



INNOVATE

WORKFORCE DEVELOPMENT

July 10, 2018
10:00 a.m.

Crowne Plaza Hotel
201 South Shackleford Road
Little Rock, Arkansas 72211

Arkansas Workforce Development Board

Strategic Planning Committee



AGENDA

July 10, 2018

ARKANSAS WORKFORCE DEVELOPMENT BOARD STRATEGIC PLANNING COMMITTEE MEETING

10:00 A.M.

Call to Order.....Karen, Breashears, Committee Chair

Chairman’s Comments.....Karen Breashears, Committee Chair

Agenda Item 1: ACTION

Approval of Minutes of July 11, 2017, October 10, 2017, January 9, 2018, and April 10, 2018 Meetings

Agenda Item 2: ACTION

Occupational Skills Training Policy Revision Dr. Claudia Griffin, Project Coordinator
Arkansas Department of Workforce Services

Agenda Item 3: INFORMATION

*Public Funding for Job Training at the
State and Local Level* Kris Jones, Employment Assistance Assistant Director
Arkansas Department of Workforce Services

Agenda Item 4: INFORMATION

Committee Action Plan Update.....Arnell Willis, Workforce Investment Director
Arkansas Department of Workforce Services

Announcements

Adjournment

1:00 PM Full Board Meeting

NEXT MEETING DATES

October 9, 2018	10:00 a.m.	Committees	TBD
	1:00 p.m.	Full Board Meeting	TBD

Crowne Plaza Hotel
201 South Shackleford Road
Little Rock, Arkansas 72211



**For Consideration of the
Arkansas Workforce Development Board
Strategic Planning Committee**

July 10, 2018

AGENDA ITEM 1 – ACTION: Minutes of the July 11, 2017, October 10, 2017, January 9, 2018 and April 10, 2018 Strategic Planning Committee Meetings.

RECOMMENDATION: It is recommended that the Strategic Planning Committee approve the minutes of the July 11, 2017, October 10, 2017, January 9, 2018, and April 10, 2018 meetings.

INFORMATION/RATIONALE: Minutes of the meetings are attached.

UNOFFICIAL

MINUTES
ARKANSAS WORKFORCE DEVELOPMENT BOARD
Strategic Planning Committee
July 11, 2017

A meeting of the Arkansas Workforce Development Board Strategic Planning Committee was held on July 11, 2017, at Crowne Plaza Hotel, 201 South Shackleford Road, in Little Rock, Arkansas. Chair Charlie Clark presided with the following members present: Ms. Karen Breashears, Mr. Chad Bishop, Dr. Charisse Childers, Ms. Katy Morris, Mr. Mike Preston by proxy Ms. Becky Rheinhardt, and Dr. Julie Roberson. Ms. Melissa Hanesworth, Mr. Michael Newcity, Mayor Harold Perrin, Mr. Jeffery Allen, and Mr. Robert East were unable to attend.

Chair Clark recognized that a quorum was not present and called the meeting to order at 10:04 a.m. Chair Clark reported Mr. Brian Itzkowitz has resigned his position at Goodwill Industries of Arkansas and is no longer a member of the State Board or chair of the Strategic Planning Committee. As Chair of the State Workforce Development Board, Mr. Clark presided as committee chair. He expressed appreciation for Mr. Itzkowitz's contributions to the Committee and State Board.

Staff Report: Chair Clark recognized Mr. Arnell Willis, Workforce Investment Director, Arkansas Department of Workforce Services, to provide the staff report. Mr. Willis reported that the Strategic Planning Committee reviewed the Local Plans and Certification of the One-Stop Operator process during the last quarter. A full report will be presented to the full board during the afternoon session.

Agenda Item 1 – ACTION – Minutes of the January 10, 2017 and April 11, 2017

Meetings: Recognizing the presence of a quorum, Chair Clark proceeded to Agenda Item 1, asking if there were any additions or corrections to the January or April minutes. The minutes were approved as presented on **a motion by Ms. Karen Breashears, seconded by Becky Rheinhardt, and carried unanimously.**

Update on WIOA Title I-B Policy Manual: Chair Clark indicated that the Arkansas Department of Workforce Services and the ten local workforce board directors established a workgroup to develop a statewide policy manual for use by case managers providing services under WIOA Title I-B, which is the adult, dislocated worker, and youth programs. He stated that the U.S. Department of Labor issued new implementation guidance in March which changed some of the policies developed by the workgroup. Chair Clark requested that Dr. Claudia Griffin, Project Coordinator, Arkansas Department of Workforce Services, discuss the policy development and present the final policy manual to the committee. Dr. Griffin reported that the U.S. Department of Labor (DOL)

is expected to release a corrective Training and Employment Guidance Letter (TEGL) to rescind one that was released with an error earlier. She recognized the following individuals who served as the review committee of the WIOA Title I-B Workgroup: Cindy Varner, Carman Hensley, Carolyn Talley, David Barch, Debbie Heckman, Deborah Senter, Donna Carney, Elroy Willoughby, LaJoy Montgomery, Margaret Dearmon, Mary Wilson, Sandy Monaco, Shenaye Johns, and Stephanie Blair.

Dr. Griffin provided an overview of various sections of the policy manual and indicated that efforts were made to match the document to existing State and Federal policies and guidelines; however, if conflicts are identified, State and Federal laws, Federal regulations, and Federal technical guidance take precedence over the information contained in the manual. For example, needs-related payments can be made to individuals in Registered Apprenticeships; but not to individuals who are employed. Individuals who are in Registered Apprenticeships are considered employed. The recommendation of the review committee is not to award funds to Registered Apprenticeships until a definition resolving the conflict is received from DOL. Dr. Griffin stated that definitions are a major part of the policy and called attention to the Definitions section, Page 10 under “Attachment to the workforce.” Arkansas defines “attachment to the workforce” as an individual who earns income one day in the last year, which is reflected in the policy as “having wages in one (1) quarter during the last year immediately prior to eligibility determination.” Under “Basic skills deficient” on page 11, the committee retained the criterion of the local areas’ scoring to mean at or below Grade Level 8.9. Under Co-Enrollment and Co-Funding on page 79, Dr. Griffin indicated that individuals who meet the respective program and service eligibility requirements may participate in adult, dislocated worker and/or youth programs concurrently, as stressed by DOL. Concerning “Confidentiality” on page 142, the Arkansas Department of Workforce Services’ confidentiality policy will be used, but not imposed on the local areas.

Several non-substantive corrections were suggested by members of the Strategic Planning Committee. Dr. Griffin stated that DOL may require substantive corrections in six months and the Review Committee will provide training in August to frontline staff. Following brief discussion, Dr. Griffin completed her presentation.

Members of the Strategic Planning Committee commended the WIOA Title I-B Workgroup for developing an impressive and precise document.

A motion to recommend approval of the Draft WIOA Title I-B Policy Handbook as written, allowing for appropriate non-substantial changes and corrections as necessary by the committee, was approved on **a motion by Dr. Charisse Childers, seconded by Ms. Karen Breashears, and carried unanimously.**

Review of Veteran’s State-Plan-Related Changes: Chair Clark announced that Mr. Roy Schultz, Director of U.S. Department of Labor – Veterans’ Employment Training Services – Arkansas Office, will present to the full board later in the afternoon.

