with SSI	Households with SNAP	Number Unemployed
Ouachita County, Arkansas	25,044	19,302	2,937	13,254	5,948	52	10,064	39	491	14,313	440	5,161	1,826	8,256	1,355	2,223	948	2,034	501
Perry County, Arkansas	10,300	7,981	1,289	5,167	1,624	34	214	9	282	9,649	133	2,196	841	3,431	444	445	244	591	202
Phillips County, Arkansas	20,391	14,846	2,879	10,862	6,882	24	12,545	24	321	7,492	342	4,863	1,111	5,972	1,154	2,450	1,186	2,787	399
Pike County, Arkansas	11,087	8,473	1,281	5,667	2,199	17	348	55	726	9,899	580	2,959	911	3,461	559	759	360	623	181
Poinsett County, Arkansas	24,210	18,444	3,156	12,391	5,416	39	2,002	7	630	21,631	505	5,390	1,493	7,192	1,356	2,127	973	2,157	436
Polk County, Arkansas	20,364	15,564	2,325	10,435	4,878	219	42	87	1,277	18,887	879	4,992	2,063	7,105	998	1,388	718	1,635	402
Pope County, Arkansas	62,830	48,499	11,112	31,747	11,818	364	1,989	452	4,919	57,200	4,008	9,980	4,331	16,080	3,396	3,416	1,279	2,731	1,358
Prairie County, Arkansas	8,402	6,654	919	4,265	1,766	34	1,035	10	93	7,236	100	1,950	724	3,024	382	701	360	704	143
Pulaski County, Arkansas	390,463	297,555	50,279	203,171	67,908	1,079	139,401	8,155	23,080	228,915	28,604	52,806	30,554	100,938	21,321	30,136	9,080	20,092	6,709
Randolph County, Arkansas	17,695	13,658	2,151	9,017	3,651	48	123	5	317	17,084	346	3,648	1,435	5,903	870	1,254	539	1,612	304
St. Francis County, Arkansas	27,345	21,063	3,478	12,349	5,857	100	14,185	79	1,200	11,879	1,425	4,878	1,785	7,161	1,500	2,419	1,287	2,515	465
Saline County, Arkansas	113,833	86,571	12,947	57,913	10,176	364	6,639	1,087	4,631	102,920	5,231	19,831	9,600	32,768	5,184	6,803	2,080	4,232	1,782
Scott County, Arkansas	10,870	8,216	1,465	5,313	2,165	176	18	311	814	9,727	927	2,029	889	3,320	761	707	451	835	168
Searcy County, Arkansas	7,965	6,325	748	3,981	1,855	85	22	87	155	7,609	55	1,838	592	3,088	369	240	304	443	137
Sebastian County, Arkansas	127,273	95,823	17,322	64,918	28,975	1,740	8,000	5,586	16,772	103,610	18,227	22,552	8,899	33,545	7,183	8,608	3,624	7,992	2,161
Sevier County, Arkansas	17,268	12,230	2,385	8,705	3,755	334	841	92	5,558	11,455	4,747	2,318	1,055	4,163	1,056	1,166	410	1,262	282
Sharp County, Arkansas	17,055	13,456	1,862	8,753	3,944	143	69	103	334	16,320	398	3,626	1,840	6,764	674	884	562	1,221	331
Stone County, Arkansas	12,512	9,888	1,362	6,172	3,042	26	5	30	213	12,102	213	3,024	1,408	5,021	493	500	533	840	246
Union County, Arkansas	40,633	30,951	4,966	20,993	8,172	231	13,323	226	1,466	26,276	1,425	8,152	2,498	12,244	1,962	3,430	1,483	2,661	906
Van Buren County, Arkansas	17,002	13,609	1,747	8,600	3,574	65	151	29	497	16,194	575	3,698	1,640	6,596	734	1,061	512	1,160	424
Washington County, Arkansas	216,432	161,856	40,449	108,288	41,846	2,250	7,185	5,345	34,732	170,301	34,482	22,181	11,242	43,672	11,143	12,256	3,919	8,228	3,259
White County, Arkansas	78,660	60,019	12,878	39,924	14,175	124	3,611	440	3,209	71,674	3,888	13,016	5,481	20,543	3,965	4,748	2,100	3,581	1,785
Woodruff County, Arkansas	6,983	5,452	813	3,603	1,612	6	1,869	77	32	4,878	22	1,715	584	2,486	417	583	374	829	165
Yell County, Arkansas	21,835	16,340	2,707	11,031	4,009	126	596	327	4,146	17,897	3,892	4,708	1,342	6,391	1,143	1,173	474	1,161	393
City of Little Rock, Arkansas	196,943	151,129	26,376	103,235	34,512	431	81,666	6,093	12,719	102,370	18,919	24,164	12,335	49,814	11,038	15,954	4,289	10,259	3,405
Balance of Pulaski County, Arkansas	193,520	146,426	23,903	99,936	33,396	648	57,735	2,062	10,361	126,545	9,685	28,642	18,219	51,124	10,283	14,182	4,791	9,833	3,304

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Appendix F: RA Asset Mapping Team Survey Results

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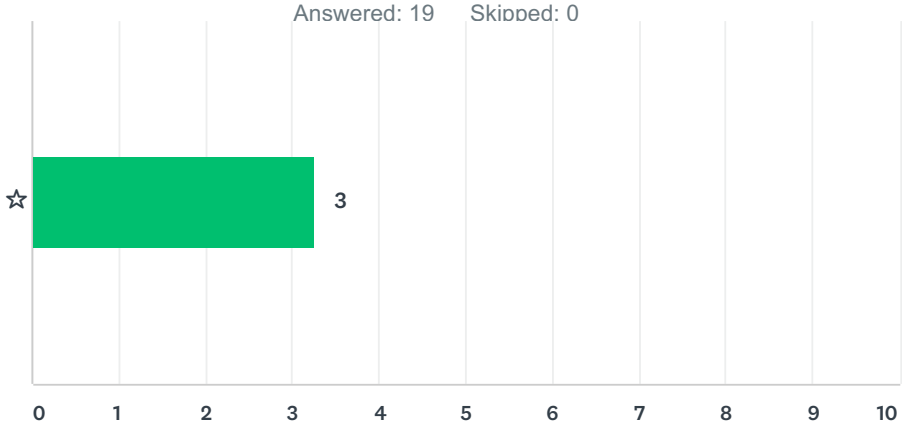
RA Asset Mapping Team Survey 1

Q1 How would you rate the State's capacity to expand RA opportunities across multiple industry sectors to serve employer workforce needs?

Answered: 19 Skipped: 0



	WEAK- LOW LEVEL OF CAPACITY (1)	(NO LABEL) (2)	(NO LABEL) (3)	(NO LABEL) (4)	STRONG- HIGH LEVEL OF CAPACITY (5)	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	26.32% 5	31.58% 6	31.58% 6	10.53% 2	19	3.26

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
2.00	5.00	3.00	3.26	0.96

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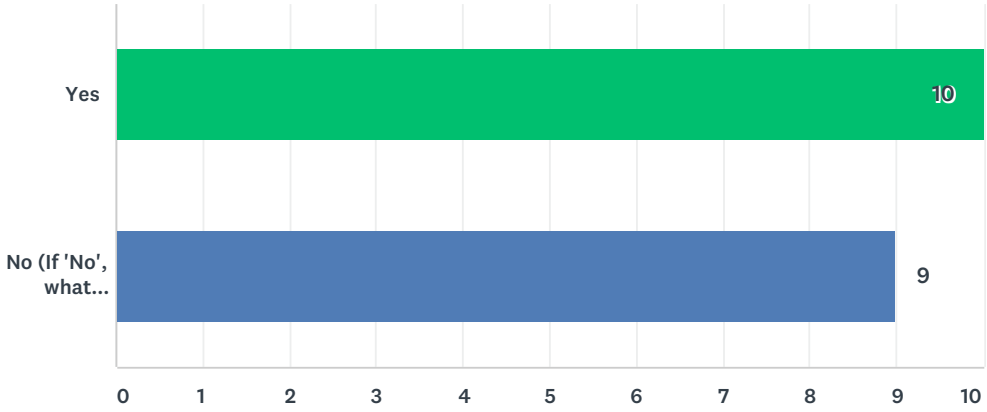
Q2 Do you believe the State's resources are aligned effectively to support registered apprenticeship expansion and diversification efforts?

Answered: 19 Skipped: 0



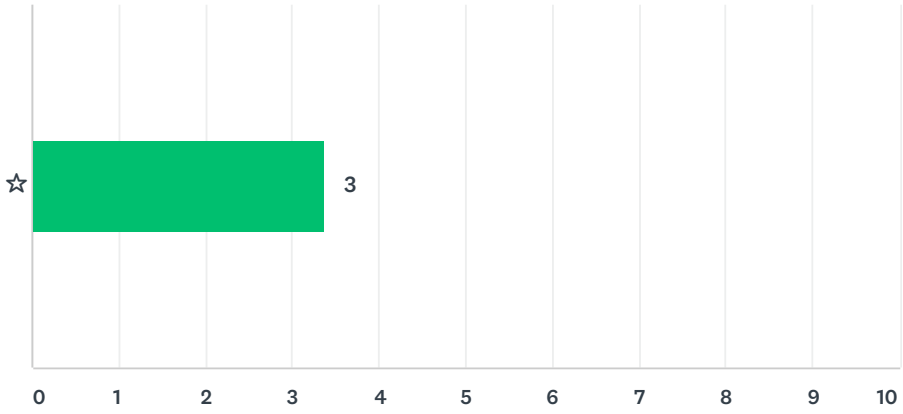
ANSWER CHOICES	RESPONSES	
Yes (1)	52.63%	10
No (If 'No', what improvements would you recommend? Please answer in the comment box below.) (2)	47.37%	9
Total Respondents: 19		

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	2.00	1.00	1.47	0.50

#	WHAT IMPROVEMENTS WOULD YOU RECOMMEND?	DATE
1	State longitudinal data system to follow all students from k-12 through their career	3/27/2018 7:58 AM
2	I think we have pockets of effective alignment. However, we as a state need to work on fully aligning all parties involved as defined by the term "resources" listed above.	3/26/2018 3:21 PM
3	Monetary resources for apprenticeship are scarce and those that are available seem to be a closely guarded secret. Human capital to expand and diversify is abundant with some minimal training.	3/21/2018 11:40 AM
4	more coordinated efforts between agencies with a common goal in mind and acknowledged value expected up front.	3/20/2018 12:07 PM
5	Coordinating efforts to increase efficiency and reduce redundancy. (We're starting that process.)	3/20/2018 11:04 AM
6	If the State has a goal of expanding RA in a systematic way (working with employers and industry associations) across a wide array of industry sectors - then, resource alignment strategies to deliver the goal needs to be focused and aligned.	3/20/2018 10:19 AM
7	Not sure alignment is in place, resources are available but reside in different locations. Benefits to each 'player' on the team need to be identified and communicated - WIIFM would be a good tie to align what resources are available	3/20/2018 9:52 AM
8	There are missing pieces to overall coordination.	3/16/2018 9:38 AM

Q3 How would you rate the State's readiness to engage employers and industry partners across multiple sectors for registered apprenticeship expansion efforts?

Answered: 19 Skipped: 0



	LOW LEVEL OF READINESS (1)	(NO LABEL) (2)	(NO LABEL) (3)	(NO LABEL) (4)	HIGH LEVEL OF READINESS (5)	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	36.84% 7	15.79% 3	21.05% 4	26.32% 5	19	3.37

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
2.00	5.00	3.00	3.37	1.22

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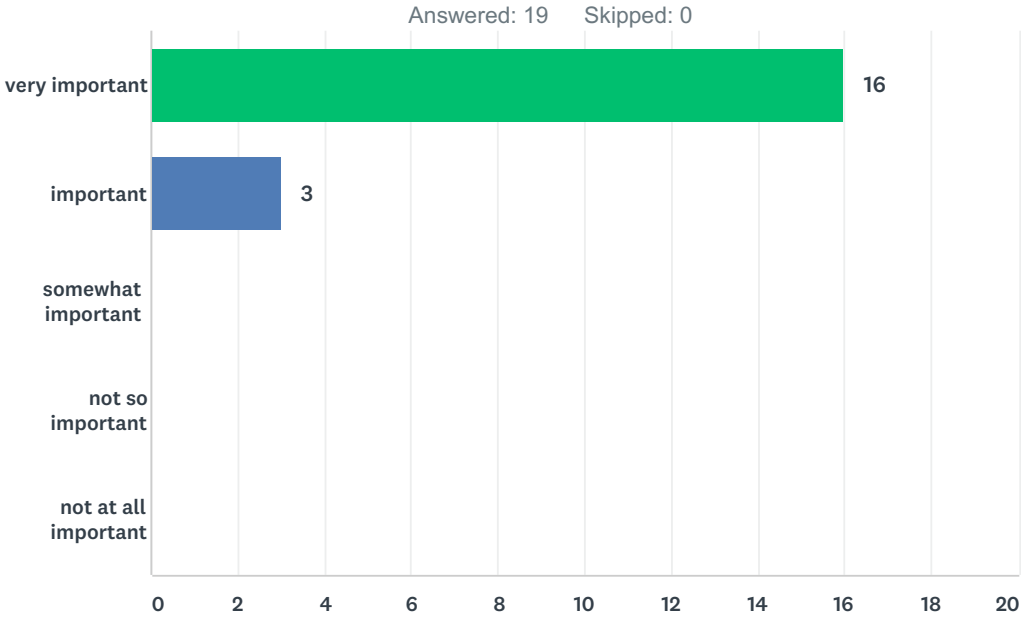
Q4 How important do your think an aligned statewide marketing/outreach effort is to promoting registered apprenticeship expansion and diversification?



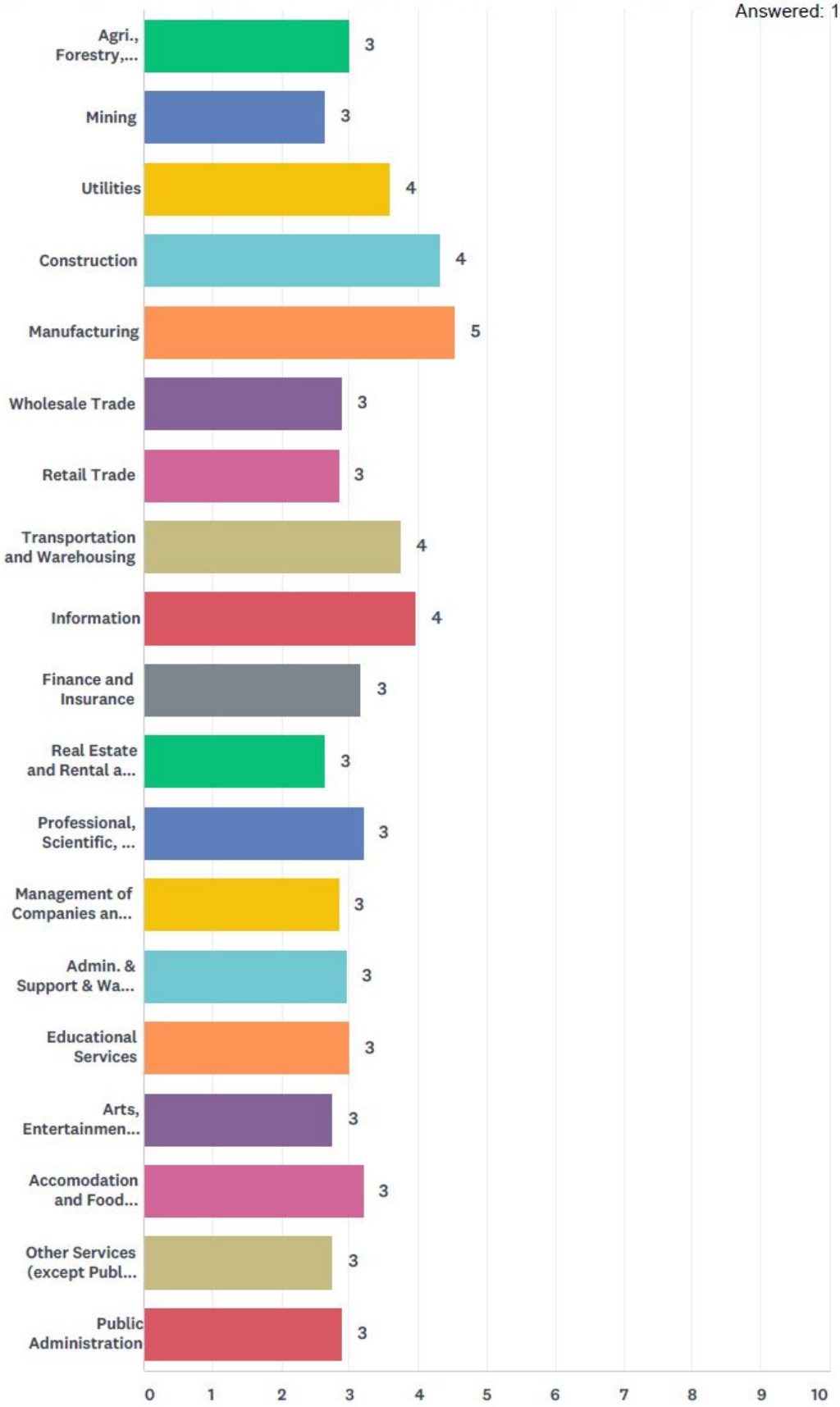
ANSWER CHOICES	RESPONSES	
very important (1)	84.21%	16
important (2)	15.79%	3
somewhat important (3)	0.00%	0
not so important (4)	0.00%	0
not at all important (5)	0.00%	0
Total Respondents: 19		

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	2.00	1.00	1.16	0.36

RA Asset Mapping Team Survey 1

Q5 How would you rate the following industry sectors in terms of the best opportunities for registered apprenticeship expansion?

Answered: 19 Skipped: 0



RA Asset Mapping Team Survey 1
Q5 Continued

	NO EXPANSION OPPORTUNITY (1)	LOW LEVEL OF EXPANSION OPPORTUNITY (2)	AVERAGE LEVEL OF EXPANSION OPPORTUNITY (3)	HIGH LEVEL OF EXPANSION OPPORTUNITY (4)	EXTREMELY HIGH LEVEL OF EXPANSION OPPORTUNITY (5)	TOTAL	WEIGHTED AVERAGE
Agri., Forestry, Fishing, Hunting	0.00% 0	31.58% 6	42.11% 8	21.05% 4	5.26% 1	19	3.00
Mining	0.00% 0	47.37% 9	42.11% 8	10.53% 2	0.00% 0	19	2.63
Utilities	0.00% 0	21.05% 4	31.58% 6	15.79% 3	31.58% 6	19	3.58
Construction	0.00% 0	0.00% 0	10.53% 2	47.37% 9	42.11% 8	19	4.32
Manufacturing	0.00% 0	0.00% 0	5.26% 1	36.84% 7	57.89% 11	19	4.53
Wholesale Trade	15.79% 3	15.79% 3	42.11% 8	15.79% 3	10.53% 2	19	2.89
Retail Trade	15.79% 3	15.79% 3	42.11% 8	21.05% 4	5.26% 1	19	2.84
Transportation and Warehousing	0.00% 0	10.53% 2	36.84% 7	21.05% 4	31.58% 6	19	3.74
Information	0.00% 0	10.53% 2	21.05% 4	31.58% 6	36.84% 7	19	3.95
Finance and Insurance	5.26% 1	15.79% 3	47.37% 9	21.05% 4	10.53% 2	19	3.16
Real Estate and Rental and Leasing	5.26% 1	36.84% 7	47.37% 9	10.53% 2	0.00% 0	19	2.63
Professional, Scientific, and Technical Services	0.00% 0	31.58% 6	26.32% 5	31.58% 6	10.53% 2	19	3.21
Management of Companies and Enterprises	10.53% 2	15.79% 3	52.63% 10	21.05% 4	0.00% 0	19	2.84
Admin. & Support & Waste Mgmt. & Remediation Svcs.	5.26% 1	21.05% 4	52.63% 10	15.79% 3	5.26% 1	19	2.95
Educational Services	0.00% 0	36.84% 7	36.84% 7	15.79% 3	10.53% 2	19	3.00
Arts, Entertainment, and Recreation	5.26% 1	26.32% 5	57.89% 11	10.53% 2	0.00% 0	19	2.74
Accomodation and Food	5.26% 1	15.79% 3	42.11% 8	26.32% 5	10.53% 2	19	3.21
Other Services (except Public Administration)	10.53% 2	21.05% 4	52.63% 10	15.79% 3	0.00% 0	19	2.74
Public Administration	5.26% 1	26.32% 5	42.11% 8	26.32% 5	0.00% 0	19	2.89

RA Asset Mapping Team Survey 1

Q5 Continued

BASIC STATISTICS	MINIMUM	MAXIMUM	MEDIAN	MEAN	STANDARD DEVIATION
Agri., Forestry, Fishing, Hunting	2.00	5.00	3.00	3.00	0.86
Mining	2.00	4.00	3.00	2.63	0.67
Utilities	2.00	5.00	3.00	3.58	1.14
Construction	3.00	5.00	4.00	4.32	0.65
Manufacturing	3.00	5.00	5.00	4.53	0.60
Wholesale Trade	1.00	5.00	3.00	2.89	1.17
Retail Trade	1.00	5.00	3.00	2.84	1.09
Transportation and Warehousing	2.00	5.00	4.00	3.74	1.02
Information	2.00	5.00	4.00	3.95	1.00
Finance and Insurance	1.00	5.00	3.00	3.16	0.99
Real Estate and Rental and Leasing	1.00	4.00	3.00	2.63	0.74
Professional, Scientific, and Technical Services	2.00	5.00	3.00	3.21	1.00
Management of Companies and Enterprises	1.00	4.00	3.00	2.84	0.87
Admin. & Support & Waste Mgmt. & Remediation Svcs.	1.00	5.00	3.00	2.95	0.89
Educational Services	2.00	5.00	3.00	3.00	0.97
Arts, Entertainment, and Recreation	1.00	4.00	3.00	2.74	0.71
Accomodation and Food Services	1.00	5.00	3.00	3.21	1.00
Other Services (except Public Administration)	1.00	4.00	3.00	2.74	0.85
Public Administration	1.00	4.00	3.00	2.89	0.85

Q6 Looking to the future, what infrastructure and resource improvements would you recommend to better position the State for RA expansion and diversification?