Committee Action Plan Update: Chair Clark called on Mr. Arnell Willis, Arkansas Department of Workforce Services – Director of Workforce Investment Development, to provide an update on the committee action plan. Mr. Willis indicated that the Strategic Planning Committee Action Plan handout, included in the official meeting file, outlines the committee’s responsibilities and provides staff updates on the committee’s progress over the last quarter toward meeting the responsibilities assigned to the Strategic Planning Committee. He stated that (1) The ten (10) Local Workforce Development Plans have been reviewed on two occasions and comments have been provided by the WIOA Local Plan Review Committee. All Local Plans were reviewed to ensure alignment with the State Plan; (2) The WIOA Statewide Policy Committee has completed its development and review of WIOA Policies which were presented today; (3) A Memorandum of Understanding (MOU) template has been developed for us by the ten (10) Local Areas. The federal deadline for the signed MOU’s to be in place was July 1, 2017. DOL extended the deadline for the Infrastructure Funding Agreements (IFAs) to January 1, 2018. ADWS is currently reviewing the Wisconsin IFA software program for possible use in Arkansas.

Announcements: Chair Clark announced that the full board will convene at 1:00 p.m. today. The next meeting of the Strategic Planning Committee will be held on October 10, 2017, at 10:00 a.m. with the Full Board meeting at 1:00 p.m. Staff will determine and announce the location at a later date.

Adjourn: Chair Clark adjourned the meeting at 11:06 a.m., **a motion by Ms. Katy Morris, seconded by Ms. Becky Rheinhardt, and carried unanimously.**

Mr. Charlie Clark, Chairman

Arnell Willis, Director Workforce Investment
Department of Workforce Services

*Minutes recorded by Darlister Mitchell
Department of Workforce Services Staff*

UNOFFICIAL

MINUTES
ARKANSAS WORKFORCE DEVELOPMENT BOARD
Strategic Planning Committee
October 10, 2017

A meeting of the Arkansas Workforce Development Board Strategic Planning Committee was held on October 10, 2017, at Crowne Plaza Hotel, 201 South Shackleford Road, in Little Rock, Arkansas. Acting Chair Mr. Scott Bull presided with the following members present: Ms. Karen Breashears, Dr. Charisse Childers by proxy Dr. Trenia Miles, Ms. Katy Morris, and Dr. Julie Roberson.

Mr. Jeffery Allen, Mr. Chad Bishop, Mr. Robert East, Ms. Melissa Hanesworth, Mr. Michael Newcity, Mayor Harold Perrin, Mr. Mike Preston and were unable to attend.

Announcing that a quorum was not present, Acting Chair Bull called the meeting to order at 10:04 a.m.

Chairman's Comments: For the purpose of inclusion in our official meeting minutes, Acting Chair Scott Bull announced he would be presiding over the committee meeting in the absence of both a State Board Chair and a Strategic Planning Committee Chair. Acting Chair Bull informed members that he would be presiding over both of the Program and Performance Evaluation Committee and the Strategic Planning in the absence of a State Board Chair and Strategic Planning Committee Chair. He informed members the meetings would be held at the same time starting with Strategic Planning Committee and the Program Performance immediately following.

Acting Chair Bull referenced the Board By-Laws, Article V, Section 1-Enumeration and Selection states that upon the Governor's Appointment of a State Board Chair, the new Chair will appoint a new Strategic Planning Committee Chair.

Agenda Item 1 – ACTION – Minutes of the July 11, 2017 Meetings: Acting Chair Scott Bull asked if there were any corrections to the previous Committee minutes. Even though a quorum has not met, any revisions could be noted in the meeting minutes and presented before the Committee for a vote when quorum is met.

Agenda Item 2 – ACTION - Updates on WIOA Title I-B Policy Manual: Acting Chair Bull recognized Dr. Claudia Griffin, ADWS Project Coordinators. Dr. Griffin shared that the previously approved policy manual required some expected revisions and corrections. She specifically pointed out that the Arkansas JobLink (AJL), Policy 3.1 required a revision.

Acting Chair Bull stated an official vote would not be taken due to the lack of a quorum. However, he requested that the members present would express their support of the proposed revisions. All four members present (with one being a proxy) voiced their support for the revisions. Chair Bull informed members the revisions and vote of agreement informally for revisions would be presented before the Full Board later in the afternoon to vote.

Agenda Item 3 – ACTION – Long-Term Unemployed Definition: Acting Chair Bull recognized Dr. Claudia Griffin to present the Long-Term Unemployed Definition. Dr. Griffin stated that WIOA allows states to determine the definition for Long-Term Unemployed. Dr. Griffin referenced TEGL 19-16, which clarifies that the only category utilizing this definition is Title I-D. Title I-D pertains to dislocated worker disaster grants. Dr. Griffin clarified for the Committee that “unemployed” means performing activities to find work, and “not in the labor force” would mean an individual may have been incarcerated, in school, or something that they were not able to work.

Dr. Griffin proposed the following definition for approval:

Long-term unemployed individuals: Individuals, who at the time of eligibility determination, have been:

- unemployed for at least 13 weeks, in aggregate, during the past 26 weeks, or
- not in the labor force for at least 13 weeks, in aggregate, during the past 26 weeks.

Note that there is no previous work history requirement for this definition.

Acting Chair Bull requested the Committee members who were present express their support to present to the Full Board in the afternoon for a vote. All four members (with one proxy included) informally voted unanimously in favor of the Long-Term Unemployed Definition.

Agenda Item 4 – ACTION – Proposed Allocation Methodology for Assistance to Areas with High Concentrations of Eligible Youth: Acting Chair Scott Bull recognized Kris Jones, ADWS Assistant Director, to present the agenda item to the committee. Mr. Jones informed the Committee the methodology is similar to the methodology used in 2008. Mr. Jones stated the data sets were expanded under WIOA, and the methodology needed to be expanded to coincide with data sets that were expanded under WIOA. Committee members were given a hard copy of the methodology in their Committee book to review. Mr. Jones reported this methodology was presented to the Local Board of Directors for support on utilizing it. This methodology is required under WIOA and staff recommends adoption of the methodology.

Acting Chair Bull requested the Committee members who were present express their support to present to the Full Board in the afternoon for a vote. All four members (with one proxy included) informally voted unanimously in favor of the Proposed Allocation Methodology for Assistance to Areas with High Concentrations of Eligible Youth.

Committee Action Plan Update: Acting Chair Bull recognized Mr. Arnell Willis, Workforce Director, to present the Committee Action Plan update on activities that have occurred during the past quarter. Mr. Willis provided four updated activities to the Committee members, these were found in the Committee Agenda book on Page 2-Section 1.1, Page 3-Section 1.2, Page 7-Section 1.5, and Page 8-Section 1.5.

Committee member Katy Morris requested an update on the promulgation process. Mr. Willis asked Mr. Kris Jones to respond to this question. Mr. Jones explained that he would follow-up and provide an update at the next committee meeting.

Seeing no additional questions, Acting Chair Scott Bull moved to announcements.

Announcements: Acting Chair Bull announced that the full board will convene today at 1:00 p.m. The next meeting of the Strategic Planning Committee will be held on January 9, 2018, at 10:00 a.m. with the Full Board meeting at 1:00 p.m. Staff will determine and announce the location at a later date.

Adjourn: Acting Chair Bull adjourned the meeting at 11:06 a.m., **a motion by Ms. Karen Breashears, seconded by Ms. Katy Morris, and carried unanimously.**

Mr. Scott Bull, Acting Chairman

Arnell Willis, Director Workforce Investment
Department of Workforce Services

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

UNOFFICIAL

MINUTES
ARKANSAS WORKFORCE DEVELOPMENT BOARD
Strategic Planning Committee
January 9, 2018

A meeting of the Arkansas Workforce Development Board Strategic Planning Committee was conducted on January 9, 2018, at the Embassy Suites Hotel, 11301 Financial Centre Parkway in Little Rock, Arkansas. Acting Chair Karen Breashears presided with the following members present: Dr. Charisse Childers, Ms. Katy Morris by proxy Ms. Betsy Barnes, and Ms. Julie Roberson.

Mr. Jeffery Allen, Mr. Chad Bishop, Mr. Robert East, Ms. Melissa Hanesworth, Mr. Michael Newcity, Mayor Harold Perrin, and Mr. Mike Preston were unable to attend.

Announcing that a quorum was not present, Acting Chair Karen Breashears called the meeting to order at 10:00 a.m.

Chairman's Comments: For the purpose of inclusion in the committee's official meeting minutes, Acting Chair Karen Breashears announced her presiding over the committee meeting was temporary in the absence of a Chair, with no appointment of a Committee Chair having been made by the State Chair. She informed committee members of the attendance of the Program Performance and Evaluation Committee due to the committee convening immediately after the Strategic Planning Committee.

Acting Chair Karen Breashears recognized a quorum was not met and informed attendees that committee information will be reviewed and presented to the full board at 1:00 p.m.

Agenda Item 1 – ACTION – Minutes of the July 11, 2017 Meeting and the October 9, 2017 Meeting: Acting Chair Karen Breashears informed attendees the minutes for the July 11, 2017 and October 9, 2017 meetings will be postponed until a quorum is met for approval.

Agenda Item 2 – ACTION – Certifications of the AWCs in Eastern Arkansas: Acting Chair Karen Breashears recognized Dr. Claudia Griffin of the Arkansas Department of Workforce Services to inform the committee the selection of the Local Board of Eastern Arkansas as the One-Stop Operator for that local area. Dr. Griffin referenced the report submitted to committee members for review of the recommendation. A Local Board must be certified by the Arkansas Workforce Development Board because a Local Board cannot certify itself.

Acting Chair Breashears asked if there was a motion expressing the desire of the committee that the certification of the Local Board of Eastern Arkansas as the One-Stop Operator be presented to the Full Board at 1:00 p.m. A motion was made by Dr. Charisse Childers, seconded by Ms. Julie Roberson. The motion carried unanimously in the absence of a quorum as noted by Acting Chair Breashears.

WIOA Technical Assistance and Training (TAT) Application Submission: Acting Chair Karen Breashears recognized Board Staff Kristopher Jones of the Arkansas Department of Workforce Services to present on the application submission of the WIOA Technical Assistance and Training Funds. Mr. Jones informed attendees of the needs articulated in the application for technical assistance in asset mapping. Mr. Jones stated the technical assistance would be leveraged with the utilization of the assistance of Maher & Maher for the analytical, data, etc. due to the complexity of the project. If the application submitted to the U.S. Department of Labor is approved, Mr. Jones clarified for the committee Maher & Maher would assist in selecting a team of stakeholders to identify the needs of the state based on their expertise in economical analytics and subject matter. Mr. Jones elaborated on leveraging this asset mapping with the Registered Apprenticeship asset mapping which is also a requirement under a federal award the State has received called the Arkansas Expands Apprenticeship.

Mr. Jones clarified for committee members that timeline will begin the beginning of June 2018 for the preparation followed by an RFQ for the asset mapping and implementation. Maher & Maher would coordinate and establish a team to identify the areas needed to be included in the asset mapping as part of preparation. The next step would be to contract for implementation of the asset mapping. If the application is approved within the next month or so, Mr. Jones stated the goal is to have the RFQ and the team in place by June 30, 2018.

With no additional questions for Mr. Jones, Acting Chair Karen Breashears thanked him for his presentation and update on the application submission before proceeding to the Committee Action Plan Update.

Committee Action Plan Update: Acting Chair Karen Breashears recognized Arkansas Department of Workforce Services Workforce Investment Director Mr. Arnell Willis to present the Committee Action Plan update on activities that have occurred during the past quarter. Mr. Willis provided three updated activities to committee members that may be found in the Committee Agenda book on the following pages: Page 4 - Section 1.1, Page 6 - Section 1.2, and Page 18 - Section 1.1.

Acting Chair Breashears inquired as to the timeline of when the agreements will be completed. Mr. Kris Jones reported discussions have been taking place with the U.S. Department of Labor for a February completion date.

Open Floor Discussion:

Acting Chair Karen Breashears opened the floor for additional items of discussion by proposing to committee members to conduct the committee meetings a week prior to the Full Board meeting. This would promote a quorum for committee meetings and give the committee time to review and discuss information prior to voting on agenda action items. In addition to convening prior to the Full Board meeting, the committee meetings could be held by teleconference to not only promote a quorum by freeing up time for committee members to attend remotely, but it would eliminate additional costs to the board and give the committee time to receive additional information on topics. Public access could be posted with call-in information a week prior to the committee meetings.

Receiving no additional questions, Acting Chair Breashears moved to announcements.

Announcements: Acting Chair Breashears announced the full board will convene today at 1:00 p.m. The next meeting of the Strategic Planning Committee will be held on April 10, 2018, at 10:00 a.m. with the Full Board meeting at 1:00 p.m. Staff will determine and announce the location at a later date.

Adjourn: Acting Chair Karen Breashears adjourned the meeting at 10:32 a.m., **a motion was not made due to a quorum not being present.**

Ms. Karen Breashears, Acting Chairman

Arnell Willis, Director Workforce Investment
Department of Workforce Services

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

UNOFFICIAL

MINUTES
ARKANSAS WORKFORCE DEVELOPMENT BOARD
Strategic Planning Committee
April 10, 2018

A meeting of the Arkansas Workforce Development Board Strategic Planning Committee was conducted on April 10, 2018, at the Brightwater Culinary School, 801 Southeast 8th Street, in Bentonville, Arkansas. Chair Karen Breashears presided with the following members present: Dr. Charisse Childers by proxy Dr. Trenia Miles, Ms. Katy Morris by proxy Mr. Jim Pearson

Mr. Jeffery Allen, Mr. Chad Bishop, Mr. Robert East, Ms. Melissa Hanesworth, Mr. Michael Newcity, Mayor Harold Perrin, Mr. Mike Preston, and Ms. Julie Roberson were unable to attend.

Announcing that a quorum was not present, Chair Karen Breashears called the meeting to order at 10:07 a.m.

Chairman's Comments: Chair Karen Breashears announced the Arkansas Workforce Development Board Chair Tom Anderson appointed her as the Chair for the Strategic Planning in accordance with the Board By-Laws, Article V, Section 1 – Enumeration and Selection.

Chair Karen Breashears recognized there was no quorum and informed attendees that the information presented to the committee will be reviewed and presented to the Full Board at 1:00 p.m. with agreement of the present committee members.

Chair Breashears stated one objective is to have a quorum. She reiterated all committee members are appointed to the board to do a job. The committee has a role to review information to be presented to the Full Board for a vote. She further explained the committee is not able to fulfill what it is tasked to do when there is no quorum.

Agenda Item 1 – ACTION – Minutes of the July 11, 2017 Meeting, October 9, 2017, January 9, 2018, and April 10, 2018, Meetings: Chair Karen Breashears informed attendees the minutes for the July 11, 2017, October 9, 2017, January 9, 2018, and April 10, 2018, meetings will be postponed until a quorum is met for approval.

Agenda Item 2 – ACTION – Trade Adjustment Assistance (TAA) and Dislocated Worker (DLW) Programs Co-Enrollment Policy: Chair Karen Breashears recognized Dr. Claudia Griffin of the Arkansas Department of Workforce Services to present to the committee a policy for coordination of co-enrollment across programs.