Answered: 19 Skipped: 0

#	RESPONSES	DATE
1	A statewide office dedicated to connecting schools, employers, and students/apprentices so that they can eventually take over the process organically. They need some pushing before recognizing the shared benefit or working together to develop and fill RA opportunities.	3/28/2018 12:37 PM
2	Not sure	3/27/2018 7:58 AM
3	Improving the pathways from education into RA is a necessity. We must find ways to effectively market RA to junior high and high school students to increase interest and awareness into these high need areas that pay a healthy living wage.	3/26/2018 3:21 PM
4	Statewide marketing to business	3/22/2018 2:25 PM
5	Overarching messaging to employers and training providers is paramount to success. Dollars for training will need to be dedicated to this effort.	3/21/2018 11:40 AM
6	More data	3/21/2018 11:07 AM
7	Supporting national apprenticeship programs for Arkansas-based companies that provide national hiring appointments	3/21/2018 11:06 AM
8	Non-profit organization to drive expansion with key resources added in a cost effective way.	3/21/2018 10:13 AM
9	New to this RA Asset Mapping Team. Don't think I know enough about the subject matter to answer this question.	3/20/2018 9:18 PM
10	Unsure	3/20/2018 8:26 PM
11	Knowledgeable staff that have the ability to talk to and educate businesses across the state. Enough clients to fill jobs with companies willing to work with and understand what these training programs can mean for both employer and employee.	3/20/2018 1:51 PM
12	Create a coalition outreach team with truly shared information and resources. Shared cost and greater ability to reach more business partners.	3/20/2018 12:07 PM
13	Adding capacity for the registration of programs. Currently, the state has only a one-person OA to facilitate the process. That would have to be something DOL does, though.	3/20/2018 11:04 AM
14	Working with industry, the State should consider the potential for establishing an entity that has the resources and infrastructure to promote RA with consistent messaging and outreach, provide hands-on technical assistance to employers and business services outreach staff for establishing RA's (in cooperation with the USDOL Office of Apprenticeship), and serving as a liaison to the public and workforce development system regarding RA activities and successes.	3/20/2018 10:19 AM
15	A solid plan that can be communicated to businesses that is streamlined and appears to be user friendly, functional, flexible and nimble will be key. Business needs to see credible results in a relatively short time period.	3/20/2018 9:52 AM
16	Continued cross agency collaboration	3/20/2018 9:23 AM
17	Just to keep getting as many people involved as possible. Word of mouth is everything.	3/20/2018 9:15 AM
18	Continue current marketing activities. We need to continue to reach out and let people know about the advantages of Registered Apprenticeship. There really are no down sides to the equation if we can reach potential sponsors.	3/20/2018 9:12 AM
19	Aligned resources	3/16/2018 9:38 AM

RA Asset Mapping Team Survey 2

Q1 What information do you think is important to include in the State Plan for RA Expansion and Diversification?

Answered: 9 Skipped: 1

#	RESPONSES	DATE
1	Community-based organizations that can help with marketing and recruitment of diverse groups to RA opportunities and consider tailoring of RA programs to accommodate and enhance opportunities for underrepresented groups. Data of diversification of RA programs from other states for comparison and pursuit of case studies of other states that are achieving diversification.	4/25/2018 4:39 PM
2	Obvious holes in the existing RA programs /offerings where there is demand for specific skill sets that qualify for RA programs but none currently exist. We also need a methodology regarding how we identify those 'missing' skill sets and document and quantify need/demand for them	4/24/2018 2:02 PM
3	How to access these services and a support menu of new programs that provide a platform for company growth.	4/24/2018 1:51 PM
4	I believe we need to focus on what the high demand, high wage jobs in the state are and reference materials that indicate shortages in those careers. Job projections, Labor Market Information Data, Economics Securities Reports, Graduation Rates, Post-Secondary attendance rate among high school students, and other job labor market data (BLS) to determine what occupations are needed most in the state and expand apprenticeship programs in those areas. Utilize data from AEDC that shows here's the companies that are hiring, here are the jobs they have available, here are the skills these jobs require, and then match apprenticeship programs to those jobs and create a pathway for those apprenticeship programs to filtered into pre-apprenticeship programs that students can begin in high school.	4/24/2018 12:48 PM
5	The State Plan should include the occupational growth date charted through BLS data and State labor market data as well as the populations in the area in which the growth is occurring. I Think this is particularly important for the non-traditional apprenticeships to encourage faster integration and acceptance from employers to recognize their value. It is also important to include diversification data to show that the impact is needed and will be felt in positive ways for the communities and areas of the state that are hurting and need growth.	4/24/2018 11:53 AM
6	As far as increasing the number of participants, we need to do a better job of educating the high school students about the opportunities in apprenticeship. Todays students want to know how much $ they can make. So I think it is important to make sure that information is included.	4/24/2018 11:13 AM
7	Existing capacity of existing program, cost savings of partnering with registered apprenticeship programs, locations, occupations of current programs within the state	4/24/2018 10:50 AM
8	established apprenticeships with related CIP and SOC codes.	4/24/2018 10:50 AM
9	Recognized, portable, practical, industry supported.	4/24/2018 10:46 AM

Q2 What recommendations would you like to see incorporated into the State Plan for RA Expansion and Diversification?

Answered: 10 Skipped: 0

#	RESPONSES	DATE
1	Include high school programs in a pre-apprenticeship program that could transfer hours in a program of study to the adult apprenticeship program upon graduation.	4/25/2018 9:45 PM
2	We should reach out to those community-based organizations to lay the foundation of education and awareness of how RAs work and their benefit compared to other better-known job training and employment options. Once their buy-in achieved, use them as important partners for promotion and recruitment efforts.	4/25/2018 4:39 PM
3	A strategy and plan of action to address/resolve the demand for RA's where they don't exist currently, to include commitment from business and industry (specifically by company) to engage the RA system and support it. A process that can be utilized to identify a prospective population and engage them in an ongoing learning program jointly operated by private and public entities (companies and education systems)	4/24/2018 2:02 PM
4	That this is incorporated in the menu of responsive services offered to business retention and expansion efforts throughout the state.	4/24/2018 1:51 PM
5	All the above, and in terms of expansion I think it is important we do not get too broad with our scope. Again, I think we need to focus on what the high demand, high wage jobs in the state are and reference materials that indicate shortages in those careers. Job projections, Labor Market Information Data, Economics Securities Reports, and other job labor market data (BLS) to determine what occupations are needed most in the state and expand apprenticeship programs in those areas... Industrial Maintenance Technicians, Robotics & Automation, CNC Operators, Millwrights, Web Developers, etc... We need to also provide information surrounding the history of apprenticeship in Arkansas. We have had significant growth over the past 5 years and I think we need to review where we started at and how we got to where we are today.	4/24/2018 12:48 PM
6	I would like to see a larger focus on expansion into the non-traditional sectors. All to ofter even when discussing this project with coworkers I find the stigma of apprenticeship is just plumbers and electricians etc. If we can broaden peoples (and this now includes people in industries we can positively effect be expansion) mindset on what this can truly be we can start to garner interest and my hope would be to garner so much so that big cooperations want to look here for their expansion opportunities.	4/24/2018 11:53 AM
7	My recommendation would be that we make sure that there are equal opportunities for all programs!	4/24/2018 11:13 AM
8	Recommend utilizing the Arkansas Apprenticeship Coordination Steering Committe, Arkansas State Apprenticeship Office, State Plumbing Apprenticeship Committee and the State Electrical Apprenticeship Committee in the State Plan for expansion.	4/24/2018 10:50 AM
9	state-level business engagement campaign.	4/24/2018 10:50 AM
10	The plan and implementation contingency will be marketing and awareness.	4/24/2018 10:46 AM

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Appendix G: State Scan of Apprenticeship Activity

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State Scan of Registered Apprenticeship Partnerships/Initiatives/Activities

REGION 4

State	Brief Description of Partnership (List specific partners if possible)	Partnership Point of Contact (Name, title, org, phone, email)	Partnership Factors/Indicators (Mark all that apply. Please make sure description addresses each of the items marked.)
AR	On January 13, 2017, an Apprenticeship Expansion Opportunities luncheon which took place at the Governor's Mansion "kicked-off" the new USDOL ApprenticeshipUSA grant initiatives. Attendees of the meeting included employers, state agency partners, Local Workforce Development Board representatives, and higher education partners. The meeting's agenda included presentations from ADWS on current ApprenticeshipUSA grant initiatives, employer testimonials (JB Hunt, Nabholz Construction, and Metova), an update by the University of Central Arkansas on Arkansas Coding Academy activities, and a presentation from a nationally recognized apprenticeship IT consultant on the value of apprenticeship.	Mark McManus Arkansas Department of Workforce Services, Project Lead, Business Services and Outreach 501-978-3953 Mark.mcmanus@arkansas.gov	☒ Governor Involvement ☐ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☒ Major.Business Initiative ☒ Other State Agencies ☐ Stated Goals/Outcomes
AR	On March 2nd and 3rd of 2017 during the WIOA Partners Meeting held in Hot Springs ADWS Discretionary Grants staff facilitated a breakout session on the topic of expanding registered apprenticeship. Panelist included: Lee Price, Arkansas State Director, USDOL Office of Apprenticeship; Peg Walton, Maher and Maher consultant assigned as technical assistance coach for the ApprenticeshipUSA State Expansion grant; Jessica Rohlman, Concurrent Coordinator with the University of Arkansas Community College at Morrilton; Burton Weis, Senior Director of Driver Personnel with J.B. Hunt Transport, Inc.; and Lisa Ferrell, ADWS Discretionary Grants Program Coordinator. The session served to educate WIOA core partners regarding apprenticeship expansion activities.	Mark McManus Arkansas Department of Workforce Services, Project Lead, Business Services and Outreach 501-978-3953 Mark.mcmanus@arkansas.gov	☐ Governor Involvement ☐ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☒ Other State Agencies ☐ Stated Goals/Outcomes

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State	Brief Description of Partnership (List specific partners if possible)	Partnership Point of Contact (Name, title, org, phone, email)	Partnership Factors/Indicators (Mark all that apply. Please make sure description addresses each of the items marked.)
AR	From January – April of 2017 the Arkansas Apprenticeship Coalition partnered with the Arkansas Department of Workforce Services (ADWS) to conduct regional apprenticeship workshops at each of ten Local Workforce Development Board Areas in the state. The intent was to facilitate awareness and education of registered apprenticeship as a key player in the workforce development system.	Karen Breashears, Executive Director, Arkansas Apprenticeship Coalition and National Apprenticeship Training Foundation 870-246-0320 Karen@natf.us	☐ Governor Involvement ☐ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☒ Other State Agencies ☐ Stated Goals/Outcomes
AR	On April 28 2017, the Arkansas Community Colleges Workforce Summit was held in Little Rock, during which, an apprenticeship panel was convened to discuss emerging apprenticeship opportunities in the state. A presentation was made to include newly contracted Apprenticeship Policies and Procedures Consultant, Lonnie Emard. Other panelists included: Lee Price, Arkansas State Director, USDOL Office of Apprenticeship; Janel Cotter, Director of Workforce Development with Arkansas State University Mountain Home; Jessica Rohlman, Concurrent Coordinator with the University of Arkansas Community College at Morrilton; and Lisa Ferrell, ADWS Discretionary Grants Program Coordinator.	Kyla Waters, Workforce Development Director, Arkansas Community Colleges 501-371-0404 kwaters@arkansascc.org	☐ Governor Involvement ☒ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☐ Other State Agencies ☐ Stated Goals/Outcomes

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State	Brief Description of Partnership (List specific partners if possible)	Partnership Point of Contact (Name, title, org, phone, email)	Partnership Factors/Indicators (Mark all that apply. Please make sure description addresses each of the items marked.)
AR	ADWS, working with employer and training providers, developed new registered apprenticeship (RA) opportunities in non-traditional RA industry sectors: 1) On August 14th, ADWS and the University of Central Arkansas (UCA) Coding Academy hosted a "signing ceremony" to establish the state's **1st** registered apprenticeship in the information technology field. The occupation is software developer and represents collaborative efforts between UCA, Metova, USDOL State Office of Apprenticeship, and ADWS. 2) On September 7th, (USDOL) State Office of Apprenticeship organized a "signing ceremony" with the Little Rock Police Department (LRPD) establishing the state's **1st** police officer registered apprenticeship program. ADWS has worked as a collaborative partner to facilitate the establishment of this new program. The first cohort of apprentice recruits will begin classes in August 2018.	Lee Price State Director, USDOL Office of Apprenticeship 501-324-5415 Price.lester@dol.gov	☐ Governor Involvement ☐ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☒ Major Business Initiative ☐ Other State Agencies ☐ Stated Goals/Outcomes
AR	Under the Arkansas Apprenticeship Pathways Initiative (AAPI) and Arkansas Expands Registered Apprenticeship (AREA) USDOL discretionary grants new innovative RA programs have been developed in the following fields: 1) Mechatronics 2) Heavy Truck Driving 3) HVAC Technician Additionally, piloted pre-apprenticeships are being developed for High School students and adults with disabilities to provide career readiness skills and opportunities for employment.	Mark McManus Arkansas Department of Workforce Services, Project Lead, Business Services and Outreach 501-978-3953 Mark.mcmanus@arkansas.gov	☐ Governor Involvement ☐ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☐ Other State Agencies ☒ Stated Goals/Outcomes

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State	Brief Description of Partnership (List specific partners if possible)	Partnership Point of Contact (Name, title, org, phone, email)	Partnership Factors/Indicators (Mark all that apply. Please make sure description addresses each of the items marked.)
AR	On September 27, 2017, ADWS Discretionary Grants staff presented ApprenticeshipUSA Initiative grant information (AAPI, AREA, and Accelerator) to a convening of ADWS Local Office Manager's in Hot Springs, Arkansas. During the meeting, interactions occurred with the Manager's encouraging working with their local employers and community partners for RA expansion opportunities.	Mark McManus Arkansas Department of Workforce Services, Project Lead, Business Services and Outreach 501-978-3953 Mark.mcmanus@arkansas.gov	☐ Governor Involvement ☐ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☐ Other State Agencies ☐ Stated Goals/Outcomes
AR	On September 28, 2017, ADWS Discretionary Grants staff presented ApprenticeshipUSA Initiative grant information (AAPI, AREA, and Accelerator) to a convening of WIOA Partners in Hot Springs, Arkansas. During the meeting, interactions occurred with attendees encouraging working with their local employers and community partners for RA expansion opportunities.	Mark McManus Arkansas Department of Workforce Services, Project Lead, Business Services and Outreach 501-978-3953 Mark.mcmanus@arkansas.gov	☐ Governor Involvement ☐ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☒ Other State Agencies ☐ Stated Goals/Outcomes
AR	October 17, 2017, ADWS initiated a meeting with Arkansas Department of Career Education (ACE) administrators to discuss coordination of statewide RA expansion and diversification efforts. Career Education houses the State's Office of Apprenticeship which receives State funding to support RA activities primarily in the traditional construction trades. This meeting served as a first-step in a broader effort to align/coordinate statewide RA expansion efforts to leverage resources and build capacity to serve employers and job seekers. A follow-up meeting on Nov. 17, 2017, involved the ACE director and the ADWS assistant director for Employment Assistance to discuss areas of common interest around work-based learning.	Mark McManus Arkansas Department of Workforce Services, Project Lead, Business Services and Outreach 501-978-3953 Mark.mcmanus@arkansas.gov	☐ Governor Involvement ☒ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☒ Other State Agencies ☐ Stated Goals/Outcomes

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State	Brief Description of Partnership (List specific partners if possible)	Partnership Point of Contact (Name, title, org, phone, email)	Partnership Factors/Indicators (Mark all that apply. Please make sure description addresses each of the items marked.)
AR	ADWS facilitated partner participation to commemorate National Apprenticeship Week Nov. 13-19, 2017. Active participants hosting events for the week included: • ASU-Mtn. Home (Mechatronics) • University of Central Ark./Ark. Coding Academy (IT) • National Park College (HVAC)	Kyla Waters, Workforce Development Director, Arkansas Community Colleges 501-371-0404 kwaters@arkansascc.org in coordination with Lee Price.	☐ Governor Involvement ☐ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☐ Other State Agencies ☐ Stated Goals/Outcomes
AR	Planning began in November 2017 to comply with the Asset Mapping and Analysis criteria of the State Accelerator grant (outlined in TEGL 19-15), which will help ADWS and partner agencies better understand disparate resources available in the state —in industry groups and trade associations, local governments, regional cooperatives, career and technical education, K-12 education, community and four-year colleges, etc.—that could be marshalled to assist expansion of registered apprenticeship.	Mark McManus Arkansas Department of Workforce Services, Project Lead, Business Services and Outreach 501-978-3953 Mark.mcmanus@arkansas.gov	☐ Governor Involvement ☒ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☒ Other State Agencies ☐ Stated Goals/Outcomes
AR	On Dec. 12, 2017, ADWS coordinated a webinar training on employer engagement around registered apprenticeship, led by the technical assistance coach assigned by USDOL under AREA, Peg Walton of the firm Maher & Maher. Also contributing were Project Lead Mark McManus, apprenticeship consultant Lonnie Emard and federal Office of Apprenticeship State Director Lee Price. It targeted local office management and staff statewide, representatives of community colleges and other partner agencies. Ms. Walton followed up directly with webinar participants who indicated in a post-event survey a high interest in learning more about apprenticeship.	Mark McManus Arkansas Department of Workforce Services, Project Lead, Business Services and Outreach 501-978-3953 Mark.mcmanus@arkansas.gov	☐ Governor Involvement ☒ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☒ Other State Agencies ☒ Stated Goals/Outcomes

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State	Brief Description of Partnership (List specific partners if possible)	Partnership Point of Contact (Name, title, org, phone, email)	Partnership Factors/Indicators (Mark all that apply. Please make sure description addresses each of the items marked.)
AR	ADWS contracted in December 2017 with State Accelerator grant consultant Lonnie Emard to guide the Asset Mapping and Analysis project. Plans were developed to pull together an Asset Mapping and Analysis Team comprised of registered apprenticeship stakeholders from outside ADWS. The date of April 30, 2018, was targeted for completing the Asset Mapping and Analysis work with the results contributing to the State Plan for Apprenticeship Expansion and Diversification, due by May 31, 2018.	Mark McManus Arkansas Department of Workforce Services, Project Lead, Business Services and Outreach 501-978-3953 Mark.mcmanus@arkansas.gov	☐ Governor Involvement ☒ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☒ Other State Agencies ☐ Stated Goals/Outcomes
AR	On Feb. 5, 2018, the newly-formed Asset Mapping and Analysis team convened for the first time. Present were representatives of the ADWS Discretionary Grants and Business Services Outreach team, staff from three separate local workforce development areas, the state Office of Apprenticeship in the Arkansas Dept. of Career Education, the Arkansas Apprenticeship Coalition, the Arkansas Dept. of Education, the Arkansas Economic Development Commission, the Association of Building Contractors, Winrock Intl., and Arkansas Community Colleges. ADWS Project Lead Mark McManus and Lonnie Emard, apprenticeship consultant on the State Accelerator grant, facilitated the meeting, setting the parameters of the project and outlining expectations of data collection by the various members from a wide range of information domains.	Mark McManus Arkansas Department of Workforce Services, Project Lead, Business Services and Outreach 501-978-3953 Mark.mcmanus@arkansas.gov	☐ Governor Involvement ☒ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☒ Other State Agencies ☐ Stated Goals/Outcomes
AR	In January 2018, Arkansas was one of three American Apprenticeship Initiative (AAI) grantees selected as a finalist for possible inclusion in the AAI Demonstration to measure the effectiveness of marketing to employers for registered apprenticeship.	Mark McManus Arkansas Department of Workforce Services, Project Lead, Business Services and Outreach 501-978-3953 Mark.mcmanus@arkansas.gov	☐ Governor Involvement ☒ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☒ Other State Agencies ☐ Stated Goals/Outcomes

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State	Brief Description of Partnership (List specific partners if possible)	Partnership Point of Contact (Name, title, org, phone, email)	Partnership Factors/Indicators (Mark all that apply. Please make sure description addresses each of the items marked.)
AR	On Feb. 6, 2018, a site visit was conducted by researchers from Capital Research Corporation, one of the principle partners with USDOL on the AAI Demonstration along with Abt Associates and the Urban Institute. Representatives from the ADWS Bureau of Labor Statistics (BLS) and the Existing Businesses Division of the Arkansas Economic Development Commission contributed an overview of sources of employer data. Also attending were representatives of Arkansas Community Colleges and Winrock Intl., core partners for the Arkansas Apprenticeship Pathways Initiative (AAPI) grant. The project carries the possibility of technical assistance to Business Services Outreach staff in ADWS Central Office and in the 10 local areas to bolster employer engagement efforts.	Mark McManus Arkansas Department of Workforce Services, Project Lead, Business Services and Outreach 501-978-3953 Mark.mcmanus@arkansas.gov	☐ Governor Involvement ☒ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☐ Other State Agencies ☐ Stated Goals/Outcomes
AR	On Feb. 16, 2018, Arkansas Career and Technical Institute, a WIOA core partner that serves resident vocational rehabilitation students with disabilities, completed a co-curricular pre-apprenticeship program in conjunction with grant partner the Arkansas Apprenticeship Coalition. A total of 48 students completed the program and received portable certifications in Team Building, OSHA 10, CPR, Dress for Success, and How to Handle Real World Workplace Challenges. This was the second cohort to complete the pre-apprenticeship. Previously, 19 ACTI students received certifications in Sept. 2016.	Jonathan Bibb ACTI Director 501-624-4411 Jonathan.bibb@arkansas.gov Karen Breashears, Exec. Dir., Arkansas Apprenticeship Coalition and National Apprenticeship Training Foundation 870-246-0320 Karen@natf.us	☐ Governor Involvement ☒ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☒ Other State Agencies ☐ Stated Goals/Outcomes

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State	Brief Description of Partnership (List specific partners if possible)	Partnership Point of Contact (Name, title, org, phone, email)	Partnership Factors/Indicators (Mark all that apply. Please make sure description addresses each of the items marked.)
AR	On April 3, 2018, The Registered Apprenticeship Asset Mapping team convened for a second in-person meeting. Through three conference calls since the initial meeting and several conference calls involving a smaller working group, the team is bringing into focus a picture of labor-market dynamics in the state. Apprenticeship Consultant Lonnie Emard has worked with members of the ADWS Discretionary Grants Outreach team to set up a clearinghouse for the collection of data impacting on the expansion of registered apprenticeship.	Mark McManus Arkansas Department of Workforce Services, Project Lead, Business Services and Outreach 501-978-3953 Mark.mcmanus@arkansas.gov	☐ Governor Involvement ☒ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☒ Other State Agencies ☐ Stated Goals/Outcomes
AR	On April 3, 2018, ADWS Grants Manager Doss Burgess attended a pilot meeting for a proposed High School pre-apprenticeship training program to begin in the Fall 2018 semester. The program was developed collaboratively with the Arkansas Apprenticeship Coalition taking the lead and working with ADWS, participating employers, high schools, and Career Education. The pilot program is planned for the following schools: Batesville High School — Metropolitan Career Technical Center Cave City High School — Riverside High School Crossett High School — Sheridan High School El Dorado High School Twenty students per school will take part. They'll receive high school credit for classroom training and concurrent credit upon acceptance into a registered apprenticeship program. This pilot program meets the standards of a quality pre-apprenticeship program as outlined in TEN 13-12.	Karen Breashears, Executive Director, Arkansas Apprenticeship Coalition and National Apprenticeship Training Foundation 870-246-0320 Karen@natf.us	☐ Governor Involvement ☐ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☒ Other State Agencies ☐ Stated Goals/Outcomes
AR	On April 4-5, 2018, members of the ADWS Discretionary Grants Outreach team attended the Arkansas Chapter of the Society of Human Resource Managers (SHRM) annual conference. The team staffed an exhibit booth and provided informational material about registered apprenticeship. Team Lead Mark McManus and apprenticeship consultant Lonnie Emard made a presentation on an auxiliary stage to the main conference on the benefits for employers of registered apprenticeship. More than 400 companies are represented at the Arkansas SHRM Conference.	Mark McManus Arkansas Department of Workforce Services, Project Lead, Business Services and Outreach 501-978-3953 Mark.mcmanus@arkansas.gov	☐ Governor Involvement ☒ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☒ Major Business Initiative ☒ Other State Agencies ☐ Stated Goals/Outcomes

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AR	In April 2018, ADWS's contract with non-profit partner Winrock International was modified to focus on work identifying and targeting populations with special barriers to employment. Winrock will serve as the lead in developing a targeted-populations outreach plan, aggregating the collective, already-existing efforts of community service groups, faith-based organizations, private philanthropic foundations, and other stakeholder groups to increase participation of underserved groups in registered apprenticeship training.	Lynsley Kincade Deputy Dirctor Winrock Intl. U.S. Programs LKinkade@winrock.org 501-280-3075	☐ Governor Involvement ☐ Structural Initiative ☐ Legislative Initiatives ☒ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☐ Other State Agencies ☒ Stated Goals/Outcomes
AR	ADWS is supporting partner agency Arkansas Economic Development Commission (AEDC) in the formation of Regional/Community Councils to find collaborative, employer-driven solutions to mutual workforce development problems. The first such council is forming in the Arkansas River Valley in western Arkansas. An initial meeting in Fort Smith brought together a broad mix of employers and community partners. The multi-sectoral Community Councils grew out of an earlier plan for Manufacturing Industry Councils, which were to be convened in several geographical pockets of the state. ADWS looks forward to taking part in the formative council meetings as a way to introduce registered apprenticeship as one possible solution to common worker supply problems.	Steve Sparks Ark. Economic Development Commission, Existing Business Resource Div. ssparks@arkansasedc.com 501-683-1350	☐ Governor Involvement ☐ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☒ Other State Agencies ☐ Stated Goals/Outcomes
AR	ADWS is working with the USDOL Office of Apprenticeship State Director Lee Price in his efforts to establish an RA program for firefighters by partnering with the Arkansas Fire Training Academy at Southern Arkansas Tech in Camden.	Lee Price State Director, USDOL Office of Apprenticeship 501-324-5415 Price.lester@dol.gov	☐ Governor Involvement ☒ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☐ Other State Agencies ☐ Stated Goals/Outcomes

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State	Brief Description of Partnership (List specific partners if possible)	Partnership Point of Contact (Name, title, org, phone, email)	Partnership Factors/Indicators (Mark all that apply. Please make sure description addresses each of the items marked.)
AR	On April 25, 2018, ADWS Discretionary Grants Outreach Project Lead Mark McManus took part in a panel discussion at the American Apprenticeship Initiative national meeting in Washington, D.C. Mr. McManus made a brief presentation on partnering with Local and State Workforce Boards. His talk generated interest from grantees of other states who sought more information about RA programs in Arkansas.	Mark McManus Arkansas Department of Workforce Services, Project Lead, Business Services and Outreach 501-978-3953 Mark.mcmanus@arkansas.gov	☐ Governor Involvement ☒ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☒ Other State Agencies ☐ Stated Goals/Outcomes
AR	The Registered Apprenticeship Asset Mapping team met in Little Rock on May 9, 2018, for its final in-person gathering before the compilation of the State Plan for Registered Apprenticeship Expansion and Diversification, a required deliverable of the ApprenticeshipUSA State Accelerator Grant. Since its initial meeting Feb. 5, the team has provided data on the supply of available workers by geographic areas and employer demand for apprenticeship compatible occupations, also broken down by location. The team uncovered a number of potential occupations that appear ripe for the introduction of registered apprenticeship, including line worker (utilities sector), cyber security tech (IT), and delivery and installation specialist (transportation).	Mark McManus Arkansas Department of Workforce Services, Project Lead, Business Services and Outreach 501-978-3953 Mark.mcmanus@arkansas.gov	☐ Governor Involvement ☒ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☒ Other State Agencies ☐ Stated Goals/Outcomes
			☐ Governor Involvement ☐ Structural Initiative ☐ Legislative Initiatives ☐ State Policy ☐ State Identified Sectors/Industries ☐ Major Business Initiative ☐ Other State Agencies ☐ Stated Goals/Outcomes

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Appendix H: ApprenticeshipUSA Action Planning Tool

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State: Arkansas
Contact Name/Organization: Mark McManus
Mark.McManus@arkansas.gov (501) 978-3953

ApprenticeshipUSA Action Planning Tool

Date:3/21/18

Lead State Entity: **Arkansas Department of Workforce Services**

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Questions	Readiness (1=Ready; 2=Has a plan; can implement without TA; 3=Has a plan; needs TA to implement; 4=Not ready and/or planned; needs TA)	Comments/Notes	Practices and Examples
PROGRAM MANAGEMENT			
Grant Management Capacity. Assess the state's ability to manage these funds and meet the requirements of the grant. Indicate in the comment's section how the State Apprenticeship Agency (SAA) will be utilized for the state's planning process (e.g., Lead organization, partner, registration entity).	1	ADWS has demonstrated programmatic and financial management organizational capacity to administer and implement the ApprenticeshipUSA State Accelerator Grant. The State maintains a close working relationship with our USDOL OA through the American Apprenticeship Initiative, ApprenticeshipUSA State Expansion grant and the State Accelerator Grant.	Over the last seven (plus) years, ADWS has received approximately $38 million in federal discretionary grant funding. The funded amount included 14 awarded grant funded initiatives of which 5 are currently active.
STRATEGIES AND PARTNERS FOR APPRENTICESHIP EXPANSION			
Statewide Registered Apprenticeship Goals and Strategy. Assess the State's goals for apprenticeship expansion and how those goals align with the State's overall education, workforce and economic development objectives. Describe the State's overall plan to develop a comprehensive strategy to achieve those goals. As of 10/10/17 Peg Walton (Maher and Maher) has been assigned the technical assistance coach for this item.	3	The state plans to utilize apprenticeship expansion opportunities along with sector strategies planning activities to build a workforce development strategy framework. An integrated technical assistance business service strategy needs to be implemented for Local Workforce Development Areas (LWDA's), Local Workforce Centers, and other business services outreach partners. Under the ApprenticeshipUSA State Accelerator grant, ADWS is working collaboratively with an apprenticeship subject matter expert, project partners and stakeholders to develop a State Plan for Registered Apprenticeship Expansion and Diversification.	The completed State Plan for RA expansion and diversification will provide a basis for expansion opportunities. Apprenticeship is heavily emphasized in our WIOA combined state plan.

ApprenticeshipUSA Action Planning Tool

Questions	1=Ready 2=Has a plan; can implement without TA 3=Has a plan; needs TA to implement 4=Not ready and/or planned; needs TA Readiness	Comments/Notes	Practices and Examples
Key Partners. Assess the status of the State's efforts to identify key partners necessary to drive Registered Apprenticeship expansion and innovation and diversification including the role of Governor's office and other key components of the talent development system such as, the public workforce system, community and technical colleges, economic development system, unions and joint labor management programs, secondary education partners, and groups representing women (especially women-in-the-trades organizations), minorities, people with disabilities, among others. As of 10/10/17 Peg Walton (Maher and Maher) has been assigned the technical assistance coach for this item.	3	ADWS has demonstrated building strong partner relationships with AR Community Colleges, the AR Apprenticeship Coalition, Local Workforce Development Areas (LWDA's), Local Workforce Centers, Arkansas Economic Development Commission, State Chamber, industry associations, and targeted employers. Technical assistance is needed to continue to build employer networks with other state agencies to facilitate a coordinated business services outreach strategy. Additionally, focused efforts need to be coordinated regarding outreach efforts to underserved targeted populations.	ADWS is working with an apprenticeship subject matter expert and project partners to develop a State Plan for Registered Apprenticeship Expansion and Diversification. The State established in 2010 (S 6-52-205) an Arkansas Apprenticeship Coordination Steering Committee. The State code indicated that the Steering Committee shall recommend to the State Board of Workforce Education and Career Opportunities a statewide plan for the development of a comprehensive program of apprenticeship training. The Arkansas Department of Career Education is the agency that receives state dollars for registered apprenticeship activities.
Industry Engagement. Assess the status of the State's readiness to organize and engage employers and industry partners across multiple sectors in the State's Registered Apprenticeship expansion efforts (e.g., Regional Industry Roundtables). Has the State identified sources and strategies for recruitment of additional employers, including non- traditional industry sectors such as IT, HealthCare, Advanced Manufacturing, Cybersecurity, and Business Services? As of 10/10/17 Lonnie Emard (Advanced Automation Consulting (AAC)) has been assigned the technical assistance coach for this item.	3	Technical assistance is needed to engage employers and communicate the benefits of registered apprenticeship within non-traditional apprenticeship based industry sectors (IT, Healthcare, Advanced Manufacturing, Transportation/Logistics, etc.) Training needs to be targeted to business services outreach staff with LWDA's and Workforce Centers as well as Community Colleges and other partners. The State Plan for RA Expansion and Diversification will highlight some industry opportunities for expansion. An integrated business services delivery training and strategy needs to be developed.	A primary apprenticeship training provider in the state (the Arkansas Apprenticeship Coalition) has over 2,000 employer partners, mostly in the construction trades. ADWS is working with collaborative partners to engage industry associations and regional industry councils to reach-out to employers. Additionally, employer partners have been actively recruited to serve on the RA Asset Mapping Team which provides data and input into the State Plan for RA expansion and diversification.
Sector Focus. Assess the viability of industry sectors that the State intends to target for apprenticeship expansion. What data or workforce challenges suggest that those sectors are primed for expanding apprenticeship opportunities? Does the State plan to leverage an existing sector strategy or sector work to expand apprenticeship opportunities? As of 10/10/17 Lonnie Emard (Advanced Automation Consulting (AAC)) has been assigned the technical assistance coach for this item.	3	Some healthcare employers are utilizing OJT programs that could be expanded into apprenticeships. Technical assistance is needed to formulate plans to expand apprenticeship opportunities in IT, Advanced Manufacturing, Healthcare, and Transportation.	The state contracted with Maher and Maher to work with the LWDA's in the development of sector strategies plans for their regions. A component of the local plans included the integration of RA into their sector strategy efforts. The State has also contracted with an RA subject matter expert to assist in the development of a State Plan for RA expansion and diversification.

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ApprenticeshipUSA Action Planning Tool

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Registered Apprenticeship Promotion. Assess the status of the State's readiness to promote and brand apprenticeship within the State and to align with ongoing national branding efforts under ApprenticeshipUSA. This includes an assessment of plans for promotion aimed at increasing public and employer awareness of the value and benefits of Registered Apprenticeship (e.g. Apprenticeship Wisconsin, Apprenticeship Carolina, Apprenticeship Georgia).	3	A statewide comprehensive educational outreach effort needs to be developed and implemented to promote the benefits of registered apprenticeship and identify potential expansion opportunities. This educational effort spans the populous from high school teachers and counselors, to parents, post-secondary educational institutions, employers, the workforce development system, and state policy-makers.	ADWS is initiating activities to partner with a variety of stakeholders to promote RA. An aligned statewide consistent messaging marketing effort needs to occur to educate the populous regarding career opportunities within RA.
CAPACITY BUILDING THROUGH CO-INVESTMENT & THE STATE SYSTEM			
Capacity. Assess the status of the State's readiness to improve Registered Apprenticeship capacity, infrastructure, and expert support to aid apprenticeship expansion and transformation in the State.	3	The RA Asset Mapping effort which includes representatives from industry, education, economic development, etc., will provide insights into the identification of resources and opportunities to expand RA. The USDOL Office of Apprenticeship State Director's Office needs additional resources to train business services outreach staff regarding the RA process.	The Governor appointed Arkansas Apprenticeship Coordination Steering Committee was created to promote apprenticeship in AR. They are responsible for designing funding guidelines for Traditional Apprenticeship and Construction Training Funds.
State Apprenticeship Agency Support. For States with federally recognized State Apprenticeship agencies, assess the State's commitment to developing additional capability for: 1) core registration functions including promotion, registration, oversight, technical assistance and support for potential and existing sponsors; 2) training and support for front-line apprenticeship staff that promotes both innovation and quality in Registered Apprenticeship; and 3) training and support for State Apprenticeship Councils to engage them in the State's plans for Registered Apprenticeship expansion and innovation.	N/A		

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A. Assess the ability of the State to provide the baseline level of funding provided to support the State Apprenticeship Agency and other apprenticeship activities (average over past 2 years). Please consider the availability of information related to funding for staffing and related apprenticeship activities as well as co- investment from other state and federal resources.	N/A		
State Leveraged Resources. Assess the status of the State's readiness to leverage resources and co-investment for Registered Apprenticeship expansion based on the following criteria:	4	Leveraged resources from outside agencies and partners is needed.	Potential alternative sources of funding are currently being identified.
A. Leveraged resources from federally supported programs, particularly Workforce Innovation Opportunity Act (WIOA) funds to be used to support Registered Apprentices through on-the-job training, classroom instruction (using Individual Training Accounts), and supportive services (including childcare, transportation, and other).	3	Technical assistance is needed to work with the LWDA's and Case Managers to understand the opportunities to enroll RA's into WIOA services. There needs to be "best practices" information shared from other States on how this is being implemented successfully. Also, examples from other States on their policies that enhance the implementation of RA into WIOA.	Apprenticeship is heavily emphasized in the WIOA state plan.
B. Leveraged State resources including general funding, tuition assistance, state apprenticeship training funds, and other state based support	3	Limited state funding is available for traditional apprenticeship programs. Applications for funding are reviewed by the governor appointed taskforce.	State scholarship money is available for those who enroll in community colleges. Career Education provides instructor salary reimbursement for RAP after first complete year of program.
C. Leveraged resources from foundations and the private sector that will support Registered Apprenticeship expansion activities.	4	Private sector leveraged resources are needed to support apprenticeship expansion opportunities.	
Policy Levers to Increase Registered Apprenticeship. Assess the status of the State's readiness to identify policies or other mechanisms to support employer demand for Registered Apprenticeship (e.g., tax credits, training vouchers/grants, utilization requirements, leveraging of existing systems or resources, or others).	3	ADWS is working collaboratively with an apprenticeship subject matter expert, project partners and stakeholders to develop a State Plan for Registered Apprenticeship Expansion and Diversification. Recommendations coming out of the State Plan will need to be considered for potential policy implications.	Tax credits exist for youth apprentices.

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State System Alignment. Assess the status of the State's readiness to align Registered Apprenticeship with: • the public workforce system within the State; • with educational institutions and training providers and other partners currently engaged in building career pathways (i.e., adult education agencies, career and technical education agencies, vocational rehabilitation agencies, State workforce education coordinating boards, and/or other postsecondary education agencies); and • Other components of the talent development system such as, economic development system and secondary education partners. As of 10/10/17 Peg Walton (Maher and Maher) has been assigned the technical assistance coach for this item.	3	Technical assistance is needed to facilitate a statewide coordinated effort to align apprenticeship training opportunities with secondary and post-secondary education entities, economic and workforce development agencies, and industry.	The established WIOA Roundtable, State Sector Strategies Planning Committee, and the Governor's Workforce Cabinet are examples of existing infrastructure that has the potential to be better utilized to advance apprenticeship training opportunities statewide. Arkansas Apprenticeship Coalition is currently conducting a pre-apprenticeship program at the Batesville, Arkansas High School. AAC is currently in discussions with 25 other Arkansas high school regarding a pre-apprenticeship high school program.
INNOVATION, EQUITY AND INCLUSION			
Innovative Registered Apprenticeship Programs. Assess the status of the State's readiness to support innovation in Registered Apprenticeship including, but not limited to, flexible and/or accelerated learning approaches (including adapting time-based models of training to a competency-based evaluation) as well as aligning Registered Apprenticeship to post-secondary educational credit. As of 10/10/17 Lonnie Emard (Advanced Automation Consulting (AAC)) has been assigned the technical assistance coach for this item.	3	Technical Assistance is needed to better understand the apprenticeship expansion opportunities available through accelerated learning approaches. A shift from time-based to competency-based models (in an accelerated format) could be a key selling point to employers.	More Community Colleges need to become engaged in the opportunities posed by registered apprenticeship expansion to meet employer workforce needs. Currently, two Community Colleges (out of 22 state-supported institutions) are members of the RACC. Working with Kyla Waters for more community colleges to register with RACC.

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Equity and Inclusion. Assess the status of the State's readiness to support inclusion and diversity in Registered Apprenticeship including but not limited to: • Expanding access to underrepresented populations including piloting greater use of pre-apprenticeship-to-apprenticeship pathway model that aligns with TEN 13-12. • Specific plans to increase participation by key groups with a particular emphasis on increasing participation by women in apprenticeship. • Leveraging and aligning resources to provide adequate supportive services appropriate to the targeted population to ensure persistence and long term-success.	3	ADWS needs to consider working with a contracted consultant/entity to develop an underserved population targeted population outreach and implementation plan to better serve these population sectors. The contracted entity can work in collaboration with the ADWS staff position designated for working with targeted populations. This position has been vacant for an extended period of time. .	Under the AAI grant, ADWS will work with Winrock International in the development of a targeted population outreach plan and implementation strategy. The goal is to increase awareness, exposure, and participation in RA opportunities by underserved targeted population segments.
DATA COLLECTION & SUBMISSION			
Data Sharing. Assess the status of the State's readiness to collect Registered Apprenticeship data and submit to USDOL, including individual record files on a quarterly basis in a format to be specified by USDOL.	3	It would be helpful for grantees to be able to utilize consistent participant tracking systems that serve as the system of record across the ApprenticeshipUSA grants. AAI grantees are utilizing the USDOL Appian system. State Expansion grantees were provided with a manual reporting template (not using Appian system). USDOS's Office of Apprenticeship utilizes the RAPIDS system to record and track activity for all registered apprentices. A centralized system would promote reporting consistency and efficiency.	The USDOL Office of Apprenticeship RAPIDS system is the central system for all recorded registered apprentices. There is not a central system that records pre-apprenticeship activity.

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Registered Apprenticeship Goal Setting. Assess the status of the State's readiness to establish baselines for state goals, outputs and outcome(s) around Registered Apprenticeship expansion including: • Total number of new or expanded Registered Apprenticeship programs • Number and Percentage of New Programs in Non-Traditional Industries • Total number of new and active Apprentices • Number and Percentage of Women Served in/Completed Registered Apprenticeship • Number and Percentage of Minorities Served in/Completed Registered Apprenticeship • Number and Percentage of People with Disabilities Served in/Completed Registered Apprenticeship • Percent of apprentices served who complete their Registered Apprenticeship program (Statewide Completion Rate)	4	There needs to be data system integration applicable to registered apprenticeships. This system integration across programs can facilitate data dissemination related to both pre-apprenticeship and registered apprenticeship training activities and employment outcomes. The capability to generate reports from RAPIDS would be a good enhancement.	The state currently utilizes three different data systems that can be used to collect information on apprenticeship training participants depending on the program. For registering apprentices, the RAPIDS system is used. AAI grantees use the Appian system to enter training and employment outcomes information. If an apprentice receives a WIOA related service, information is entered in the AJL system.

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WIOA/Registered Apprenticeship Goal Setting. Assess the status of the State's readiness to demonstrate stronger integration with the WIOA system through performance goal setting based on the following data elements: • Percentage of Registered Apprentices co-enrolled in WIOA • Total number of Registered Apprentices receiving WIOA services • Total number of Sponsors utilizing WIOA Services • The Total number of Registered Apprentices receiving the following WIOA services: ✓ On-the-Job Training ✓ Supportive Services ✓ Classroom training (through Individual Training Account)	4	Apprenticeship is heavily integrated into the WIOA state plan. Data challenges exist to incorporate apprenticeship activities in WIOA program due to the timing of participants becoming "employed" when entering apprenticeship training. In many cases, this makes a participant not eligible to receive WIOA services - due to being employed at the time of program intake. The Local LWDA's and Local Office Case Managers need "hands-on" technical assistance for enrolling and integrating registered apprenticeship into WIOA.	Local workforce development boards are integrating apprenticeship training into their local and regional WIOA plans. **(LONG TERM GOAL)**
QUALITY PROGRAMS			
State Apprenticeship Technical Assistance. Assess the status of the State's readiness to provide more and value-added technical assistance services to ramp up State apprenticeship expansion strategies while ensuring quality programs. Assess the status of State's readiness to provide technical assistance to promote excellence and innovation in Registered Apprenticeship.	3	ADWS is working collaboratively with an apprenticeship subject matter expert, project partners and stakeholders to develop a State Plan for Registered Apprenticeship Expansion and Diversification. Recommendations coming out of the State Plan will need to be considered for potential policy implications.	The state needs to assess and align resources and capabilities to take advantage of RA expansion opportunities. Additionally, project management resources working with employers and the RA registration process need to be evaluated.
Use of Intermediaries. Assess the status of the State's readiness to identify innovative new approaches that promote excellence in apprenticeship by engaging employers and industry intermediaries to increase demand for Registered Apprenticeships and make it easier for employers to develop new or expand existing Registered Apprenticeship programs.	3	A majority of apprenticeship employers reside in the construction trades, but healthcare, IT, and aerospace show signs of growth in our state.	The state needs a coordinated business services outreach effort to assist in expanding apprenticeship into new industries.

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Regulatory Compliance. For SAAs, assess the status of the State's efforts to complete the process for federal recognition and compliance with apprenticeship guidance and regulations including 29 CFR parts 29 and 30 regulatory requirements [1]. For federally managed States, assess the status of the State's ability to coordinate with OA staff to ensure apprenticeship programs meet the standards for registration with USDOL.	2	We will continue to work closely with Lee Price, our state OA Director	Arkansas Total Registered Apprentices continue to increase: Aug 2016-3,775 **Jan 2018- 5,150**

[1] The National Apprenticeship Act of 1937, section 1 (29 U.S.C. 50), authorizes and directs the Secretary of Labor is authorized and directed to formulate and promote the furtherance of labor standards necessary to safeguard the welfare of apprentices, to extend the application of such standards by encouraging the inclusion thereof in contracts of apprenticeship, to bring together employers and labor for the formulation of programs of apprenticeship, to cooperate with State agencies engaged in the formulation and promotion of standards of apprenticeship, and to cooperate with the Secretary of Education in accordance with section 17 of title 20. The purpose of Part 29 is to set forth labor standards to safeguard the welfare of apprentices, promote apprenticeship opportunity, and to extend the application of such standards by prescribing policies and procedures concerning the registration, for certain Federal purposes, of acceptable apprenticeship programs with the U.S. Department of Labor, Employment and Training Administration, Office of Apprenticeship.
Part 30 sets forth policies and procedures to promote equality of opportunity in apprenticeship programs registered with the U.S. Department of Labor and in state apprenticeship programs registered with recognized state apprenticeship agencies.