A motion to present the Trade Adjustment Assistance (TAA) and Dislocated Worker (DLW) Programs Co-Enrollment Policy to the Full Board as presented by Dr. Claudia Griffin was agreed upon by committee members unanimously in the absence of a quorum as noted by Chair Breashears.

Agenda Item 3 – ACTION – Work-Based Learning Program Policy: Chair Karen Breashears recognized Dr. Claudia Griffin of the Arkansas Department of Workforce to present to the committee a policy developed to the Work-Based Learning Training options in Arkansas. Dr. Griffin gave an overview of the coordination of partners, the options available and specific criteria of each, and some of the specifics of how the Local Areas can implement it with the set criteria. Revisions proposed by the committee for approval of the Full Board are as follows:

- 1) *“Page 4, Option C: Work Experience, second paragraph, first sentence”* - the Committee replaced the word “non-profit businesses” to “organizations”. The corrected sentence reads: “Work experience, for the purposes of the Arkansas Work-Based Learning Program, is for organizations who agree to train individuals with barriers to employment and to help them find unsubsidized jobs.”

- 2) *“Page 5, Option D: Incumbent Worker Training (IWT), second paragraph”* - the Committee removed the last sentence that reads: “Training costs can include not only the costs of the instructor and training expenses, but also the wages of the employees during the training.”

- 3) *“Page 5, Option D: Incumbent Worker Training (IWT), fourth paragraph, third sentence”* – the Committee replaced the word “to” with “up to”. The correct sentence reads: “Local areas may use up to 20% of the combined total of their Adult and Dislocated Worker allocations for incumbent worker training [WIOA§134(d)(4)(A)(i); 20 CFR 680.800(a); TEGLs 10-16 & 19-16].”

A motion to present to the Full Board the Work-Based Learning Program Policy presented by Dr. Claudia Griffin with the added recommended revisions listed was agreed upon by committee members unanimously in the absence of a quorum as noted by Chair Breashears.

Agenda Item 4 – ACTION – WIOA State Plan: Chair Karen Breashears recognized Board Staff Mr. Kris Jones to present to the committee the WIOA requirements for States to review and update the WIOA State Plan. Mr. Jones provided the committee with the modifications made as required under WIOA for the two year update. Mr. Jones stated the update is required in order for States to review data analysis and State initiatives in

order to modify the plan if needed according to the new data and to ensure the State is meeting the plan as expected.

A motion to present to the Full Board the WIOA State Plan as presented by Mr. Kris Jones was agreed upon by committee members unanimously in the absence of a quorum as noted by Chair Breashears.

Agenda Item 5 – ACTION – WIOA Grievance Complaint and Appeal Procedures: Chair Karen Breashears recognized Dr. Claudia Griffin to present to the committee the WIOA Grievance Complaint and Appeal Procedures.

A motion to present to the Full Board the WIOA Grievance Complaint and Appeal Procedures as presented by Dr. Claudia Griffin was agreed upon by committee members unanimously in the absence of a quorum as noted by Chair Breashears.

Committee Action Plan Update: Chair Karen Breashears recognized the Workforce Development Board Director Mr. Arnell Willis to present the Committee Action Plan update on activities that have occurred during the past quarter. Mr. Willis provided five updated activities to committee members that may be found in the Committee Agenda book on the following pages: Page 2 - Section 1.3, Page 4 - Section 1.1, Page 11– Section 1.4, Page 13 – Section 1.2, and Page 20 - Section 1.1.

Hearing no questions for Mr. Willis, Chair Breashears thanked Mr. Willis for the update on the Committee Action Plan.

Open Floor Discussion: Chair Karen Breashears opened the floor for additional items of discussion before adjourning. Hearing no additional items for discussion, Chair Breashears moved to announcements.

Announcements: Chair Breashears announced a tour of Brightwater Culinary School will begin at 11:00 a.m. with the Full Board convening at 1:00 p.m. The next meeting of the Strategic Planning Committee will be held on July 10, 2018, at 10:00 a.m. with the Full Board meeting at 1:00 p.m. Staff will determine and announce the location at a later date.

Adjourn: Chair Karen Breashears adjourned the meeting at 10:45 a.m., **a motion was not made due to a quorum not being present.**

Ms. Karen Breashears, Chair
Strategic Planning Committee

Arnell Willis, Workforce Development Board Director
Arkansas Department of Workforce Services

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

**For Consideration of the
Arkansas Workforce Development Board
Strategic Planning Committee**

July 10, 2018

AGENDA ITEM 2 – ACTION: Occupational Skills Training Policy Revision

RECOMMENDATION: It is recommended that the Strategic Planning Committee approve this revised Workforce Innovation & Opportunity Act (WIOA) program policy, WIOA I-B – 3.3 Occupational Skills Training Policy, for distribution to local offices .

INFORMATION/RATIONALE: The purpose of this policy is to provide guidance, procedures, and exceptions to the Eligible Training Provider List (ETPL) and the Projected Employment Opportunities List (Demand List) under the Occupational Skills Training Policy.

Policy Number: WIOA I-B – 3.3 Change 1

Effective Date: July 10, 2018

Occupational Skills Training

PURPOSE: The purpose of this policy is to describe and to detail the regulations concerning occupational skills training, in accordance with the rules and regulations of Workforce Innovation and Opportunity Act of 2014 (WIOA), the WIOA Final Rule, Training and Employment Guidance Letters (TEGLs) published by the Employment and Training Administration of the U.S. Department of Labor (ETA), and policies of the Arkansas Workforce Development Board (AWDB).

REFERENCE:

WIOA §§ 3(24), 3(47), 122(h), 123, 129(c)(2), 134(c),
20 CFR 680.200-230
20 CFR 680.320-330
20 CFR 681.540-550
20 CFR 683.500-510
Comments in WIOA Final Rule concerning 20 CFR 680.150
TEGLs 10-09, 19-16 & 21-16
20 U.S.C. 1001, 1002(a)(1)
A.C.A. 15-4-3711(a)(8)
ADWS Policy No. WIOA I-B – 1.2 (Definitions)
ADWS Policy No. WIOA I-B – 3.1 (Service for Adults and Dislocated Workers)

POLICY:

Occupational skills training is one of the training services available to Adults, Dislocated Workers and Youth [WIOA §§ 134(c)(3)(D)(i) & 129(c)(2)(D); 20 CFR 680.200 & 681.540; TEGL 21-16]. The training is an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels [20 CFR 681.540].

Adults and Dislocated Workers

To receive Occupational Skills Training an Adult or Dislocated Worker must meet all of the following numbered eligibility criteria, which are listed more concisely in ADWS Policy No. WIOA I-B – 3.1 (*Service for Adults and Dislocated Workers*):

1. Meet all eligibility requirements for the Adult or Dislocated Worker program. Is determined eligible in accordance with the local priority system in effect for adults if training services are provided through the Adult formula funding stream [TEGL 19-16].

2. Has been determined after an interview, evaluation, or assessment, and after career planning that the individual meets all of the following criteria [*WIOA § 134(c)(3)(A)(i)(I)*; *20 CFR 680.210(a)* & *680.220(a)*; *TEGL 19-16*]:
 - a. Is unlikely or unable to obtain or retain employment that leads to economic self-sufficiency, as determined by the LWDB, or wages comparable to or higher than wages from previous employment through career services alone
 - b. Is in need of training services to obtain or retain employment leading to economic self-sufficiency, as determined by the LWDB, or to wages comparable to or higher than wages from previous employment
 - c. Has the skills and qualifications to participate successfully in training services

Where appropriate, a recent interview, evaluation, or assessment may be used for the assessment purpose [*WIOA § 134(c)(2)(B)*; *20 CFR 680.220(a)*; *TEGL 19-16*]. LWDBs may create policies concerning the appropriate use of recent interviews [*Comments in WIOA Final Rule concerning 20 CFR 680.150*].