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Appendix I: Composite SWOT Analysis Scores and Attributes Comparison

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SWOT Analysis (Multi State)

Category	Arkansas	South Carolina	North Carolina	Washington	Illinois
Strengths (1)	6	17	4	18	11
Opportunities (2)	16	7	16	7	8
Weaknesses (3)	8	2	10	2	8
Threats (4)	0	4	0	3	3
Totals	62	53	66	50	63
Average	2.07	1.76	2.2	1.67	2.1

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Appendix A	SWOT Analysis (Multi State)					
Category	Arkansas	South Carolina	North Carolina	Washington	Illinois	
Infrastructure	S	S	W	O	S	Agency alignment/education
State Size and Logistics	O	S	O	S	T	Arkansas positioned well
Capacity	W	S	W	S	S	Capacity is comparatively small
Strategies	O	T	O	S	W	Integrated/Mature strategies
Funding Success	S	S	O	S	W	Total dollars/various sources
Funding Utilization	O	S -> T	W	S	W	Support efficient/ cost per apprentice
Agency Support	S	S	S	S	S	Resourced well/capability limited
Leveraged Resources	W	W	W	T	O	Need to align definition with planning tool
Policy Levers	O	S	O	O	W	Tax credit, higher ed credentialing
State Alignment	O	O	W	S	W	Collaboration model (show pic)
Program Innovation	W	S	O	T	O	Full pipeline youth-CC-WIOA-Employer
Program Execution	O	S	W	S	O	Key is project management
Key Partners	O	O	O	S	S	Employers or big associations
Community/Tech Colleges	O	S -> T	O	W	O	Number, location, unity, capability,exp
Content Providers	W	S	W	T	S	inventory, variety, flexbility
Marketing	O	S	O	S	O	materials, who, how much, media
Candidate Pools	O	O	S	O	S	source of data (Workforce Boards)
Equity and Diversity	S	S	S	O	S	might change eval for candidate and outcomes
Industry Engagement	W	O	O	O	T	The depth within key industries
Employer Engagement	W	S	O	S	O	Statewide coverage of S/M/L employers
Sector Focus	O	O	O	W	S	Success within and across sectors
Data Sharing	O	W	O	S	W	For who's benefit???
Goal Setting	O	S	W	S	O	A single organization leads this
Goal Accomplishment	W	S	O	S	S	Numbers against the stated targets
Metrics	W	S	W	S	W	Clear, communicated, valued/risk reward
Technical Assistance	S	O	O	S	T	Use of TA and the offer of TA
Use of Intermediaries	O	T	O	O	S	Strength is quality, timeliness, results
Regulatory Compliance	S	S	S	S	S	non-differentiator
Behavioral Alignment	O	O	O	S	O	Are actions moving the state forward
Successful Alternatives	O	S	W	O	W	Weakness means other options working

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Appendix J: USDOL Office of Apprenticeship Data Overview - FY 2017

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OFFICE OF APPRENTICESHIP

DATA OVERVIEW

FISCAL YEAR 2017

APRIL 2018

VERSON 2.0

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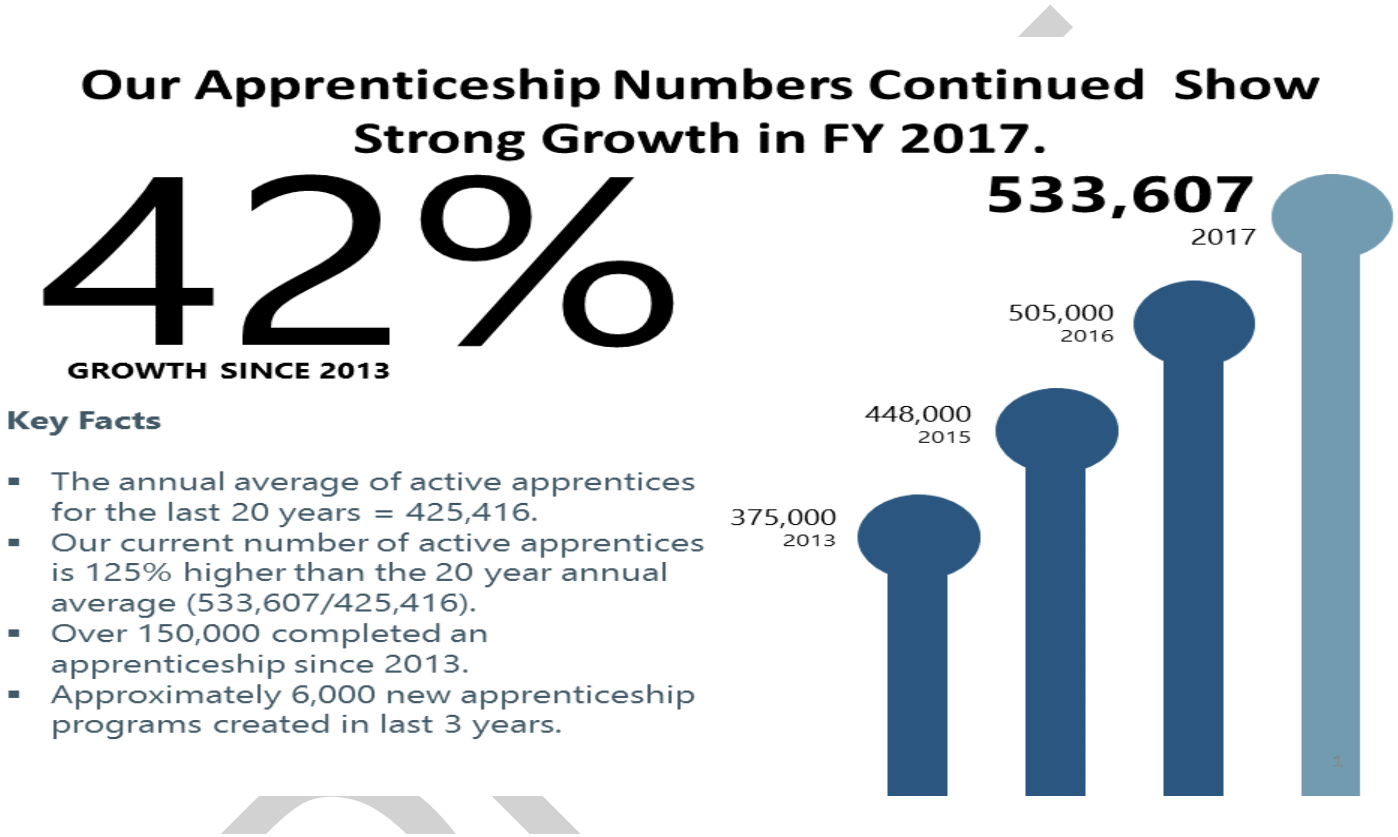
National Results

Apprentices and Participation Trends

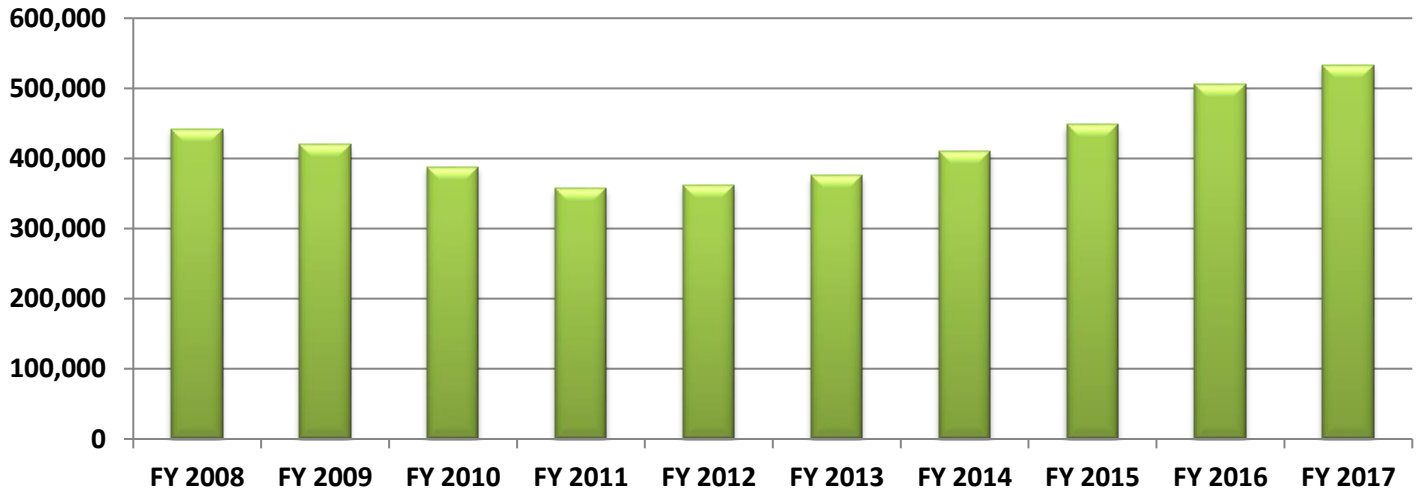
- In FY 2017, more than 190,000 individuals nationwide entered the apprenticeship system.
- Nationwide, there are over 533,000 apprentices currently obtaining the skills they need to succeed while earning the wages they need to build financial security.
- 64,000 participants graduated from the apprenticeship system in FY 2017.

Apprenticeship Sponsors and Trends

- There are more than 22,000 registered apprenticeship programs across the nation.
- 2,369 new apprenticeship programs were established nationwide in FY 2017.

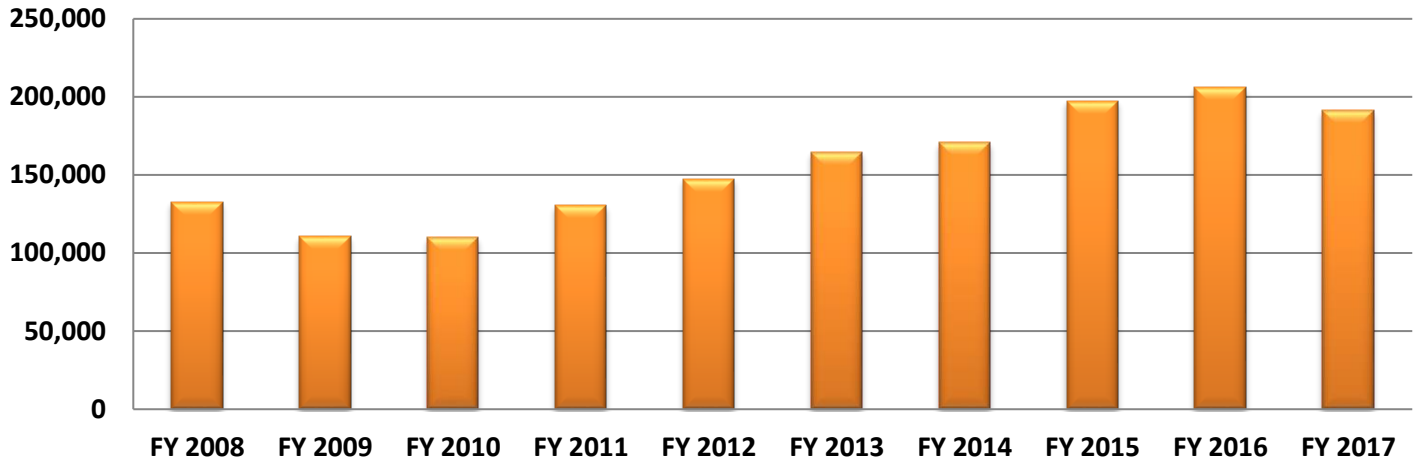


National Total: Active Apprentices*

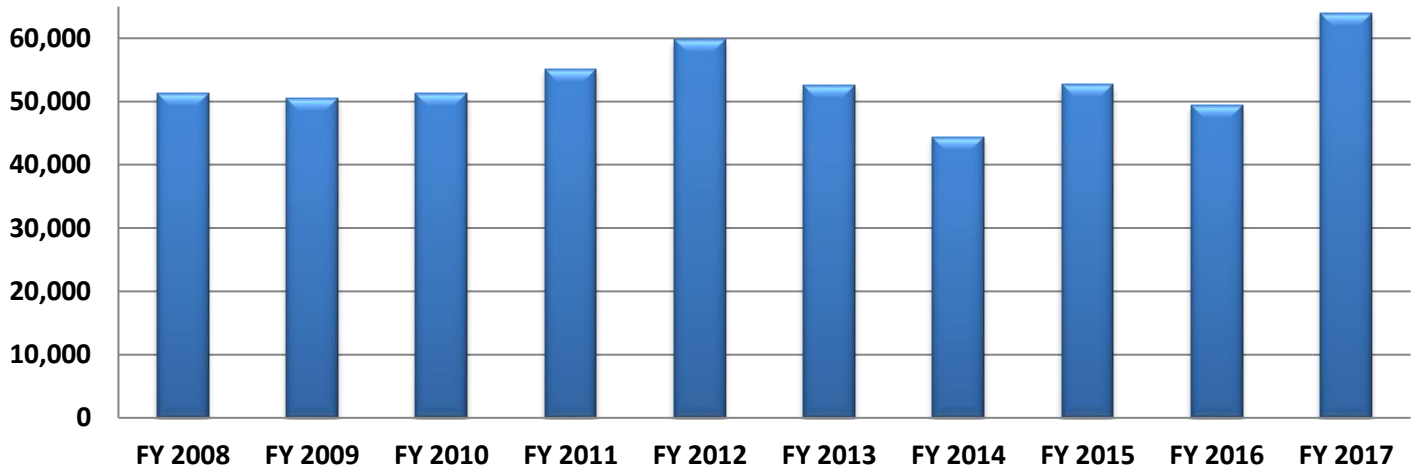


*** Includes US Military Apprenticeship Program (USMAP) Data starting in FY 2008**

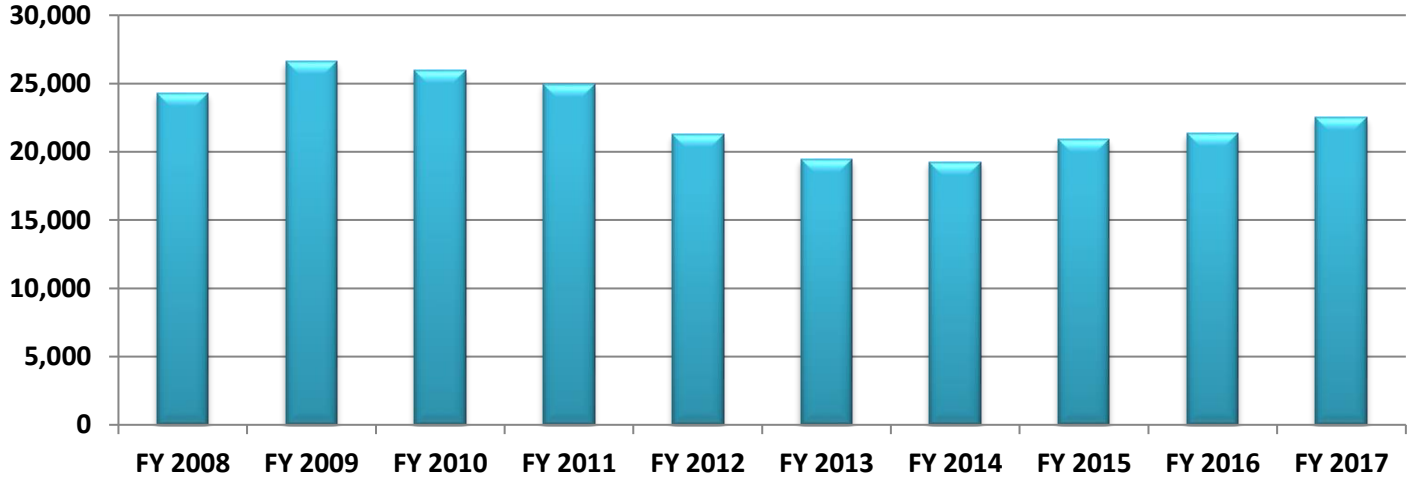
National Total: New Apprentices*



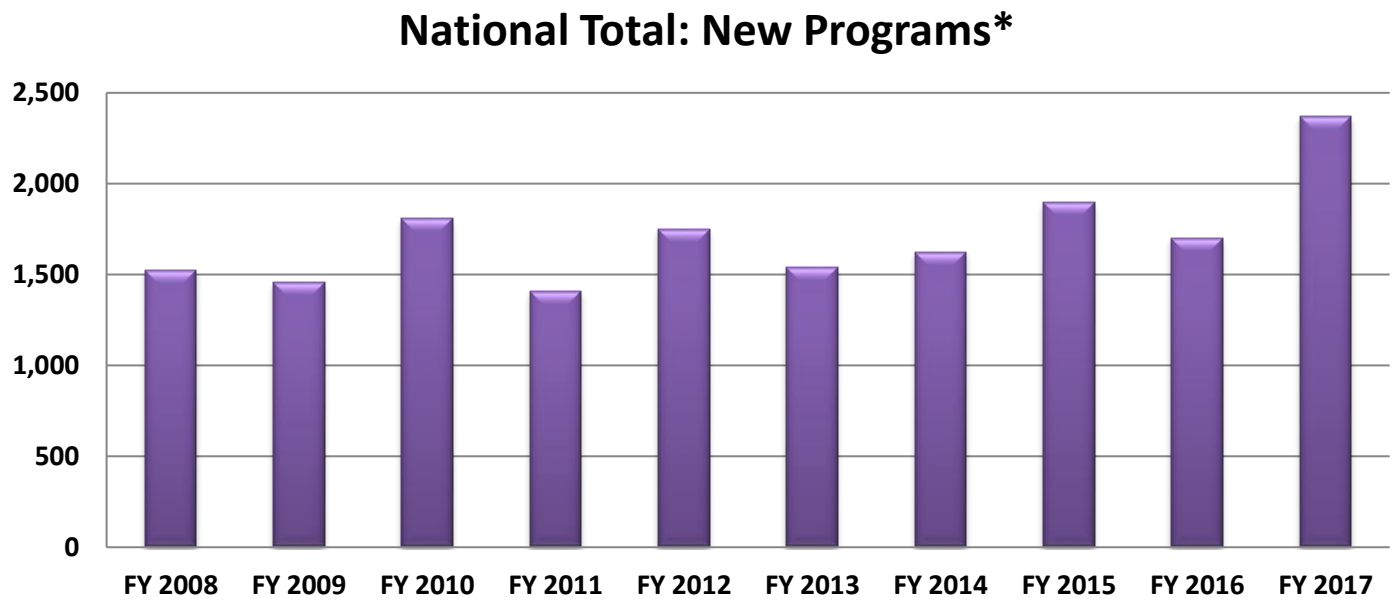
National Total: Total Completers*



National Total: Active Programs*

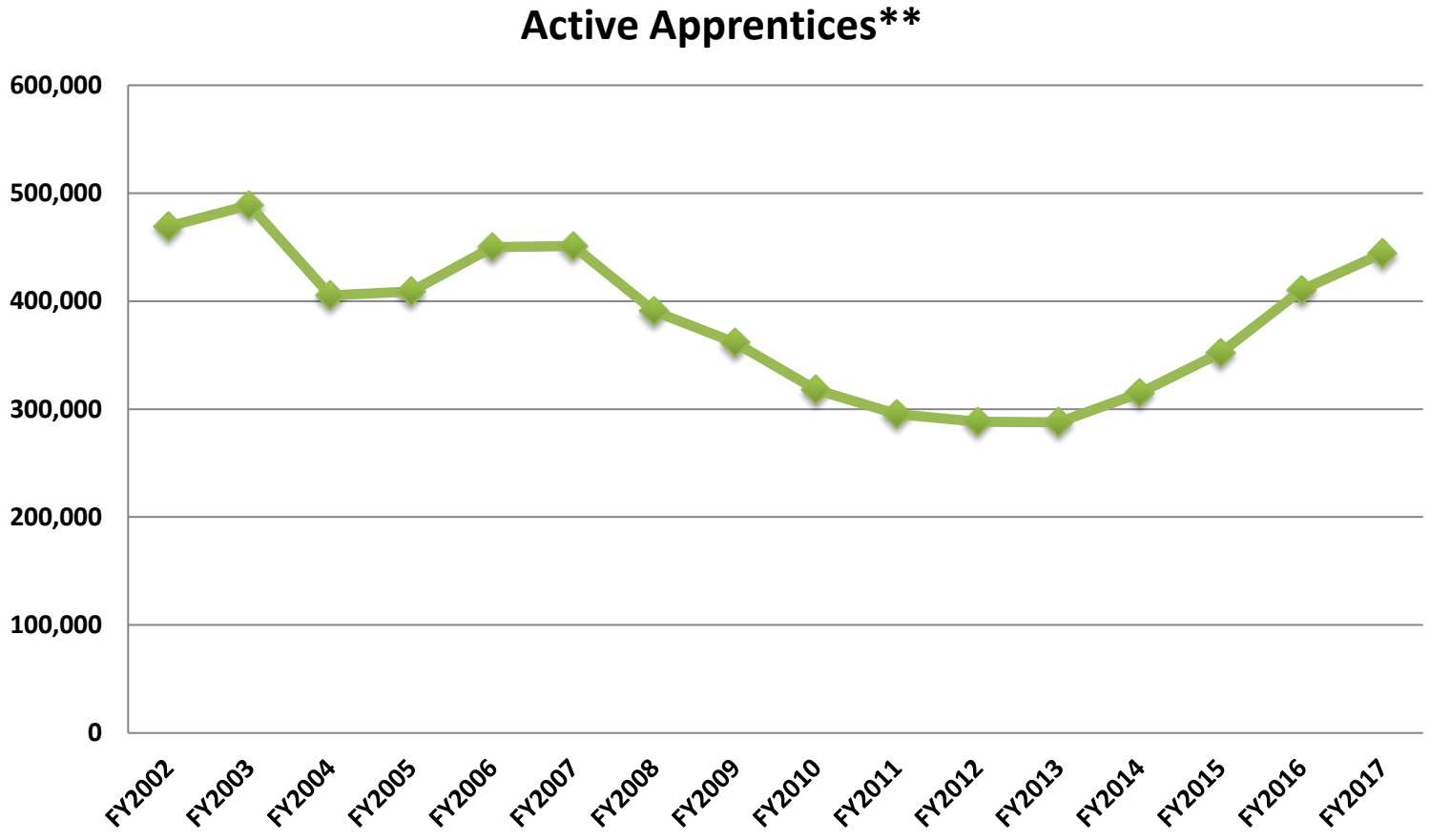


* **Includes** US Military Apprenticeship Program (USMAP) Data



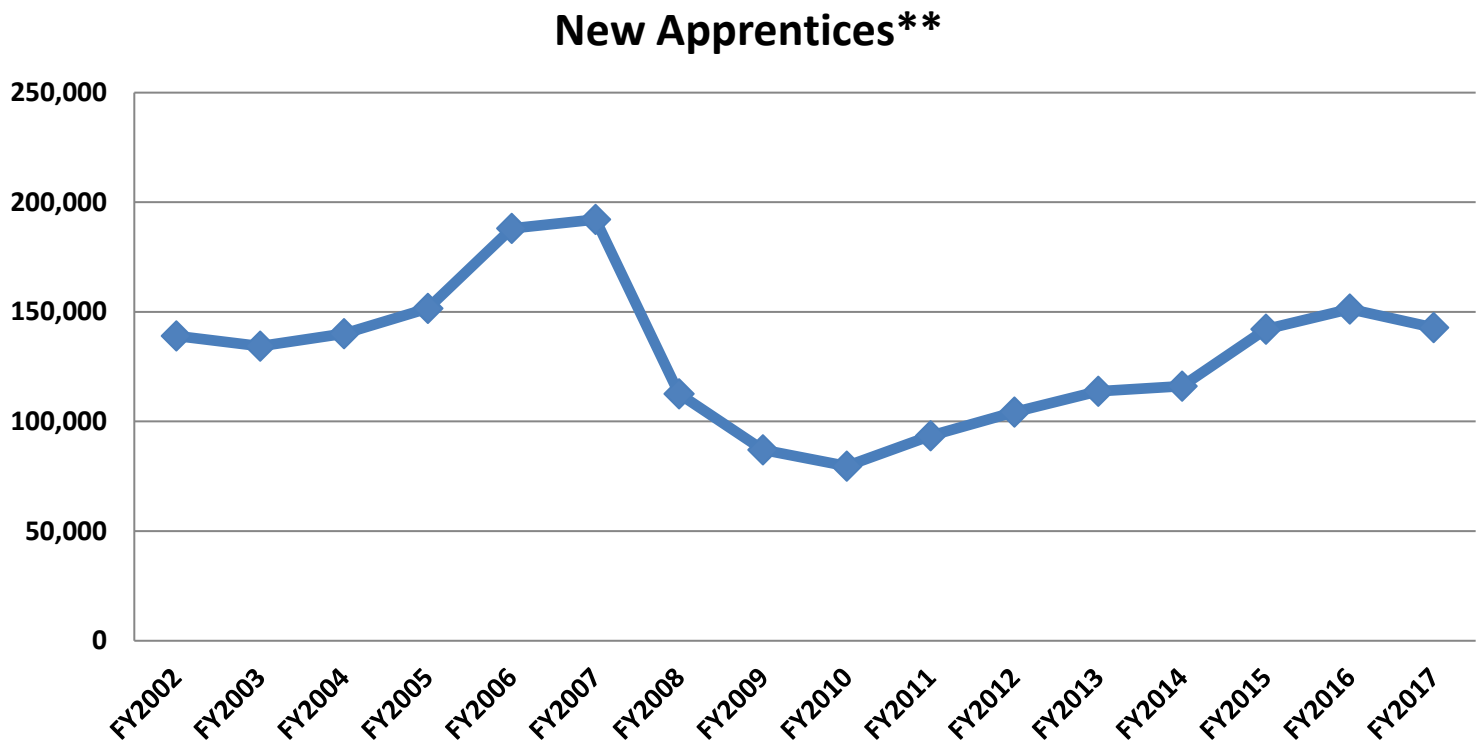
* Includes US Military Apprenticeship Program (USMAP) Data

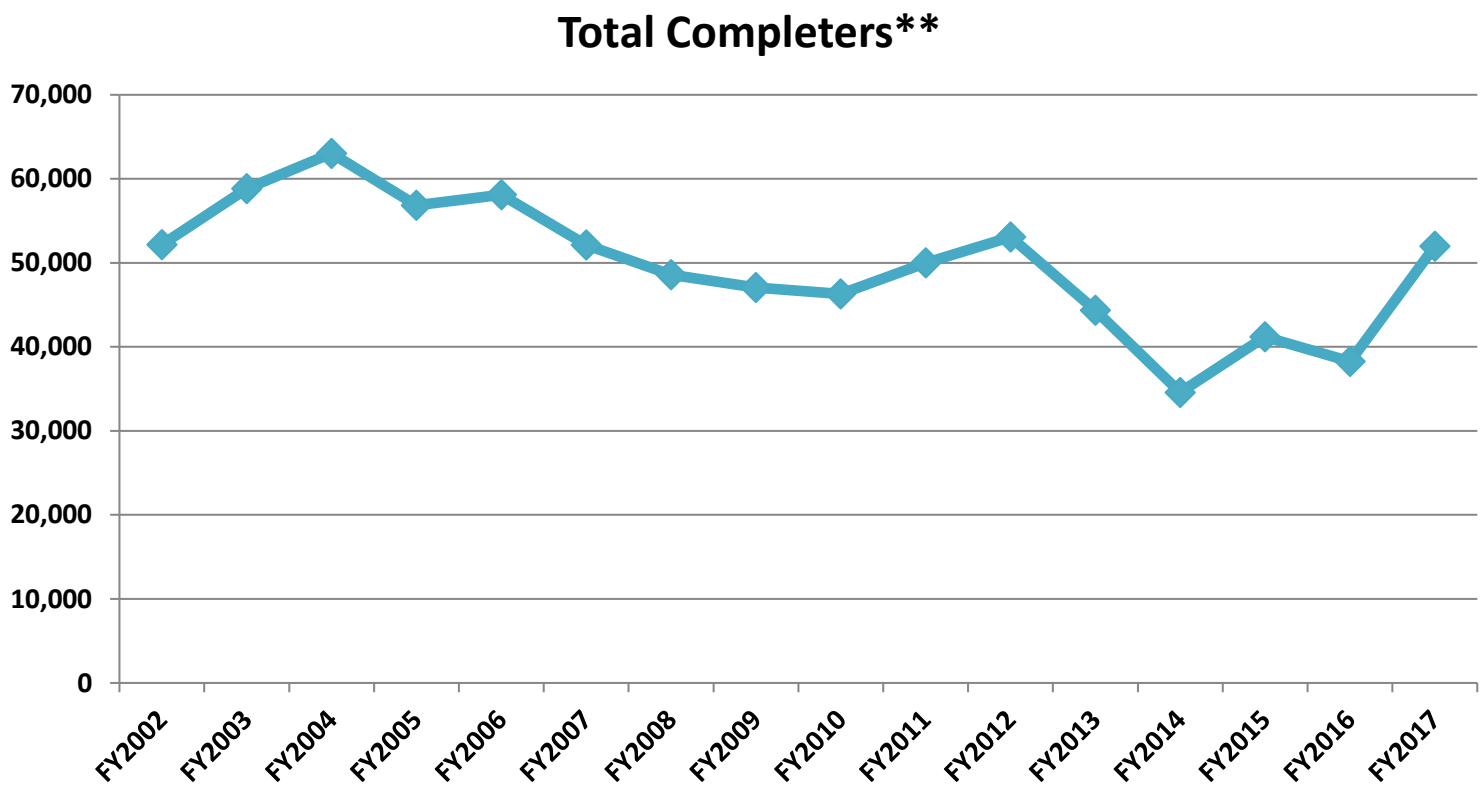
State Totals



** Excludes US Military Apprenticeship Program (USMAP) Data

State Totals





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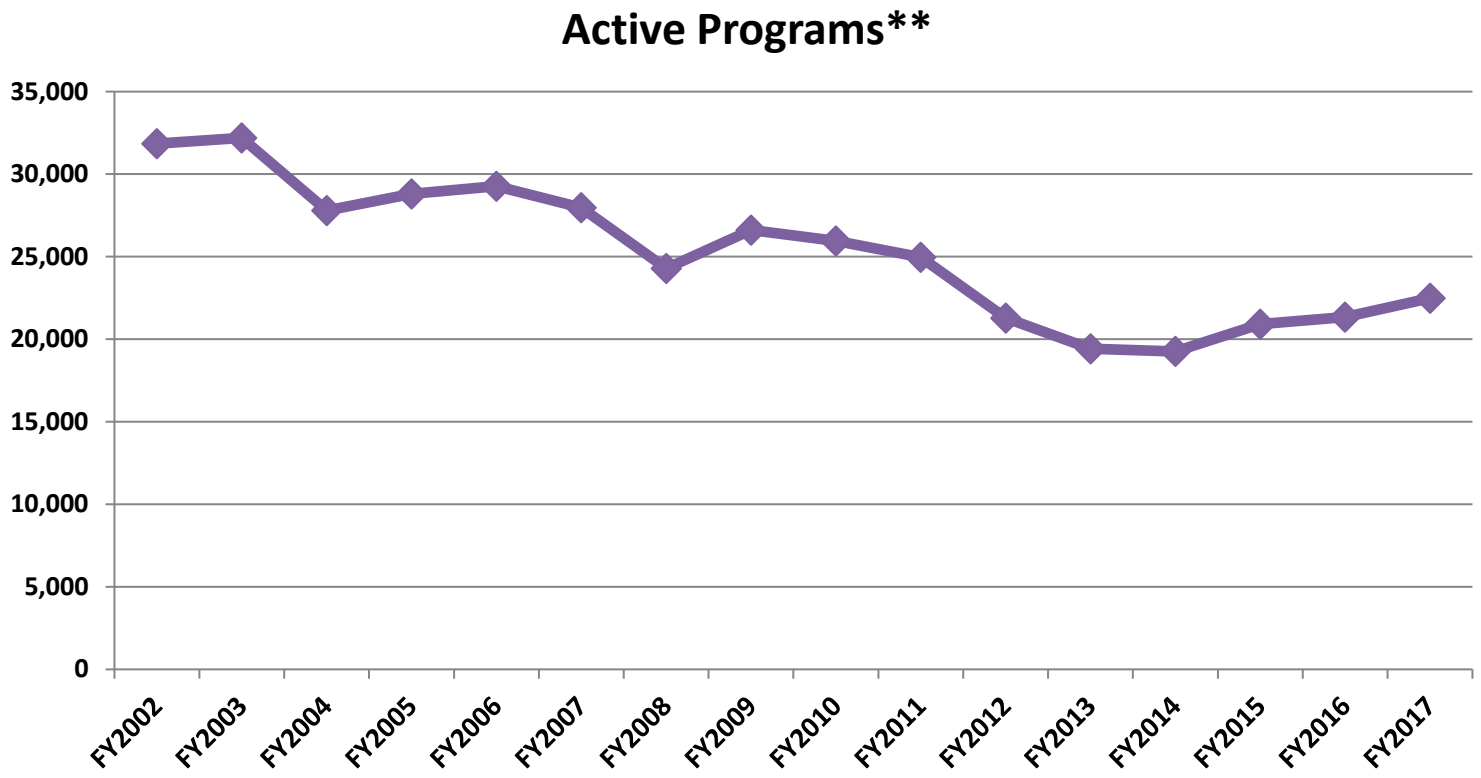
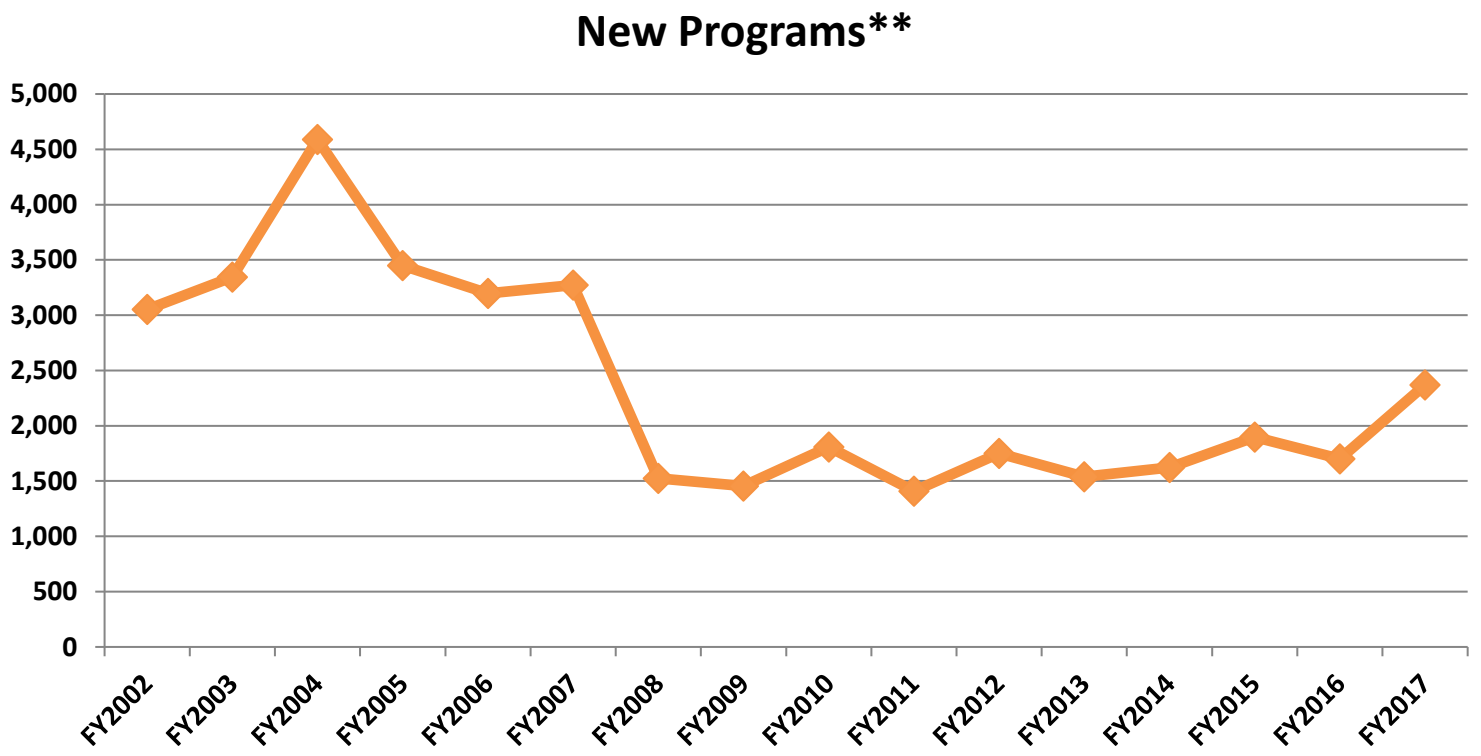
State Totals