The case file must contain a determination of need for occupational training services as determined through the interview, evaluation, or assessment, and career planning or any other method through which the one-stop center or partner can obtain enough information to make an eligibility determination. There is no requirement that career service be provided as a condition to receive occupational skills training. If the recommended services are not provided before occupational training, however, case files must document the circumstances that justified the determination to provide training without any of these recommended career services [*20 CFR 680.220*].

3. Select a program of training services that is directly linked to the employment opportunities in the local area or the planning region, or in geographic areas to which the individuals are willing to commute or relocate. This is done by choosing a program on the Eligible Training Provider List (ETPL) [*WIOA § 134(c)(3)(A)(i)(II)*; *20 CFR 680.210(b)*; *TEGL 19-16*].
4. The selection of training services should be conducted in a manner that maximizes customer choice [*20 CFR 680.340(a)*], is linked to in-demand employment opportunities in the local area or planning region or in a geographic area in which the adult or dislocated worker is willing to commute or relocate, and is coordinated to the extent possible with other sources of assistance [*TEGL 19-16*]. Each LWDB must make available to customers the list of eligible training providers, a description of the programs through which the providers may offer the training services, and the performance and cost information about those providers [*20 CFR 680.340(b)*]

Each local board must work with representatives of secondary and postsecondary education programs to lead in the development and implementation of career pathways by aligning local employment, training, education, and supportive services needed by adults and youth, particularly individuals with barriers to employment [*A.C.A. 15-4-3711(a)(8)*].

4. Is unable to obtain grant assistance from other sources to pay the costs of such training, including such sources as State-funded training funds, Federal Pell Grants, and TANF; or requires WIOA Title I-B assistance in addition to these other sources. In making the determination, WIOA programs may take into account the full cost of participating in training services, including the cost of support services and other appropriate costs [*WIOA § 134(c)(3)(B)(i)(I)*; *20 CFR 680.210(c)*; *20 CFR*

680.230; TEGL 19-16]. WIOA partners and other entities must coordinate funds available to pay for training. [20 CFR 680.230].

In order to determine if a participant is able to obtain grant assistance from other sources, the participant must either apply for a Federal Pell Grant or must submit documentation that he or she is unable to get obtain the grant. ADWS FORM WIOA I-B – 3.3 (*Verification of Educational Grant Assistance*) or other official documentation from the Financial Aid Office of the college or from the Federal Student Aid office of the U.S. Department of Education can be used to verify eligibility for a Pell Grant.

Such documentation can also document the amount of assistance expected to be given, which can be used in determining the participant's unmet need. To determine a participant's unmet need, subtract the amount of scholarships and grants from the cost of attendance. Methods of determining a participant's cost of attendance, is found under "cost of attendance" in ADWS Policy No. WIOA I-B – 1.2 (*Definitions*).

One-stop partners and other entities must coordinate funding of occupational skills training. The availability of funding from other programs, grants, and scholarships should be sought, so that WIOA funds supplement other sources [20 CFR 680.230(b)]. VA benefits for education and training services should not be included in "other grant assistance" in determining the amount of funding WIOA Title I-B can provide. Veterans and eligible spouses are not required to coordinate their entitlement to VA benefits for education and training with any concurrent eligibility that they may have for other training sources. Also, WIOA program operators may not require veterans or spouses to exhaust their entitlement to VA funded training benefits prior to allowing them to receive WIOA funds for training [TEGL 10-09].

A WIOA participant may enroll in WIOA-funded training while his or her application for a Pell Grant is pending as long as the American Job Center has made arrangements with the training provider and the WIOA participant regarding allocation of the Pell Grant, if it is subsequently awarded. In that case, the training provider must reimburse the WIOA funds used to underwrite the training for the amount the Pell Grant covers, including any education fees the training provider charges to attend training. Reimbursement is not required from the portion of Pell Grant assistance disbursed to the WIOA participant for education-related expenses [20 CFR 680.230].

If the applicant is a member of a worker group covered under a petition filed for Trade Adjustment Assistance (TAA) and is awaiting a determination, training may be provided under WIOA Title I-B if all other eligibility requirements are met. If the petition is certified, the worker will then transition to TAA approved training. If the petition is denied, the worker will continue training under WIOA Title I-B [TEGL 19-16].

Occupational Skills Training is typically provided through Individual Training Accounts (ITAs). Except under the conditions listed below, training services must be provided by an approved eligible training provider (ETP) through an individual training account (ITA) [WIOA §134(c)(3)(G)(i); TEGL 19-16]. Contracts for services are used instead of ITAs only when one or more of the following exceptions apply and the consumer choice requirement described above has been fulfilled [WIOA § 122(h); WIOA § 134(c)(G)(ii); 20 CFR 680.320(a); TEGL 19-16]:

1. When the LWDB determines that there are an insufficient number of eligible training providers in the local area to accomplish the purpose of a system of ITAs. (The determination process

must include a public comment period for interested providers of at least 30 days and must be described in the Local Plan.)

2. When the LWDB determines that there is a training services program of demonstrated effectiveness offered in the area by a community-based organization or another private organization to serve individuals with barriers to employment (see list and definitions in ADWS Policy No. WIOA I-B – 1.2 *Definitions*) [WIOA §3(24); 20 CFR 680.320(b)]:

If the LWDB uses this method of training, the LWDB must develop criteria to be used in determining demonstrated effectiveness, particularly as it applies to the individuals with barriers to employment to be served. The criteria may include [20 CFR 680.320(a)(3); TEGL 19-16]:

- a. Financial stability of the organization
 - b. Demonstrated performance in the delivery of services to individuals with barriers to employment through such means as program completion rate, attainment of the skills, certificates or degrees the program is designed to provide, placement after training in unsubsidized employment, and retention in employment
 - c. How the specific program relates to the workforce investment needs identified in the local plan
3. When the LWDB determines that (a) it would be most appropriate to contract with an institution of higher education (see definition in 20 U.S.C. 1001, 1002(a)(1)) or other eligible provider of training services in order to facilitate the training of multiple individuals in in-demand industry sectors or occupations and (b) such contract does not limit customer choice
 4. When the LWDB determines that a pay-for-performance contract is suitable consistent with 20 CFR 683.500. If the LWDB enters into a pay-for-performance contract, the contract must be consistent with 20 CFR 683.510. No more than 10% of the local funds may be spent on pay-for-performance contract strategies, as they are defined in WIOA § 3(47) and ADWS Policy No. WIOA I-B – 1.2 (*Definitions*).

ADWS may require the collection of performance information from the exempt service providers to determine whether they meet performance criteria to receive WIOA Title I-B funds [WIOA §§122 & 123; TEGLs 41-14 & 19-16]. Supportive services may be provided only when necessary for WIOA Title I-B participants to participate in specific types of activities that may be funded through WIOA Title I-B funds, regardless who provides or funds the activities [WIOA § 3(59); 20 CFR 680.910(b) & 681.570; TEGLs 19-16 & 21-16; ADWS Policy No. WIOA-I-B – 3.9 (Supportive Services)].