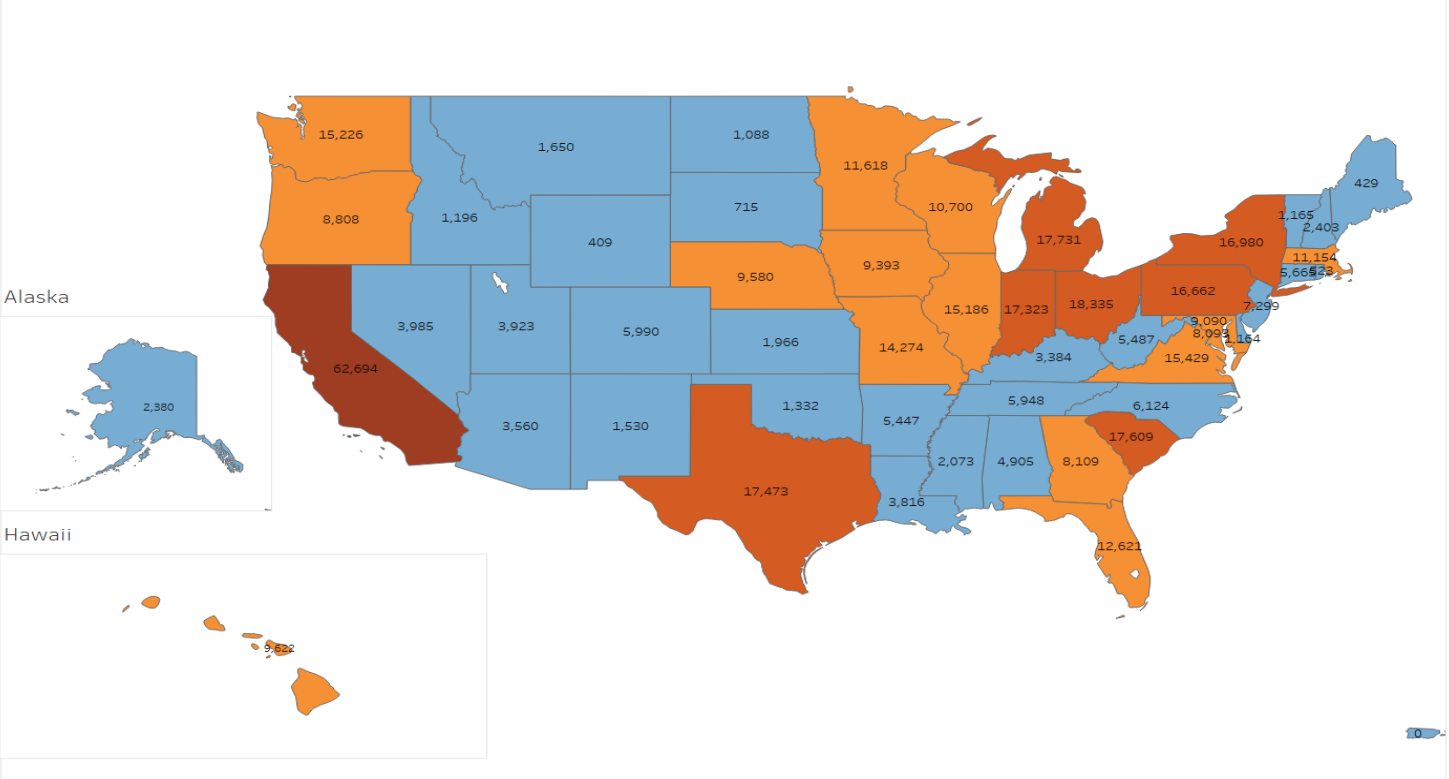


** Excludes US Military Apprenticeship Program (USMAP) Data

State Totals for Fiscal Year 2017

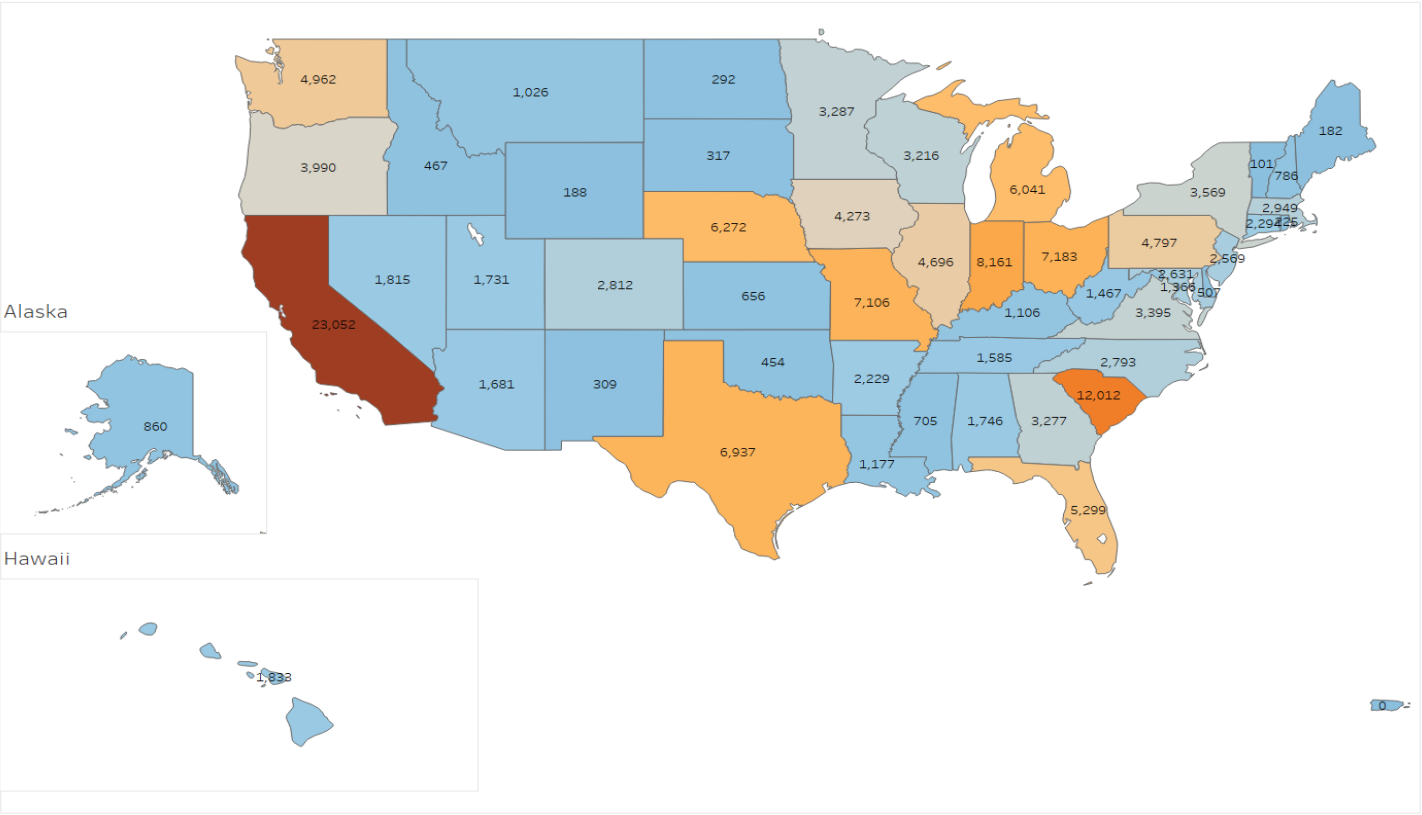
Active Apprentices

Active Apprentices



New apprentices

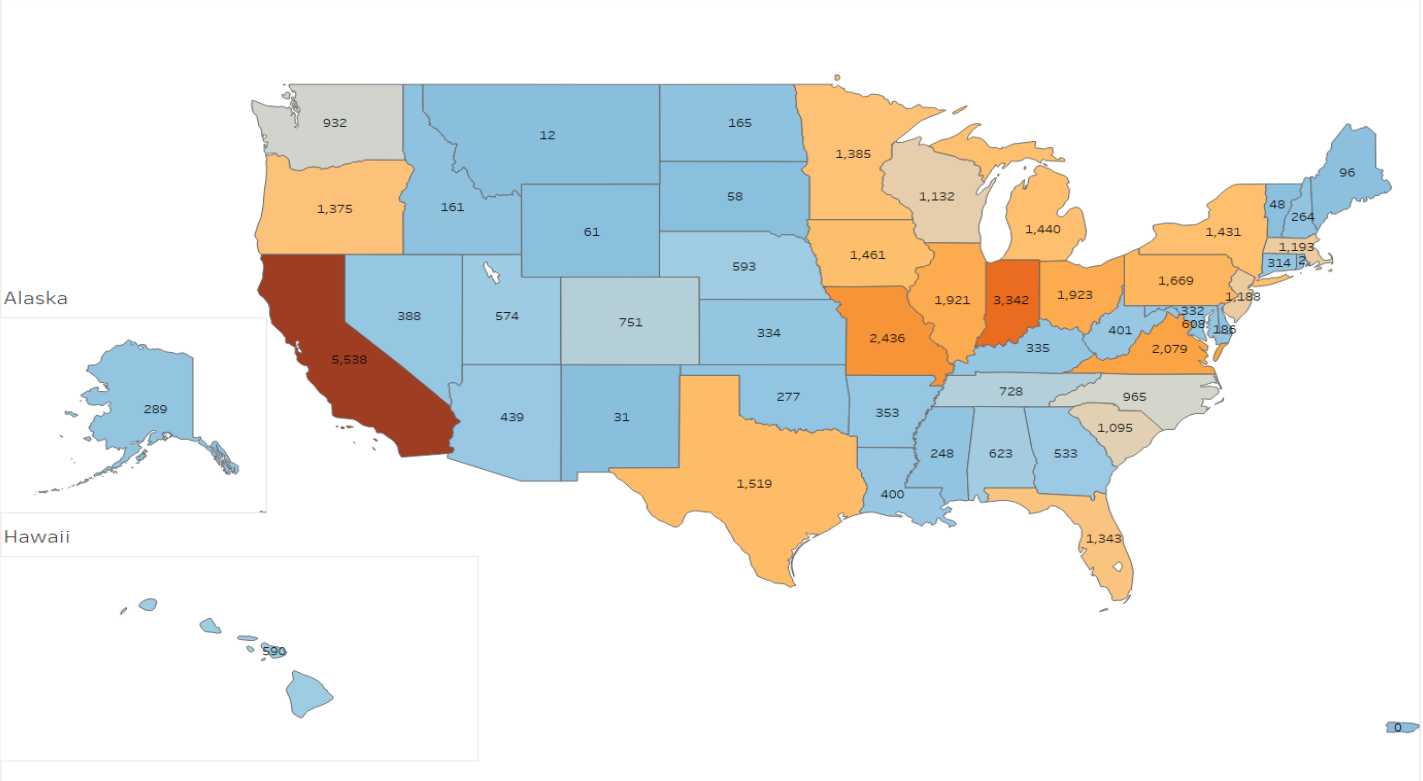
New Apprentices



State Totals for Fiscal Year 2017

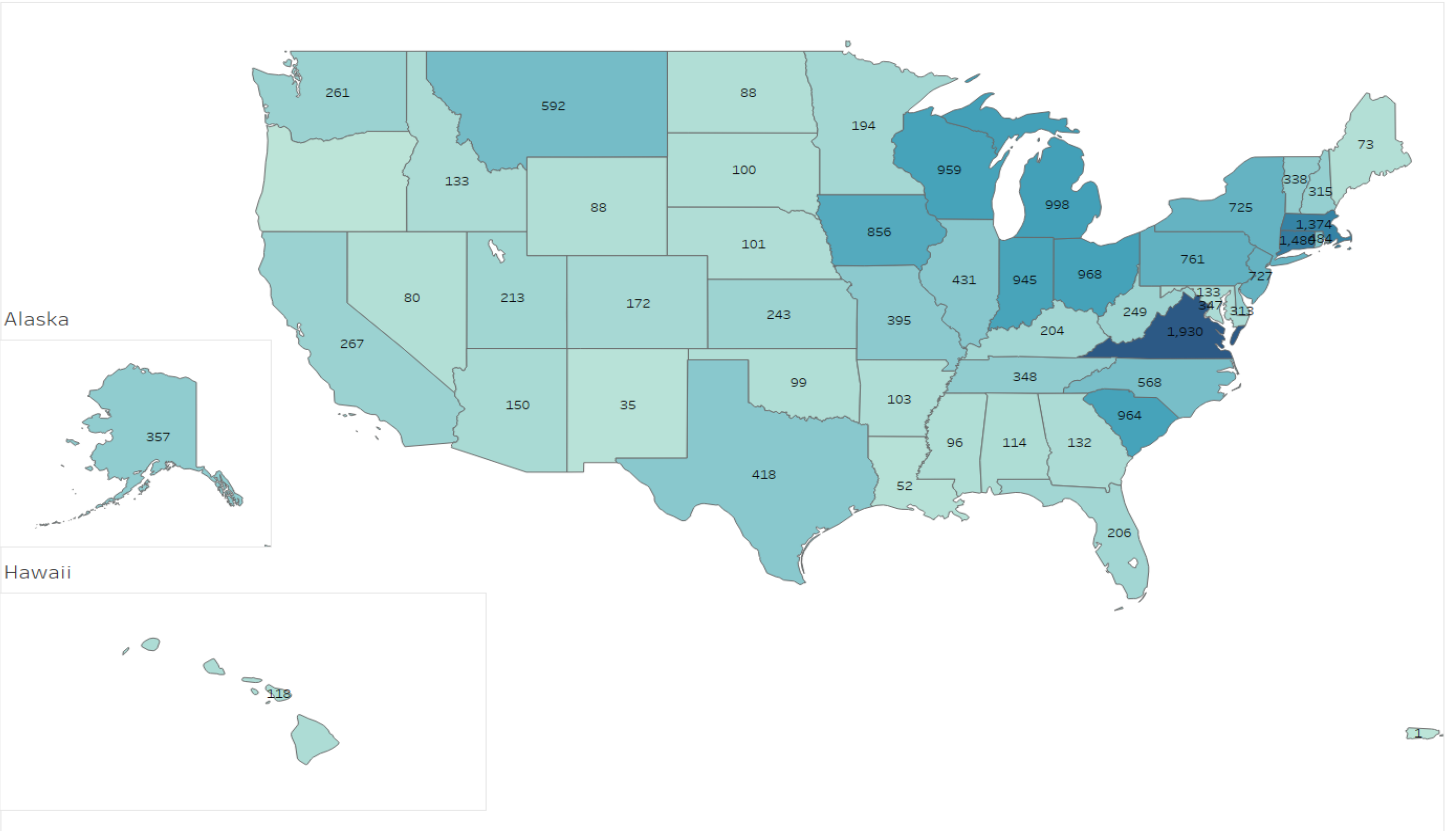
Completers

Completers



Active Programs

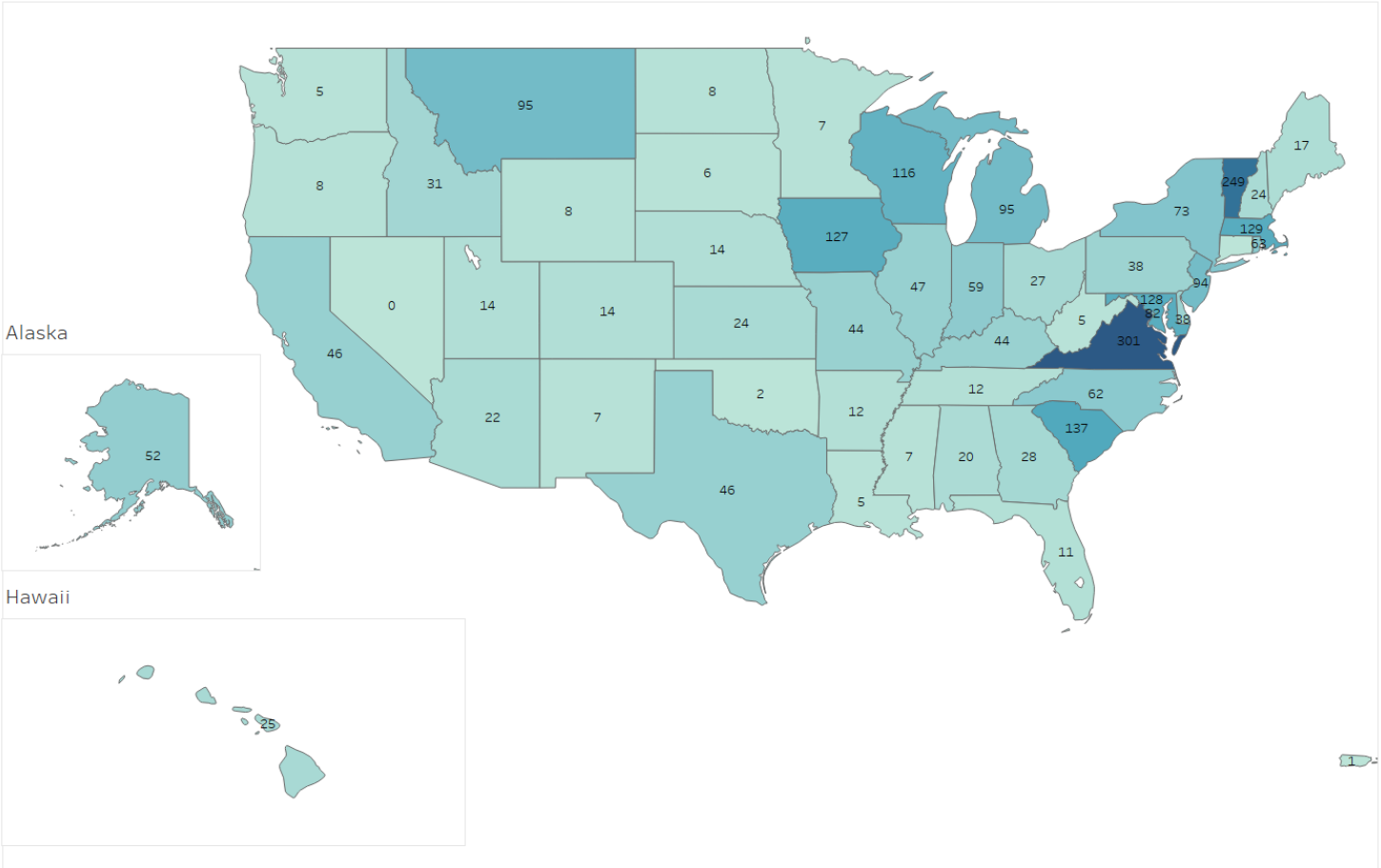
Active Programs



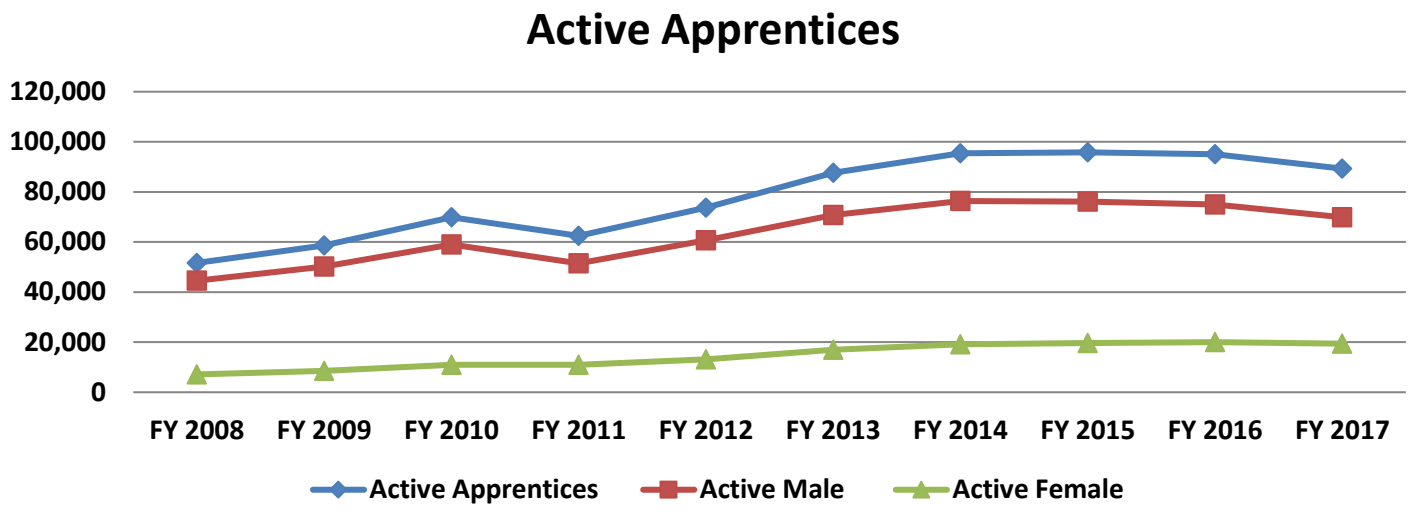
State Totals for Fiscal Year 2017

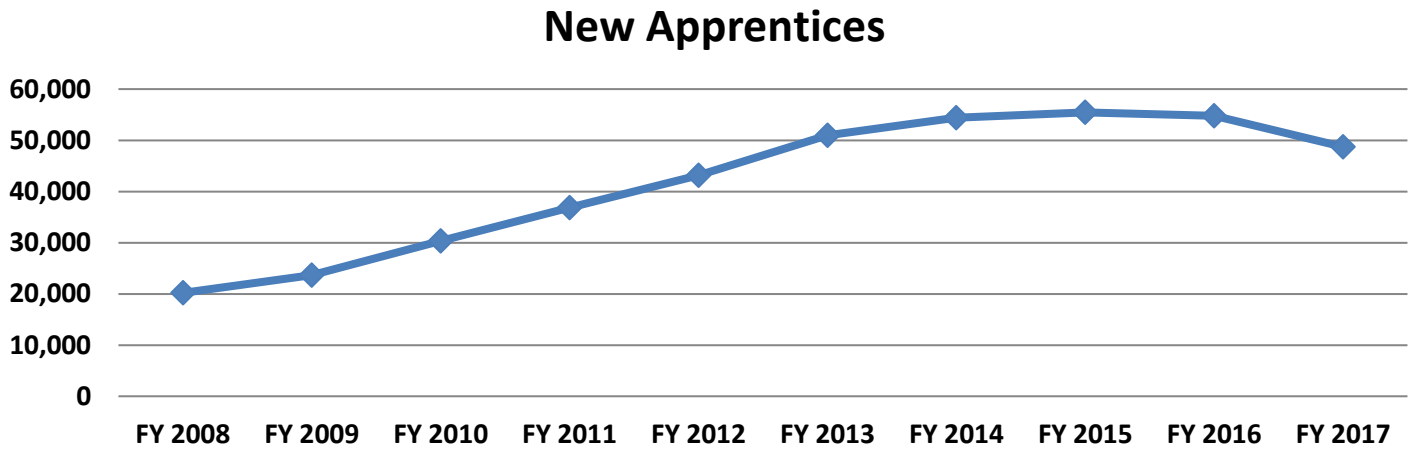
New Programs

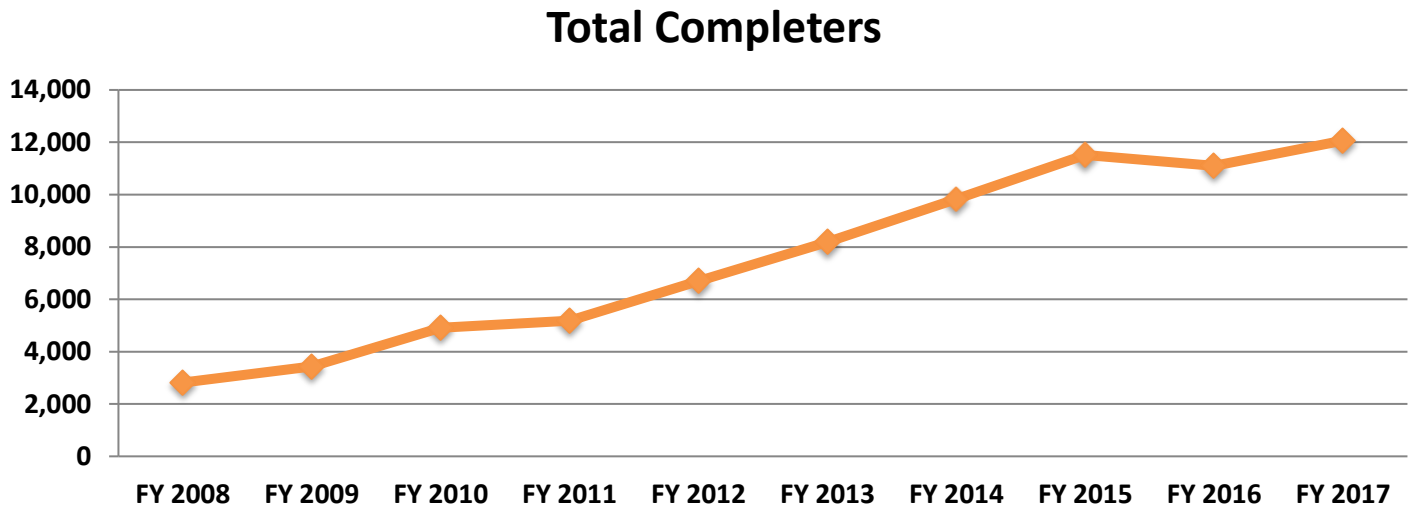
New Programs



United Services Military Apprenticeship Program (USMAP)