Training Services Leading Directly to Employment but Not Provided by Eligible Training Providers

If the training service determined appropriate for a participant requires an ITA, but the provider is not an ETP, it is Arkansas Policy that the “in-demand” and other ETP requirements have been met for the purposes of being considered a WIOA Title I-B program if all of the following requirements are met:

- (1) The participant meets all other eligibility requirements for the receipt of training services, as listed in listed in 20 CFR 680.210 and ADWS Policy No. WIOA I-B – 3.1 (Services for Adults and Dislocated Workers) or for OSY, 20 CFR 680.210 and ADWS Policy No. WIOA I-B – 3.2 (Services for Youth).**
- (2) An employer has completed the Intent to Hire Certification Process described below for the participant(s) desiring to be trained.**

Intent to Hire Certification Process:

- (1) Employers must complete and sign the *Intent to Hire* certification, which denotes their intentions to hire the individual(s) who successfully complete the training.
- (2) Employers must file their *Intent to Hire* certification with the appropriate Local Workforce Development Board.
- (3) The Local Workforce Development Board must review and approve the received *Intent to Hire* certification.
- (4) An authorized representative of the LWDB must sign the *Intent to Hire* certification, which will serve as an acknowledgement of the LWDB's intent to provide WIOA funding for training costs and/or supportive services, as applicable.
- (5) The LWDB must keep one copy of the completed *Intent to Hire* certification on file for its records and place another in the participant(s)'s folder(s).

Supportive Services Provided While in Training

Supportive services, as described in WIOA § 3(59); 20 CFR 680.900, 681.460(a)(7), & 681.570; TEGLs 19-16 & 21-16; and ADWS Policy No. WIOA-I-B – 3.9 (Supportive Services), may be made available to any Adult or Dislocated Worker participating in Title I-B Career Services (except Follow-up) or Training Services if the supportive services are necessary to enable the individual to participate in the activity and the supportive services cannot be obtained through other programs providing such services. Supportive services may also be available to any Youth participating in a Title I-B Youth Program Element if the supportive services are necessary to enable the individual to participate in the activity and the supportive services cannot be obtained through other programs providing such services. In each case, the service or activity need not be funded by WIOA Title I-B, but the activity must meet all requirements to be authorized to be provided by WIOA Title I-B [WIOA § 3(59) & 134(d)(2); 20 CFR 680.140, 680.900, 680.910, 681.579, & 681.580; TEGLs 19-16 & 21-16; ADWS Policy No. WIOA-I-B – 3.9 (Supportive Services)].

This policy does not preclude the use of out-of-state training providers or supportive services necessary to enable individuals to participate in out-of-state training, so long as the training is included in that state's ETPL or an exception can be documented as described above.

Note: This policy also applies to programs that are funded by Statewide Activities funds under WIOA.

Occupational skills training can be combined with workplace training or work experience in several different situations. ITAs may be used with or without OJT contracts for registered apprentices [20 CFR 680.330 (a)]. Registered apprenticeship programs (RA) automatically qualify to be on a State's ETPL [20 CFR 680.330; TEGL 19-16]. Examples of RA sponsors who can be eligible training providers (ETP) are [TEGL 19-16]:

- Employers who provide related instruction. The employer is the ETP.
- Employers who use an outside educational provider, such as a postsecondary institution, technical training school, or online courses. In this case, the employer is the ETP.
- Joint apprenticeship training programs administered by a union. The union is the ETP.
- Intermediaries, such as postsecondary institutions, technical schools, industry associations, and community-based organizations, that administer the program, and either provide the training or work with other entities to provide the training. The Intermediary is the ETP.

Youth

Occupational skills training is Youth Program Element 4. As a Program Element, occupational skills training must be available to all youth if their assessments of academic levels, skill levels, and service needs indicate that they are prepared for such training and that the training meets their employment goals [TEGL 21-16]. Occupational skills training for youth must:

- (a) be outcome-oriented and focused on an occupational goal specified in the ISS
- (b) be of specific duration to impart the skills needed to meet the occupational goal, and
- (c) lead to the attainment of a recognized postsecondary credential [20 CFR 681.540(a); TEGL 21-16].

Occupational skills training for youth award grants or contracts on a competitive basis to entities to provide occupational skills training to youth. If the local board determines there is an insufficient number of eligible providers of youth occupational skills training in a local area, such as a rural area, grants or contracts may be awarded on a sole-source basis [WIOA §123; 20 CFR 681.540(a); TEGL 21-16].

ITAs may be used to provide occupational skills training to OSY, using youth funds to provide training with an ETP [20 CFR 681.550; TEGL 21-16]. ISY cannot use ITAs using youth funds, but ISY age 18 or older may co-enroll in the WIOA Adult program if the youth's individual needs, knowledge, skills, and interests align with the WIOA adult program. The co-enrollment would allow the ISY to receive occupational skills training through an ITA funded by the Adult program [TEGL 21-16].

**For Consideration of the
Arkansas Workforce Development Board
Strategic Planning Committee**

July 10, 2018

AGENDA ITEM 3: INFORMATIONAL: Public Funding for Job Training at the State and Local Level

INFORMATION/RATIONALE: The Urban Institute released a study titled *Public Funding for Job Training at the State and Local Level* in June 2018. This report provides a more complete picture of federal, state, and local job training investments, this report describes public expenditures for three states—Massachusetts, Texas, and Washington—and five cities—Austin, Boston, Houston, Seattle, and Worcester.

Compared with the federally-funded Workforce Innovation and Opportunity Act, state and local investments in workforce training and related services is substantial, in some cases surpassing federal funding. States and localities demonstrate six strategies to manage funding—seeking diverse revenue sources, leveraging public- and private-funding, braiding and blending funding, using dedicated fees for training, funding sector-based training initiatives, and collaborating and coordinating to fill training gaps.

This project draws on interviews with state and local public and nonprofit workforce development organizations; a brief review of existing literature and published reports; a review of federal, state, and local budget documents; the JPMorgan Chase grantee databases for 2014–17; and the latest available Workforce Investment Act Standardized Record Data (WIASRD). This is not a comprehensive view of all public funding. The examples described highlight key features of the vast array of public funding streams for job training at the state and local level.

The Executive Summary of this report is contained herein.



Public Funding for Job Training at the State and Local Level

Executive Summary

Kelly S. Mikelson and Ian Hecker

June 2018

To remain competitive in an increasingly global economy, we must invest in our workers and give them the training and skills to succeed. Federal, state, and local job training programs are a crucial part of that investment. But the landscape of public funding for job training is complex with multiple funding sources and streams, controlled by a variety of actors, and used differently across geographic areas.

To provide a more complete picture of federal, state, and local investments in job training, this brief describes public expenditures for three states—Massachusetts, Texas, and Washington—and five metropolitan statistical areas in those states—Austin, Boston, Houston, Seattle, and Worcester.

Compared with funding under the Workforce Innovation and Opportunity Act (WIOA) of 2014, state and local investments in workforce training and related services is substantial, in some cases surpassing federal funding. We identified six strategies that states and localities use to manage and supplement funding for job training programs: seeking diverse revenue sources, leveraging public- and private-funding sources, braiding and blending funding, using dedicated fees to fund training, funding sector-based training initiatives, and collaborating and coordinating with other agencies to fill training gaps.

This executive summary provides an overview of our full report *Public Funding for Job Training at the State and Local Level: An Examination of Massachusetts, Texas, and Washington*. This summary and our full report aim to provide information to state and local workforce development entities, including local workforce development boards (WDBs) and training providers, to help in their funding and training decisionmaking.

Federal Job Training Expenditures

The US Department of Labor's (DOL) Employment and Training Administration funds many different job training programs. We focus here on DOL's largest job training programs.

- **Mandatory funding.** The majority of DOL training programs are funded through mandatory formula grants to states. These noncompetitive grants are allocated using statistical criteria, such as the unemployment rate. States then use a formula to distribute this funding to local areas. For program year 2017, the largest DOL-funded mandatory job training programs amounted to \$5.27 billion. WIOA, the largest of these programs, accounted for 51 percent of this funding.
- **Discretionary grants.** Discretionary grants programs award competitive grants to state or local organizations. These programs, such as the American Apprenticeship Grants program, allow the federal government to target geographic areas, populations, or occupations where the need for training is perceived to be greater. The largest discretionary grants funded by DOL amounted to \$577.8 million in fiscal year 2016.

This brief focuses on employment and training programs funded under WIOA Title I, which authorizes job training and related services to unemployed or underemployed adults, dislocated workers, and youth.

State Funding for Job Training

The three states we focus on—Texas, Massachusetts, and Washington—supplement federal WIOA Title I expenditures with a substantial amount of state funding. The structures of their workforce development systems vary significantly, which affects how funds are distributed and used and how agencies coordinate funding and collaborate on workforce programs. By law, the majority of WIOA funding must be disbursed to local entities; however, these three states vary significantly in how centralized or decentralized their workforce development systems are.

Texas

In fiscal year 2017, Texas put \$48.6 million of state funds toward three workforce development programs. This investment amounts to 30 percent of the state's \$162.9 million in WIOA Title I funding.

Texas's workforce development system is fairly centralized. One state agency—the Texas Workforce Commission—distributes all federal WIOA dollars to the state's 28 local WDBs and oversees all state-funded statewide workforce development programs. The local-level workforce systems are similarly centralized; all but a handful disburse only federal WIOA funds.

Massachusetts

In fiscal year 2017, state expenditures for three statewide job training programs were \$55.7 million, which amounts to 128 percent of Massachusetts's \$43.6 million in WIOA Title I funding.

In Massachusetts, the workforce development system has two primary agencies: one public entity, the Department of Career Services, and one quasi-public organization, the Commonwealth Corporation. The Department of Career services disburses federal WIOA dollars to the state's 16 local WDBs. The Commonwealth Corporation disburses funds and oversees the majority of state-funded statewide workforce development programs. The local-level workforce systems are also less centralized. Both of the local boards we interviewed receive funds from many different sources.

Washington

In fiscal year 2017, Washington spent \$59.0 million of state funds on six workforce development programs. This investment amounts to 91 percent of the state's \$64.9 million in WIOA Title I funding.

Washington has the most decentralized workforce development system. Seven public state agencies disburse federal funding for separate workforce training programs. One of these agencies disburses the WIOA dollars to the state's 12 local WDBs. Each of the seven agencies receives state funding and oversees one more major statewide programs.

Strategies for Managing Funding

Faced with limited public funding for job training, state and local public workforce development entities apply innovative strategies for combining, leveraging, and managing those funds. We describe six of those strategies.

1. Seeking Diverse Revenue Sources

Having many sources of nonfederal revenue can give agencies the flexibility they need to help harder-to-serve participants. Private funds may be more immune to economic downturns or changes in the political environment. And unrestricted funds can be used to bridge funding gaps in programs and services.

Most WDBs receive all their funding from WIOA, but some, like the Boston WDB, receive funding from a range of sources, including foundations and corporations. Some challenges arise, though, with having diverse revenue sources. Cultivating private sources of funding requires a lot of staff time, money, and continual effort. Also, because private revenue is often in the form of short-term program grants, it can be hard to sustain program activities when the grant ends. When combining funding, it can be difficult to design a workforce training strategy that appeals to multiple funders who may have different goals for their investments.

2. Leveraging Public and Private Funding

Workforce development entities may use funding to leverage additional funding from other sources. Leveraging may be voluntary or a requirement for receiving funds. For example, the Supplemental Nutrition Assistance Program's Employment and Training (SNAP E&T) program offers a 50 percent reimbursement when states spend all their formula-based grants. Nonfederal spending on SNAP E&T is eligible for a 50 percent federal match. Leveraging funds through SNAP E&T can add an administrative burden, and, in some cases, it may be difficult to meet the requirement that nonfederal funds be used.

WDBs can also use public dollars to leverage private investments from employers, corporate philanthropy, and foundations. These grants can jumpstart a new workforce initiative, pilot a training program, or support a larger initiative funded with additional public or private sources. Although leveraging can increase the amount of money spent on job training, it may also increase the complexity of reporting outcomes and the time spent collaborating. Also, some public entities, such as city and county governments, may limit the way funding can be structured or cannot move quickly to meet matching requirements.

3. Braiding and Blending Funding

Braiding and blending funding streams increases the potential for leveraging and efficiency, and provides greater flexibility when paying for services. Braiding funding means pooling funds from different sources, but tracking spending and reporting outcomes for each source separately. The Austin WDB braids city and county funding streams with federal WIOA dollars. For Austin, this was an important step for building an inclusive local agenda around workforce development, and reduced the potential for overlapping services.

With blended funding, funding streams are combined but recipients do not need to report separate outcomes. Blended funds may be used to support any part of a program.

4. Using Dedicated Fees to Fund Training

Dedicated fees can be a substantial source of funding for job training. For example, in Massachusetts, businesses that pay into the state's Workforce Training Fund become eligible to apply for training grants. In fiscal year 2017, \$22.3 million in job training grants were awarded through this fund, which amounts to 75 percent of the state's WIOA funds for adults and dislocated workers.

In Boston, at the local level, the Neighborhood Jobs Trust is supported by fees paid by commercial developers with projects greater than 100,000 square feet. The money goes toward job training and helps ensure that the city's low- and moderate-income residents benefit from large-scale real estate development.

5. Managing Funding for Sector-Based Job Training

To respond to sector-based job training needs, states and localities are moving beyond traditional advisory boards and seeking other ways to engage employers. These initiatives include state legislation

that provides job training funds to an in-demand industry and large-scale employer- and industry-led collaboratives that meld public and private funding. One drawback, though, is that active and successful employer-led collaboratives may be difficult to organize and sustain.

Facing skill gaps and skill shortages may motivate employers to create the partnerships necessary to recruit, train, and produce the workers they need. UpSkill Houston is an employer-led collaborative of training, education, and community stakeholders focused on training workers in seven sectors—petrochemical manufacturing; industrial and commercial construction; health care; port, maritime, and logistics; utilities; advanced manufacturing; and oil and gas—upstream and midstream.

6. Collaborating and Coordinating with Other Agencies to Help Fill Training Gaps

Public entities must also consider how to manage public funding across the local workforce development system, filling training gaps and reducing duplicative programs and services. For example, in Washington, which has a decentralized workforce system, the Workforce Training and Education Coordinating Board is developing a common intake process for the public workforce development system, ensuring that job seekers do not have to fill out numerous and duplicative intake forms.

Austin and many other localities are developing master plans, which will help with collaboration and coordination. The challenge here is not only bringing regional and local workforce development leaders to the table but also keeping them engaged in implementing and developing strategies.

Conclusion

State and local workforce development entities play an important role in managing public and private funding for job training. Although WIOA is a major source of federal funding for job training, state and local public funding is substantial and, in some jurisdictions, surpasses federal funding. Many local WDBs are actively seeking nonfederal funding, including state, county, and city funds and funding from private sources.

The states and localities we interviewed are using innovative strategies to increase and leverage public and private funding for job training, including braiding and blending funding, relying on dedicated fees, and encouraging employer-led training collaboratives.