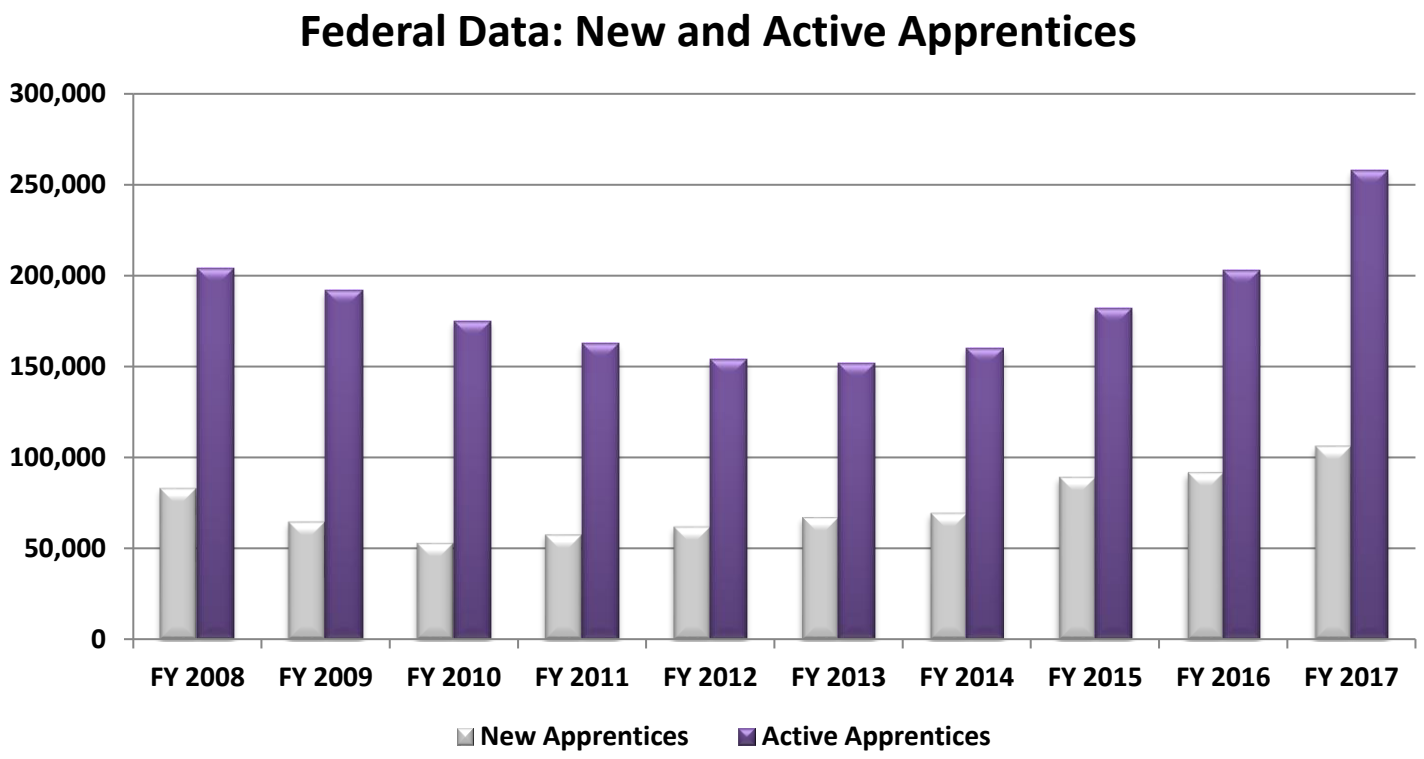


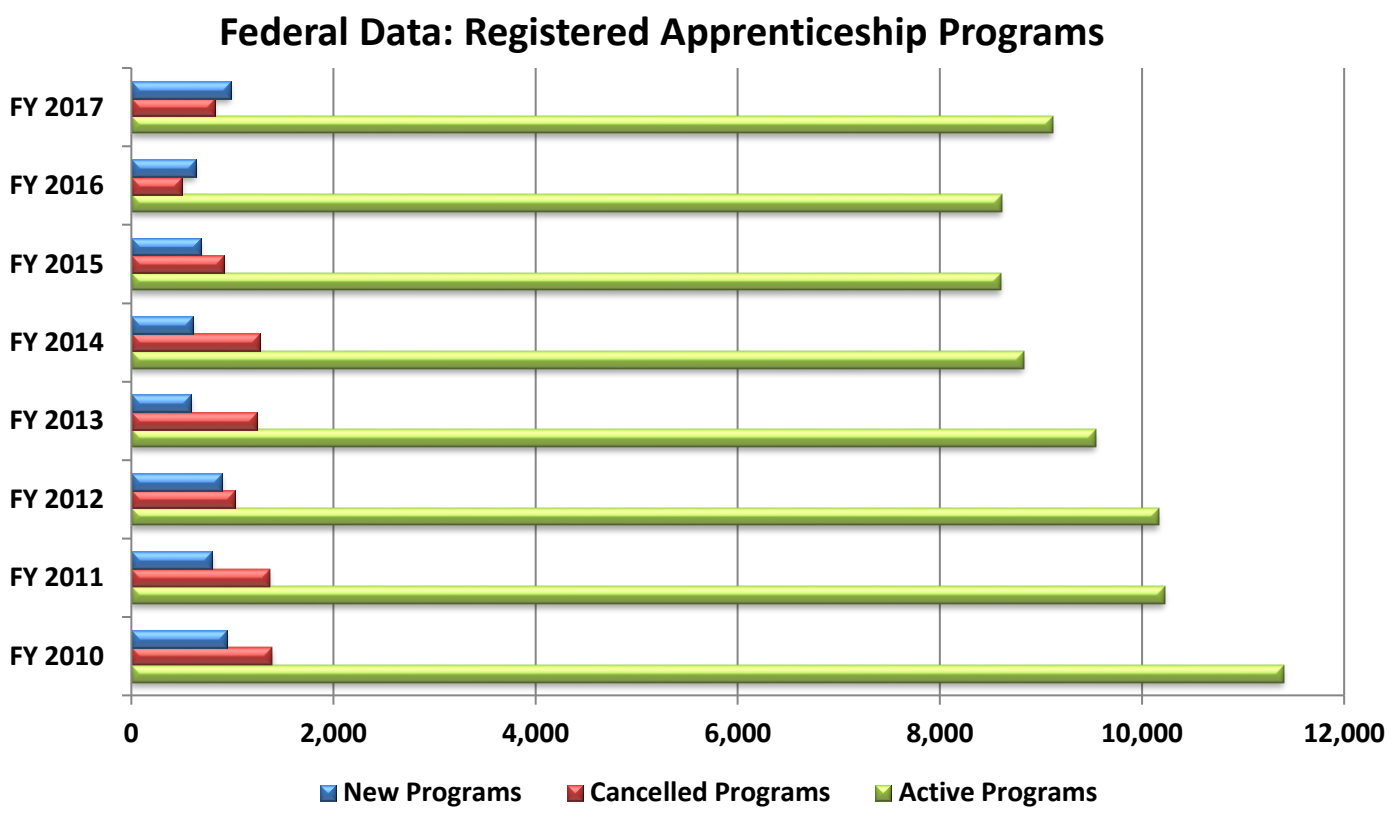




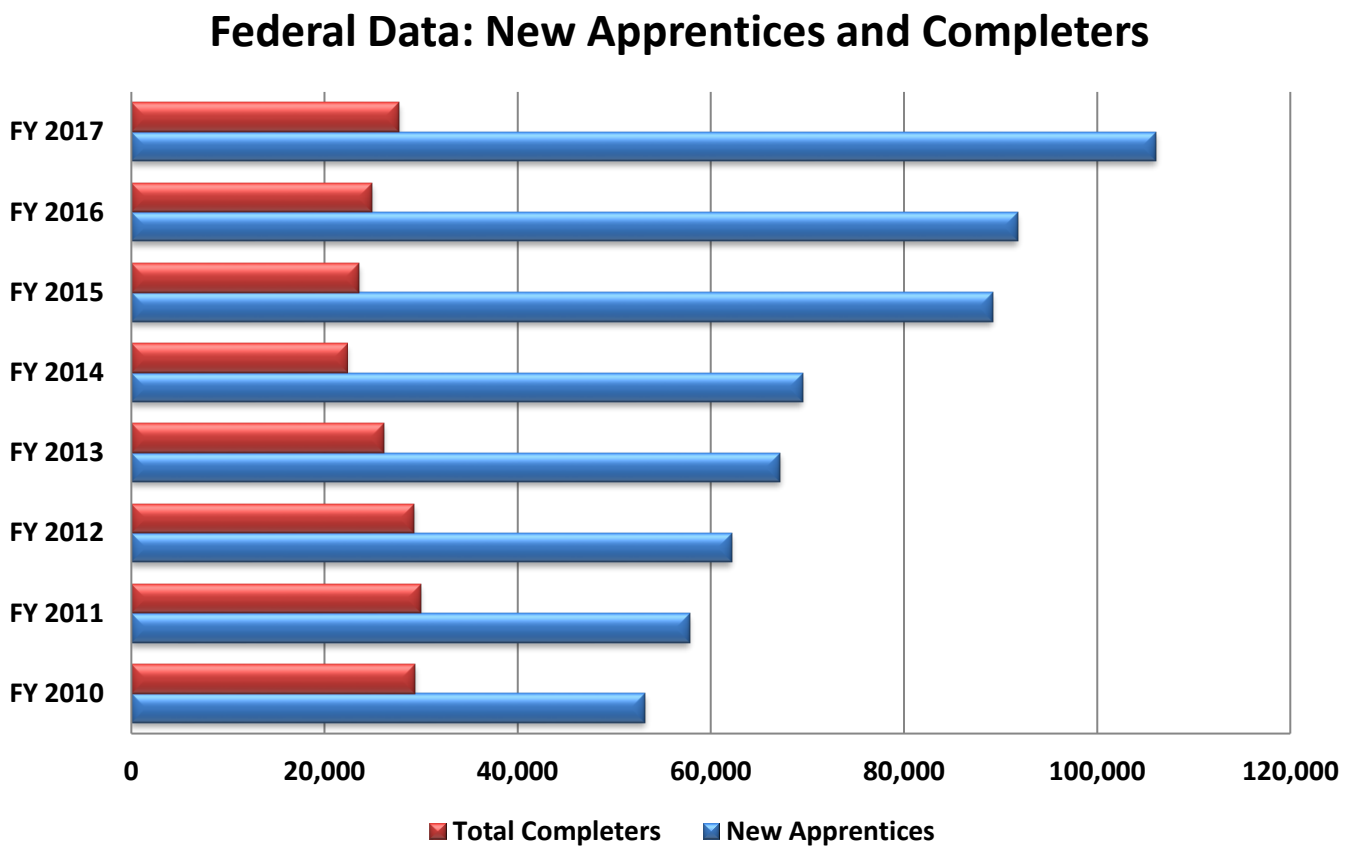
USMAP = The United States Military Apprenticeship Program is a formal military apprenticeship program that provides active duty Navy, Coast Guard, and Marine Corps service members the opportunity to improve their job skills and to complete their civilian apprenticeship requirements while they are on active duty.

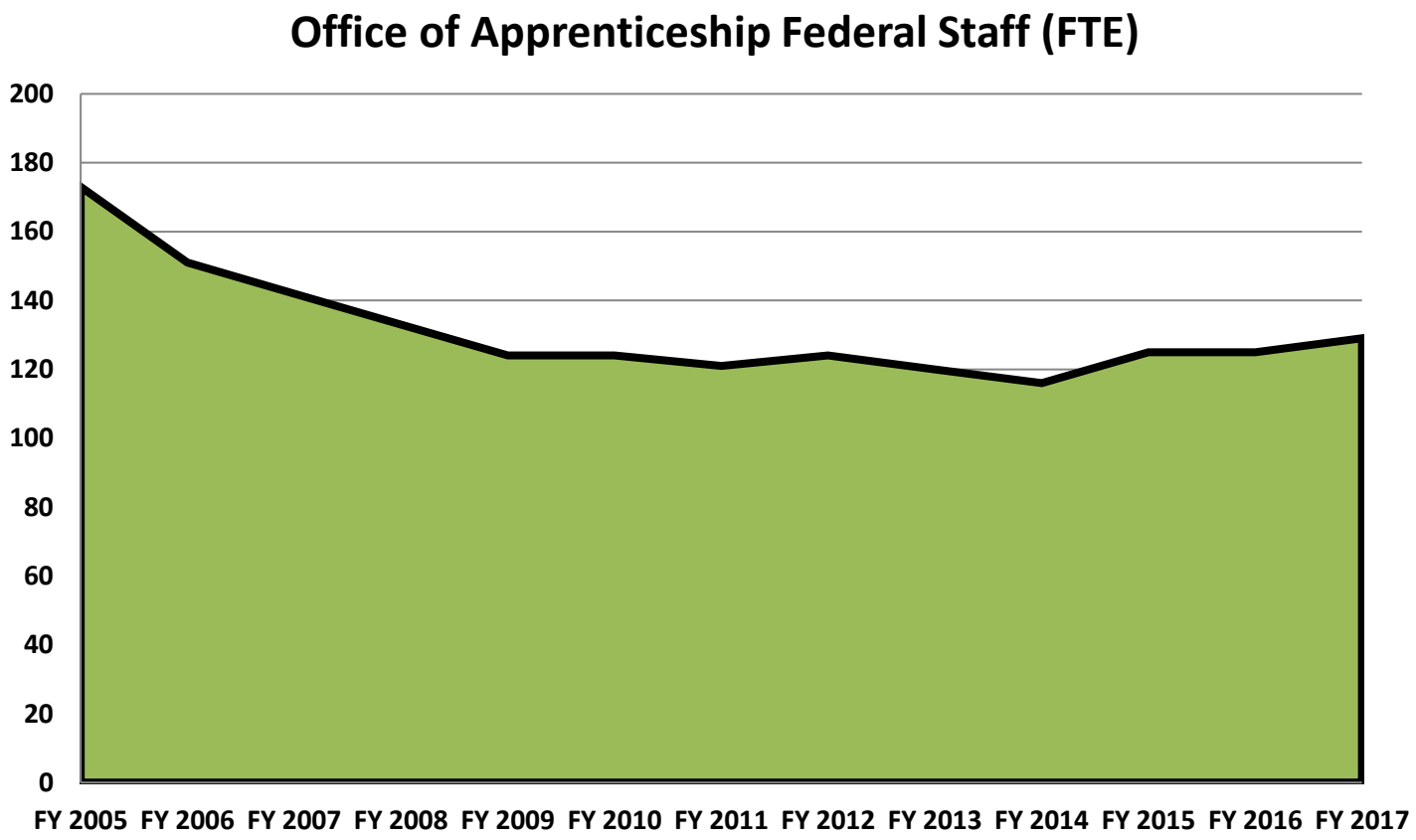
Federal Workload





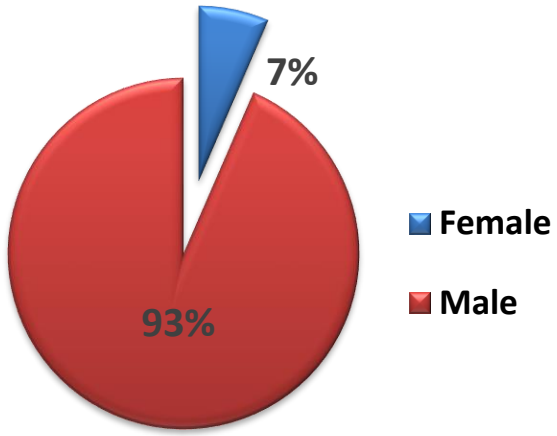
Federal Workload



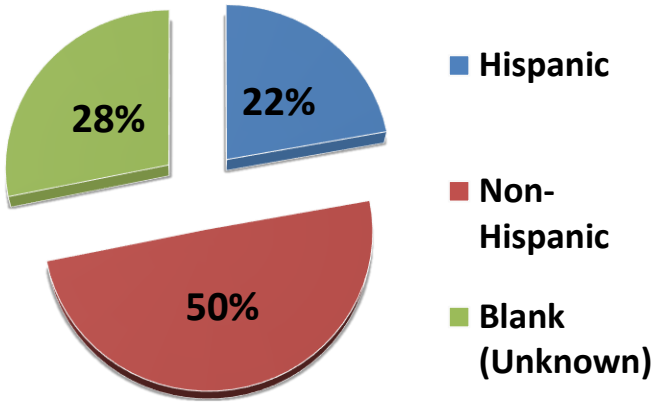


Fiscal Year 2017 Demographics (Federal Workload)

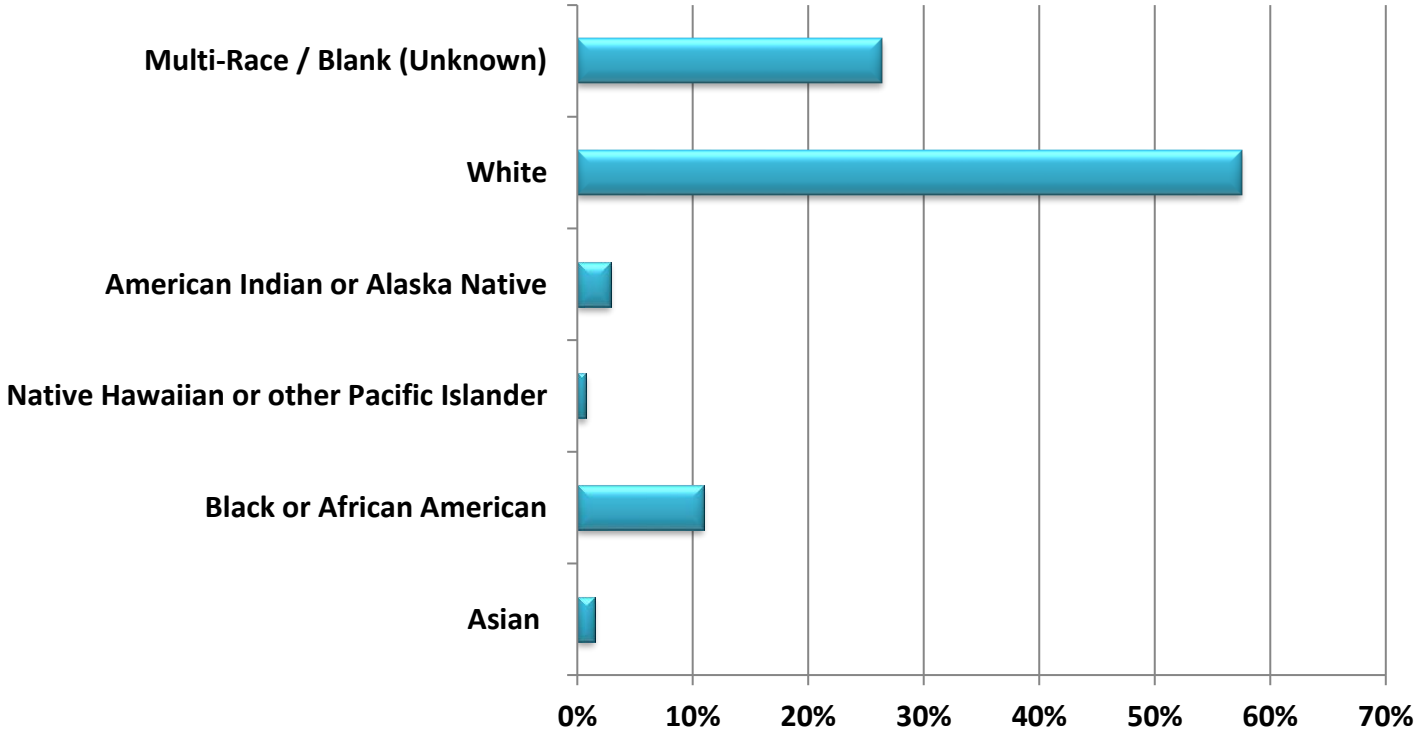
Active Apprentices by Gender



Active Apprentices by Ethnicity



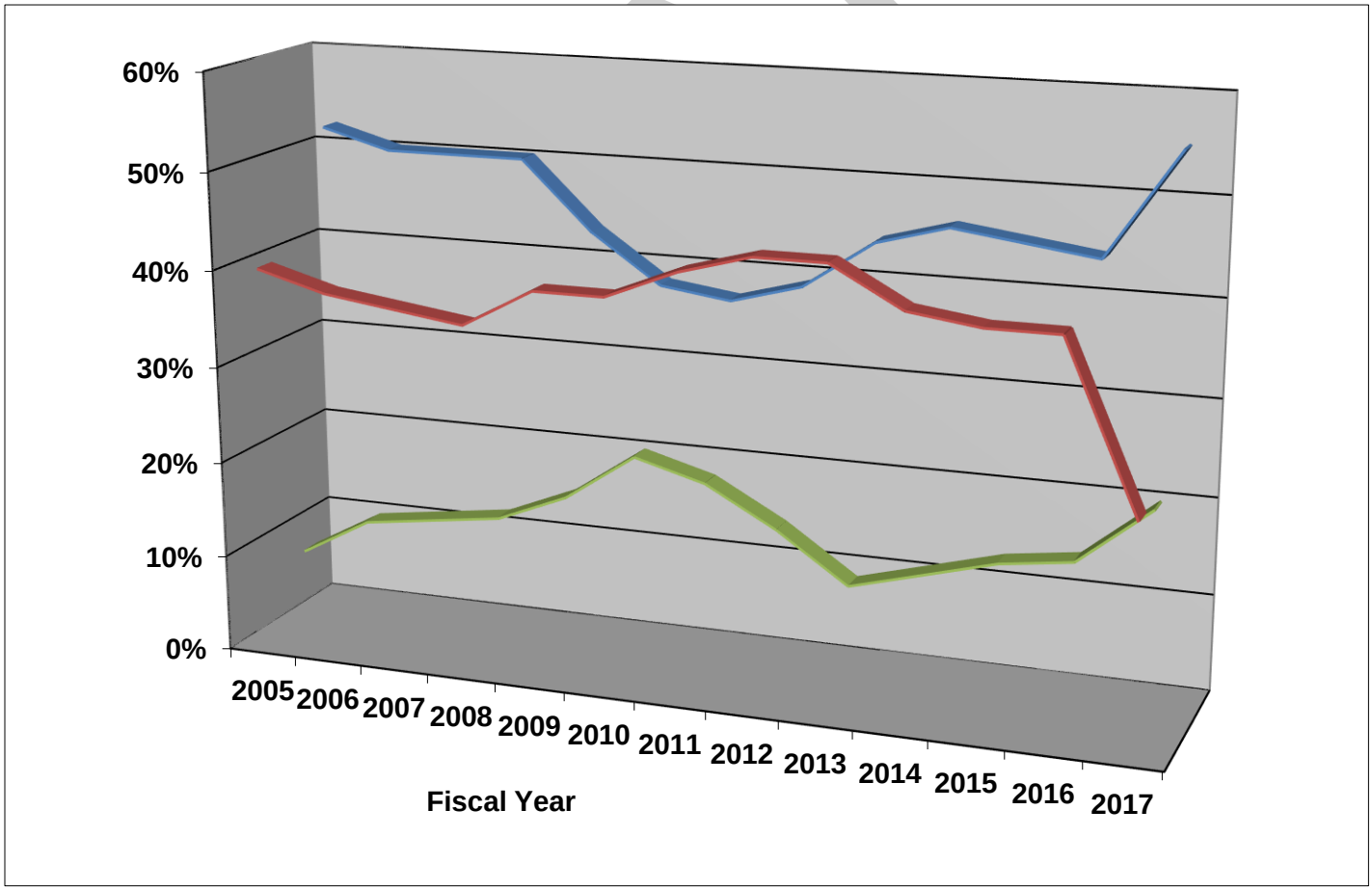
Active Apprentices by Race



Completion, Cancellation, and Retention Rates (Federal Workload)

Fiscal Year*	Completion Rate	Cancellation Rate	Retention Rate
2005	52%	40%	8%
2006	50%	38%	12%
2007	50%	37%	13%
2008	50%	36%	14%
2009	43%	40%	17%
2010	38%	40%	22%
2011	37%	43%	20%
2012	39%	45%	16%
2013	44%	45%	11%
2014	46%	41%	13%
2015	45%	40%	15%
2016	44%	40%	16%
2017	**55%**	**23%**	**22%**

* = Fiscal Year data is based on the prior year's expected completers (FY 2017 Data based on 10/1/15 to 09/30/16 expected completers)



KEY:
Blue = Completion Rate
Red = Cancellation Rate
Green = Retention Rate

DATA TABLES

National Data

Nationwide Active Apprentice Quarterly Counts by Data Source

Category	FY13-Q4	FY14-Q1	FY14-Q2	FY14-Q3	FY14-Q4	FY15-Q1	FY15-Q2	FY15-Q3	FY15-Q4
RAPIDS	203,060	201,666	201,376	205,523	212,948	218,837	223,935	228,485	243,647
SAA Stick Counts	84,690	91,856	89,347	94,743	101,975	102,860	101,589	103,548	108,512
USMAP	87,675	86,173	89,591	94,133	95,452	94,473	95,174	98,169	95,770
National Total	**375,425**	**379,695**	**380,314**	**394,399**	**410,375**	**416,170**	**420,698**	**430,202**	**447,929**

Category	FY16-Q1	FY16-Q2	FY16-Q3	FY16-Q4	FY17-Q1	FY17-Q2	FY17-Q3	FY17-Q4
RAPIDS	249,446	251,124	258,082	271,764	274,204	284,001	287,968	309,927
SAA Stick Counts	108,698	110,430	112,136	117,013	118,109	118,073	118,578	112,659
USMAP	93,304	95,435	97,164	95,001	99,099	109,779	117,734	89,301
California State Data*	NA	NA	21,807	21,593	21,936	21,899	21,973	21,720
National Total	**451,448**	**456,989**	**489,189**	**505,371**	**513,348**	**533,752**	**546,253**	**533,607**

* The participants in California represent an unduplicated count of state-level apprentices that are not registered federally (source--Glen Forman)

FY 2017 highlights include:

Promotion and Expansion

- 20+ year high in apprenticeship activity.
- 23 Apprenticeship Accelerator sessions.
- 700+ events for NAW 2016.
- 8,300+ accounts and new contacts.
- Expansion into new sectors.

Investments and Quality Assurance

- Investments to States and Industry and Equity Intermediaries.
- Provisional and Quality Reviews = 1,328.
- NASTAD-SAA Partnership Building.

Increasing Diversity

- EEO revised regulations and implementation.
- 126 EEO reviews.
- National Equity Intermediaries conducted 50+ events.
- HBCU outreach.

Building Strategic Partnerships

- WIOA TEGL.
- RACC = 321 colleges.
- Community College and Workforce Board Accelerator sessions.
- Youth Framework.

Transformation

- Launch of Rapids 2.0 with Standards Builder.
- Introduction of Salesforce.
- National Occupational Frameworks Released.
- Support for Executive Order Implementation.

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Nationwide Active Apprentice Counts by Data Source

Category	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
RAPIDS	255,136	240,421	218,126	201,990	205,563	203,060	212,948	243,647	271,764	309,927
NON-RAPIDS (SAA Stick Counts)	135,605	121,067	99,724	93,298	82,812	84,690	101,975	108,512	138,606	134,379
USMAP	51,645	58,652	69,870	62,404	73,748	87,675	95,452	95,770	95,001	89,301
National Total	**442,386**	**420,140**	**387,720**	**357,692**	**362,123**	**375,425**	**410,375**	**447,929**	**505,371**	**533,607**

Nationwide Active Apprentice Counts by Organization Type

Category	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016*	FY 2017*
Federal	204,456	191,935	174,906	162,518	154,010	151,795	159,776	182,176	202,817	257,919
SAA (including RAPIDS data)	186,285	169,553	142,944	132,770	134,365	135,955	155,147	169,983	207,553	186,387
USMAP	51,645	58,652	69,870	62,404	73,748	87,675	95,452	95,770	95,001	89,301
National Total	**442,386**	**420,140**	**387,720**	**357,692**	**362,123**	**375,425**	**410,375**	**447,929**	**505,371**	**533,607**

* SAA data includes participants in California that represent an unduplicated count of state-level apprentices not registered federally

United Services Military Apprenticeship Program (USMAP)

Item	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
New Apprentices	20,200	23,650	30,323	36,831	43,155	51,001	54,430	55,445	54,756	48,715
Active Apprentices	51,645	58,652	69,870	62,404	73,748	87,675	95,452	95,770	95,001	89,301
Active Male	44,536	50,133	58,960	51,459	60,671	70,690	76,345	76,173	75,009	69,868
Active Female	7,109	8,519	10,910	10,945	13,077	16,985	19,107	19,597	19,992	19,433
Total Completers	2,820	3,439	4,918	5,185	6,700	8,194	9,834	11,511	11,104	12,063

National Registered Apprenticeship Results**

Fiscal Year	Active Apprentices	New Apprentices	Total Completers	Active Programs	New Programs
1998	411,150	115,451	44,947	41,048	4,479
1999	433,956	123,587	39,309	36,283	2,935
2000	360,511	138,532	42,824	37,119	2,909
2001	386,511	141,686	54,047	33,298	3,556
2002	469,238	139,090	52,148	31,858	3,053
2003	488,927	134,343	58,816	32,196	3,346
2004	405,269	140,052	63,037	27,802	4,590
2005	409,040	151,632	56,849	28,810	3,448
2006	449,897	188,006	58,109	29,278	3,196
2007	451,056	192,128	52,109	27,976	3,271

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2008	442,386	132,782	51,386	24,285	1,525
2009	420,140	110,707	50,493	26,622	1,456
2010	387,720	109,989	51,212	25,961	1,807
2011	357,692	130,391	55,178	24,967	1,409
2012	362,123	147,487	59,783	21,279	1,750
2013	375,425	164,746	52,542	19,431	1,540
2014	410,375	170,544	44,417	19,260	1,623
2015	447,929	197,535	52,717	20,910	1,898
2016	505,371	206,020	49,354	21,339	1,701
2017	533,607	191,563	64,021	22,488	2,369

**Includes USMAP data starting in FY 2008

- There are more active apprentice in the Registered Apprenticeship system today (533,607) than at any point in time over the past 20 years.
- The annual average of active apprentices for the last 20 years = 425,416
- The current number of active apprentices is 125% higher than the 20-year annual average (533,607/425,416).
- Low point = 357,692 active apprentices in FY 2011.

Fiscal Year 2017 State Data

State Name	Active Apprentices	New Apprentices	Completers	Active Programs	New Programs
Alabama	4,905	1,746	623	114	20
Alaska	2,380	860	289	357	52
Arizona	3,560	1,681	439	150	22
Arkansas	5,447	2,229	353	103	12
California	62,694	23,052	5,538	267	46
Colorado	5,990	2,812	751	172	14
Connecticut	5,665	2,294	314	1,480	NA
Delaware	1,164	507	186	313	38
District of Colombia	8,093	1,366	608	347	82
Florida	12,621	5,299	1,343	206	11
Georgia	8,109	3,277	533	132	28
Guam	770	152	117	110	1
Hawaii	9,622	1,833	590	118	25
Idaho	1,196	467	161	133	31
Illinois	15,186	4,696	1,921	431	47
Indiana	17,323	8,161	3,342	945	59
Iowa	9,393	4,273	1,461	856	127
Kansas	1,966	656	334	243	24
Kentucky	3,384	1,106	335	204	44
Louisiana	3,816	1,177	400	52	5
Maine	429	182	96	73	17
Maryland	9,090	2,631	332	133	128
Massachusetts	11,154	2,949	1,193	1,374	129

State Name	Active Apprentices	New Apprentices	Completers	Active Programs	New Programs
Michigan	17,731	6,041	1,440	998	95
Minnesota	11,618	3,287	1,385	194	7
Mississippi	2,073	705	248	96	7
Missouri	14,274	7,106	2,436	395	44
Montana	1,650	1,026	12	592	95
Nebraska	9,580	6,272	593	101	14
Nevada	3,985	1,815	388	80	0
New Hampshire	2,403	786	264	315	24
New Jersey	7,299	2,569	1,188	727	94
New Mexico	1,530	309	31	35	7
New York	16,980	3,569	1,431	725	73
North Carolina	6,124	2,793	965	568	62
North Dakota	1,088	292	165	88	8
Ohio	18,335	7,183	1,923	968	27
Oklahoma	1,332	454	277	99	2
Oregon	8,808	3,990	1,375	NA	8
Pennsylvania	16,662	4,797	1,669	761	38
Rhode Island	523	225	2	484	63
South Carolina	17,609	12,012	1,095	964	137
South Dakota	715	317	58	100	6
Tennessee	5,948	1,585	728	348	12
Texas	17,473	6,937	1,519	418	46
Utah	3,923	1,731	574	213	14
Vermont	1,165	101	48	338	249
Virginia	15,429	3,395	2,079	1,930	301
Washington	15,226	4,962	932	261	5
West Virginia	5,487	1,467	401	249	5
Wisconsin	10,700	3,216	1,132	959	116
Wyoming	409	188	61	88	8

Federal Workload

Categories	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
New Apprentices	64,690	53,223	57,809	62,167	67,195	69,487	89,210	91,777	106,117
Active Apprentices	191,935	174,906	162,518	154,010	151,795	159,776	182,176	202,817	257,919
New Programs	1,072	940	801	898	590	612	686	636	983
Active Programs	11,915	11,404	10,223	10,166	9,539	8,828	8,606	8,610	9,117
Cancelled Programs	1,541	1,391	1,367	1,024	1,240	1,269	914	502	822
Total Completers	29,504	29,393	29,957	29,284	26,141	22,380	23,578	24,965	27,749
OA FTE Count	124	124	121	124	120	116	125	125	129

*Data based on a query of the RAPIDS data by individual Federal staff not by Federal State classification
NOTE: Performance Score Card Results are higher numbers (includes some SAA RAPIDS data based on Federal state classification in RAPIDS)

Federal Workload = data managed by Department of Labor staff in the 25 OA states and federally administered programs in SAA states.

Top 30 Occupation—Federal Workload (Fiscal Year 2017)

Occupation Title	O*NET Code	Active Apprentices
Electrician	47-2111.00	45,264
Carpenter	47-2031.01	27,226
Construction Craft Laborer	47-2061.00	17,297
Truck Driver, Heavy	53-3032.00	15,801
Plumber	47-2152.02	14,532
Pipe Fitter	47-2152.01	8,541
Line Maintainer	49-9051.00	7,993
Sheet Metal Worker	47-2211.00	7,638
Structural Steel Worker	47-2221.00	6,121
Dry-Wall Applicator	47-2081.00	5,779
Roofer	47-2181.00	5,489
Sprinkler Fitter	47-2152.01	4,383
Millwright	49-9044.00	4,265
Operating Engineer	47-2073.00	3,974
Elevator Constructor	47-4021.00	3,847
Painter	47-2141.00	3,833
Boilermaker	47-2011.00	3,414
Maintenance Mechanic	49-9041.00	2,875
Protective Service Specialist (Active Duty Military)	33-3051.01	2,870
Heating and Air-Conditioner Install/Servicer	49-9021.01	2,660
Cement Mason	47-2051.00	2,516
Telecommunications Technician	49-2022.00	2,303
Reinforcing Metal Worker	47-2171.00	2,299
Cook	35-2012.00	2,197
Line Installer-Repairer	49-9052.00	2,107
Floor Layer	47-2042.00	2,001
Glazier	47-2121.00	1,858
Fire Fighter	33-2011.01	1,788
Pharmacy Support Staff	29-2052.00	1,735
Tool and Die Maker	51-4111.00	1,679

Federal Workload = data managed by Department of Labor staff in the 25 OA states and federally administered programs in SAA states.

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Active Apprentices by Industry—Federal Workload + Military (Fiscal Year 2017)

Industry	Active Apprentices
Construction	175,195
Military (USMAP)	89,301
Public Administration	23,004
Manufacturing	17,559
Transportation	15,895
Utilities	9,019
Health Care and Social Assistance	2,549
Retail Trade	2,435
Education	2,303
Wholesale Trade	2,256
Warehousing	1,690
Other Services, except Public Administration	1,221
Administrative and Support and Waste Management and Remediation Services	1,116
Agriculture, Forestry, Fishing and Hunting	819
Information	607
Accommodation and Food Services	542
Mining, Quarrying, and Oil and Gas Extraction	470
Professional, Scientific, and Technical Services	357
Finance and Insurance	161
Arts, Entertainment, and Recreation	62
Real Estate and Rental and Leasing	46

Federal Workload = data managed by Department of Labor staff in the 25 OA states and federally administered programs in SAA states.

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Demographics

Federal Workload (Fiscal Year 2017)

Gender	New	Active	Active Veterans	Completed
Female	8%	7%	8%	7%
Male	92%	93%	92%	93%

Gender	New	Active	Active Veterans	Completed
Female	8,712	16,812	2,474	2,067
Male	9,7396	241,100	29,102	25,682
Total	**106,108**	**257,912**	**31,576**	**27,749**

Ethnicity	New	Active	Active Veterans	Completed
Hispanic	21%	22%	10%	18%
Non-Hispanic	47%	50%	43%	53%
Blank (Unknown)	32%	28%	47%	29%

Ethnicity	New	Active	Active Veterans	Completed
Hispanic	22,715	57,099	3,182	4,975
Non-Hispanic	49,459	128,036	13,680	14,631
Blank (Unknown)	33,863	72,759	14,714	8,143
Total	**106,037**	**257,894**	**31,576**	**27,749**

Race	New	Active	Active Veterans	Completed
Asian	2%	2%	1%	1%
Black or African American	12%	11%	10%	11%
Native Hawaiian or other Pacific Islander	1%	1%	1%	1%
American Indian or Alaska Native	2%	3%	1%	3%
White	53%	58%	49%	61%
Multi-Race / Blank (Unknown)	30%	25%	38%	23%

Race	New	Active	Active Veterans	Completed
Asian	1,628	3,894	425	367
Black or African American	13,039	28,126	3,227	3,051
Native Hawaiian or other Pacific Islander	781	2,004	220	196
American Indian or Alaska Native	2,357	7,419	429	749
White	56,719	148,405	15,397	17,026
Multi-Race / Blank (Unknown)	31,513	68,046	11,878	6,360
Total	**106,037**	**257,894**	**31,576**	**27,749**

Federal Workload = data managed by Department of Labor staff in the 25 OA states and federally administered programs in SAA states.

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OA Performance

OA Operating Plan Measures: Fiscal Year 2017 Results

Measure	Annual Target	Annual Result	Year-to-Date Percent Achieved
ETA-OA-05: Number of active registered apprentices nationally.	600,000	533,607	89%
ETA-OA-06: Number of colleges that register as program sponsors.	20	20	100%
ETA-OA-01: Number of new apprentices registered nationally.	240,000	191,563	80%
ETA-OA-02: Number of registered apprentices nationally that complete their apprenticeship program.	60,000	64,021	107%
ETA-OA-03: Number of quality reviews conducted on existing and new programs (provisional reviews).	1,000	1,328	133%
ETA-OA-07: Number of EEO compliance reviews of programs employing five or more apprentices.	300	126	42%
Apprenticeship National Completion Rate	48%	55%	114%
Entered Employment Rate (all exiters)	--	75.14%	--
Employment Retention Rate (all exiters)	--	87.24%	--
Six Month's Average Earnings (all exiters)	--	$25,035	--

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Appendix K: SWOT Action Planning Items

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Arkansas SWOT Action Planning Items (Comments 9-12-17)

High Priority

I. Coordination - Establish a statewide (unified) committee focused on RA expansion activities across all industry sectors

a. Committee members to include: Department of Career Ed, ADWS, AEDC rep., Community College rep., AAC rep., DOL State Office of Apprenticeship, LWDA rep., and employers/Industry group rep's.

b. Assess the landscape of registered apprenticeship expansion opportunities utilizing a data-driven approach which includes industry and professional group input.

c. Committee can explore consistent marketing and outreach options increasing awareness of RA opportunities statewide as it applies to the following:
   - ✓ Diverse populations of participants (under-represented)
   - ✓ Employers
   - ✓ Industry groups and professional organizations
   - ✓ Education entities (pre-apprenticeship and RA)

d. Identification of resources and costs associated with RA expansion efforts.
   - ✓ WIOA funding opportunities (also fits under capacity)
     - ➢ Start-up incubator funding for new employer-driven RA activities

e. Align business services outreach efforts associated with RA expansion.
   - ✓ Coordinated awareness workshops – moving employers from awareness, to interest, to commitment.
   - ✓ Employer champions

f. Align education/awareness efforts with employers, industry groups, participants, and other stakeholders.
   - ✓ Utilize industry intermediaries
   - ✓ Consultants

g. Work with collaborative partners to stay abreast of legislative objectives associated with RA.

h. Commitment to further develop and revise State Plan associated with RA expansion and diversification.

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II. Infrastructure/Capacity Building for RA expansion

a. Identification of resources and costs associated with RA expansion efforts.
   - ✓ WIOA funding opportunities – There is potential for a portion of WIOA finding to be allocated to Community Colleges to assist the DOL State Office of Apprenticeship with administrative functions associated with assisting employers with building RA standards and providing TA.
   - ✓ ADWS Discretionary Grants
   - ✓ Department of Career Ed Funding (State Funding – What is not designated exclusively for the construction trades? Approximately $800,000?
   - ✓ Apprenticeship outreach coordination state level and local levels
   - ✓ Ongoing research efforts regarding RA expansion opportunities, LMI data, feedback from employers and industry groups, etc.
   - ✓ Consolidated systems for tracking expansion efforts

b. Increase the capacity of entities serving as "sponsors" for expanding RA programs.
   - ✓ Community Colleges and Universities (should become members of the DOL supported RACC organization)
   - ✓ LWDA's?
   - ✓ Industry organizations?
   - ✓ Individual employers?

Medium Priority

III. Pre Apprenticeship and Registered Apprenticeship Participant Recruitment Strategies

a. Coordinated education/awareness effort
   - ✓ Diverse targeted populations outreach/marketing (including Veterans)
   - ✓ Adult
   - ✓ Youth
   - ✓ Incumbent Workers
   - ✓ Credentialing process should be connected to marketing materials

b. Coordinated Participant Assessment Process
   - ✓ Streamline for other assistance services (WIOA, etc.)

c. Public relations events
   - ✓ RA "Signing days"

IV. Systematic/coordinated method for reporting successes across programs to Stakeholders, Agency Directors, Workforce Boards, Legislators, and Governor

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For Consideration of the
Arkansas Workforce Development Board

October 9, 2018

AGENDA ITEM 4: INFORMATION: WIOA Title I Program Year 2017 Performance Results

INFORMATION/RATIONALE: The U.S. Department of Labor requires each state to submit their annual WIOA Title I program year performance on or before October 1 each year.

While the final performance results are not yet available, enclosed herein are the preliminary WIOA Title I Program Year 2017 performance results for both the State and each of the ten (10) Local Workforce Development Areas.

STATE OF ARKANSAS WIOA TITLE I PROGRAM YEAR 2017 ANNUAL PERFORMANCE RESULTS												
	State & Local Targets	Statewide	Central	City of LR	Eastern	North Central	Northeast	Northwest	Southeast	Southwest	West Central	Western
Adult	**Targets**	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*
Employment Rate 2nd Quarter After Exit	82.50%	85.35%	89.66%	77.63%	100.00%	72.45%	94.07%	90.34%	73.17%	79.69%	85.11%	86.44%
Employment Rate 4th Quarter After Exit	78.00%	85.92%	78.57%	78.57%	95.24%	85.19%	95.00%	90.16%	81.82%	74.58%	100.00%	85.19%
Median Earnings 2nd Quarter After Exit	$5,842.00	$6,287.00	$9,682.82	$4,884.78	$6,281.50	$4,471.36	$7,461.65	$7,596.99	$6,320.68	$4,953.43	$7,323.10	$6,007.82
Credential Attainment	75.30%	80.00%	76.92%	73.08%	75.00%	71.43%	82.05%	79.66%	100.00%	76.36%	100.00%	80.77%
DLWs	**Targets**	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*
Employment Rate 2nd Quarter After Exit	77.00%	92.34%	96.30%	87.50%	100.00%	89.74%	97.92%	90.48%	100.00%	90.00%	87.50%	84.21%
Employment Rate 4th Quarter After Exit	74.50%	85.45%	93.75%	84.62%	100.00%	73.91%	100.00%	90.91%	87.50%	77.78%	80.00%	77.78%
Median Earnings 2nd Quarter After Exit	$6,400.00	$6,794.10	$8,124.80	$6,414.24	$8,185.99	$6,025.24	$7,135.26	$7,200.00	$7,193.12	$6,515.93	$4,872.39	$8,006.76
Credential Attainment	75.00%	75.26%	100.00%	66.67%	100.00%	82.35%	60.00%	75.00%	66.67%	55.56%	100.00%	33.33%
Youth	**Targets**	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*	*Actual*
Educ/Train/Employ in 2nd QTR After Exit	75.00%	80.61%	79.10%	71.15%	76.74%	70.48%	86.41%	91.40%	93.02%	93.62%	63.64%	74.07%
Educ/Train/Employ in 4th QTR After Exit	71.20%	82.55%	76.92%	78.13%	93.10%	61.22%	91.38%	81.48%	100.00%	95.83%	62.50%	87.50%
Credential Attainment	70.00%	66.18%	76.19%	25.93%	80.95%	45.45%	89.47%	57.69%	88.46%	82.61%	100.00%	62.50%

For Consideration of the
Arkansas Workforce Development Board

October 9, 2018

AGENDA ITEM 5: ACTION: WIOA Title I and Title III and Business Services Scorecard

INFORMATION/RATIONALE: The Arkansas Workforce Development Board requested that staff put together a performance scorecard that could be replicated and presented at each quarterly Board and Committees meetings.

The majority of the data for Titles I and III can be gathered from the Arkansas Job Link System. However, the Business Services Information will require manual collection and aggregation.

The initial draft scorecard template that was presented to both the Strategic Planning and Program and Performance Evaluation Committees at their September 10, 2018 meetings is contained herein.

Both Committees reviewed and discussed the initial draft scorecard. During this review, staff requested approval of the scorecard as well as permission to focus upon selected populations with barriers to employment.

Consequently, the Strategic Planning and Program and Performance Evaluation Committees make the following recommendations to the Full Board:

1. Approval of the WIOA Title I (Adults, Dislocated Worker, and Youth), WIOA Title III, and Job Services Program Characteristics information, as presented.

2. Approval of the Job Services and Business Services information, as presented.

3. Recommendation that Board Staff focus their outreach efforts on (5) five specific populations with barriers to employment and provide updated information at upcoming Committee and Board meetings. The recommended populations are:

    - Displaced Homemakers
    - Migrant and Seasonal Farmworkers
    - Ex-Offenders
    - Long-term Unemployed
    - Individuals with Disabilities

Business Services Performance Scorecard Measures

Employer Engagements and Follow-up Activities:

- The number of new employer engagements in a given period
    - Staff-assisted
    - Self-service

- The number of repeat employer customers (receiving services or follow-ups) in a given period
    - Staff-assisted
    - Self-service

- The number of job orders and/or requests from establishments requesting workforce recruitment assistance

  (This measure would currently require manual collection)

- The number of new work-based learning initiatives launched (in a given period)

  (This measure would currently require manual collection)

- The number of repeat work-based learning efforts undertaken (in a given period)

  (This measure would currently require manual collection)

- The number of job fairs conducted in a given period

Participant-Driven Measures that are a Product of Business Engagement Activities:

- The number of career days conducted in partnership with a college, university, or other training program provider

  (This measure would currently require manual collection)

- The number of job placements in a given period

Expiration Date: xx/xx/xxxx

Statewide Performance Scorecard

STATE: AR | Location: AR

REPORTING PERIOD COVERED

From (mm/dd/yyyy): **07/01/2018** To (mm/dd/yyyy): **06/30/2019**

SUMMARY INFORMATION

Service

BY PARTICIPANT CHARACTERISTICS	ADULTS		DISLOCATED WORKERS		YOUTH		WAGNER-PEYSER	
	Total Participants Served	Total Participants Exited	Total Participants Served	Total Participants Exited	Total Participants Served	Total Participants Exited	Total Participants Served	Total Participants Exited
Total Statewide	922	168	190	49	684	72	30588	15427
Sex:								
Female	744	112	109	23	375	34	15529	7360
Male	178	56	81	26	309	38	14998	8047
Age:								
< 16	0	0	0	0	16	2	2	0
16 - 18	16	5	0	0	302	34	531	243
19 - 24	262	49	22	7	366	36	4222	2234
25 - 44	557	99	111	29	0	0	15268	7611
45 - 54	64	9	40	10	0	0	5573	2825
55 - 59	14	5	10	3	0	0	2424	1157
60+	9	1	7	0	0	0	2568	1357
Ethnicity/Race:								
American Indian/Alaska Native	16	7	4	0	11	1	381	180
Asian	12	0	0	0	4	0	180	87
Black/African American	376	49	84	7	342	22	11561	5652
Hispanic/Latino	41	9	10	29	34	8	1107	597
Native Hawaiian/Pacific Islander	2	0	1	10	4	0	189	58
White	505	114	100	3	330	46	16813	8701
More Than One Race	12	4	3	0	20	0	205	83
BY Employment Barrier								
Displaced Homemakers	3	0	7	5	0	0	212	108
English Language Learners, Low Levels of Literacy, Cultural Barriers	75	21	18	4	466	55	1150	509
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	10	1	0	0	10	3	18	10
Ex-offenders	67	23	11	5	60	9	383	138
Homeless Individuals/runaway youth	15	5	4	0	33	3	171	70
Long-term Unemployed (27 or more consecutive weeks)	239	34	37	9	386	34	644	334
Low-Income Individuals	768	135	84	24	617	66	4548	2124
Migrant and Seasonal Farmworkers	0	0	0	0	0	0	22	18
Individuals with Disabilities (incl. Youth)	58	14	4	1	104	9	394	159
Single Parents (Incl. single pregnant women)	442	64	46	14	122	15	5656	3030
Youth in foster care or aged out of system	0	0	0	0	8	1	19	7
TOTALS	**1677**	**297**	**211**	**62**	**1806**	**195**	**13217**	**6507**

JOB SERVICES PROGRAM	
TOTAL FOR PROGRAM YEAR 2017	
Staff Assisted Job Orders	9975
Staff Assisted Job	31852
Staff Assisted ONET Matches	48396
STAFF Assisted Veteran Referrals	3690
STAFF Assisted Veteran Placements	3092
Staff Assisted Job Development	271

BUSINESS SERVICES	
RECOMMENDED MEASURES	
NEW EMPLOYER ENGAGEMENTS	
Staff-assisted	#
Self-service	#
REPEAT EMPLOYER ENGAGEMENTS	
Staff-assisted	#
Self-service	#
WORK-BASED LEARNING	
# of New Intiatives	#
# of Repeat Initiatives	#
Number of Job Fairs Conducted	#
Number of Career Days conducted with college/university/training provider	#
Number of Job Placements	#