The landscape of funding for job training is complex. The more that local workforce system stakeholders understand public funding flows and strategies to supplement and leverage those dollars, the more they can do to support workers and employers in their communities.

About This Project

This project draws on interviews with state and local public and nonprofit workforce development organizations; a brief review of existing literature and published reports; a review of federal, state, and local budget documents; the JPMorgan Chase grantee databases for 2014–17; and the latest available

Workforce Investment Act Standardized Record Data (WIASRD). This is not a comprehensive view of all public funding. The examples described highlight key features of the vast array of public funding streams for job training at the state and local level.

BOX 1

The Urban Institute's Collaboration with JPMorgan Chase

The Urban Institute is collaborating with JPMorgan Chase over five years to inform and assess JPMorgan Chase's philanthropic investments in key initiatives. One of these is New Skills at Work, a \$250 million multiyear workforce development initiative that aims to expand and replicate effective approaches for linking education and training efforts with the skills and competencies employers need. The goals of the collaboration include using data and evidence to inform JPMorgan Chase's philanthropic investments, assessing whether its programs are achieving desired outcomes, and informing the larger fields of policy, philanthropy, and practice. As one of several resources Urban is developing for the field, this summary examines how public expenditures are being used to fund occupational training at the state and local levels and provides strategies for managing public funding for key policymakers, practitioners, and service providers.

About the Authors

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**For Consideration of the
Arkansas Workforce Development Board
Strategic Planning Committee**

July 10, 2018

AGENDA ITEM 4: INFORMATIONAL: Strategic Planning Committee Action Plan

INFORMATION/RATIONALE: The Strategic Planning Committee developed an Action Plan that provides the roadmap for the activities undertaken by this committee. Attached is the July 2018 updated Action Plan.

Strategic Planning Committee Action Plan



Board Mission: To promote and support a talent development system in Arkansas that offers employers, individuals, and communities the opportunity to achieve and sustain economic prosperity.

	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
Board Vision: Arkansas will have a world-class workforce that is well educated, skilled, and working in order to keep Arkansas's economy competitive in the global marketplace.	Board Bylaws: Develop the State Plan.	1.1 Develop the state plan.	1.1 Submit the PY 2016 – PY 2019 state plan to the federal agencies on April 1, 2016.	COMPLETED – Plan federally approved on June 27, 2016.
		1.2 Implement the state plan.	1.2 Implement the state plan during July 1, 2016 – June 30, 2020.	The state plan became effective on July 1, 2016. April 2017 Update: Local boards submitted their regional/local plans by December 31, 2016. A team of representatives from all 13 core and non-core WIOA programs was convened to review the regional/local plans. Local boards were provided feedback during February 28-March 10 and will submit revised plans in May 2017. July 2017 Update: The ten (10) Local Workforce

d, a n d w	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
				Development Plans have been reviewed on two occasions and comments have been provided by the WIOA Local Plan Review Committee. All Local Plans were reviewed to ensure alignment with the State Plan.
		1.3 Modify the state plan.	1.3 Modify the state plan every two years. Next modification due by June 30, 2018.	<p>April 2018 Update: In April 2018, the WIOA Roundtable members came together and updated the WIOA State Plan for PY2018 – 2019.</p> <p>July 2018 Update: The WIOA State Plan for PY2018-2019 was submitted to USDOL by the established deadline. Revisions requested by USDOL were completed on June 21, 2018. The state received notification of approval on June 25, 2018.</p>
	Board Bylaws: Review of Statewide Policies	1.1 Review statewide policies, of statewide programs, and recommend actions that should be	1.1 Review statewide policies as they are needed and developed.	1.1 Ongoing and progressing well. The WIOA Roundtable Policy Committee continues to

d, a n d w	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
		<p>taken by the state to align workforce development programs in a manner that supports a comprehensive and streamlined workforce development system in the state.</p>		<p>meet and review policies for consideration by the SPC committee. The WIOA Roundtable Policy Committee (WRPC) held a half-day working session on November 22 to review seven state examples of workforce center certification criteria for best practices. The committee has identified best practice examples from a few states and incorporating those into a revised Arkansas policy. The WRPC plans to have a draft ready for consideration by the SPC at the April 2017 meeting.</p> <p>The SPC committee will review guidance for Sector Strategies implementation on January 10, 2017.</p> <p>July 2017 Update: The WIOA Statewide Policy Committee has completed its development and</p>

d, a n d w	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
				<p>review of WIOA Policies. These policies will be reviewed by the State Workforce Development Board at the July 11, 2017 meeting.</p> <p>October 2017 Update: The WIOA Statewide Policy Manual was approved on July 11, 2017. Several edits and clarifications will be reviewed by the State Workforce Board at the October 10, 2017 meeting.</p> <p>January 2018 Update: The WIOA Statewide Policy revisions were presented on October 2017. These revisions were reviewed by the State Workforce Board at the October 2017 meeting.</p> <p>April 2018 Update: New WIOA policies were developed including Co-Enrollment, Work-Based Learning, and Grievance policies.</p>

d, a n d w	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
				<p>July 2018 Update. A new WIOA Exceptions Policy was developed and presented to the Committee and State Board at the July 10, 2018 meeting.</p>
		<p>1.2 Guidance for the allocation of one-stop center infrastructure funds to include the appropriate roles and contributions of entities carrying out one-stop partner programs with the workforce center system.</p>	<p>1.2 Must be developed and implemented no later than June 30, 2017.</p>	<p>1.2 Update January 2017: The U.S. Department of Labor indicates that important guidance will be issued soon to provide further guidance to states.</p> <p>Update October 2016: The WIOA Roundtable Finance Committee has met to discuss the current funding of workforce centers and existing costs. The Finance Committee recommends maintaining the MOU and Resource Sharing Agreement process for identifying direct and shared costs. This information has been shared with the WIOA Roundtable Policy Committee in their work to make recommendations regarding workforce center</p>

d, a n d w	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
				<p>certification. Committee members are reviewing the WIOA regulations to determine if revisions are needed to their recommendation.</p> <p>Update April 2017: On March 17, 2017, the U.S. Department of Labor published a MOU and Infrastructure Funding Agreement template toolkit. This toolkit has been provided to all ten local workforce development boards.</p> <p>July 2017 Update: A MOU template has been developed for use by the ten (10) Local Areas. The federal deadline for these signed MOUs to be in place was July 1, 2017. The Dept. of Labor extended the deadline for the Infrastructure Funding Agreements (IFAs) to January 1, 2018. ADWS is currently reviewing the</p>

d, a n d w	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
				<p>Wisconsin IFA software program for possible use in Arkansas.</p> <p>October 2017 Update: Training and updates were provided at the WIOA Partners Meeting on September 29, 2017. The Wisconsin database was introduced as well as MOU signatures were obtained from required partners for all 10 local areas in the meeting.</p> <p>January 2018 Update: While progress continues, ADWS has notified USDOL that all agreements will not be in place by January 1, 2018. A corrective action plan is being developed and submitted to USDOL.</p> <p>July 2018 Update: All local areas have returned their draft</p>

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				<p>agreements and have complied with recommendations. The agreements are being circulated for review, recommendation, and approval by state partners.</p>
	<p>Board Bylaws: Continuous Improvement of the State's Workforce System</p>	<p>1.1. Identify barriers and means for removing barriers to better coordinate, align, and avoid duplication among the programs and activities carried out through the system.</p>		<p>1.1 A bi-annual meeting of WIOA partners is held in March and September of each year. This meeting is attended by approximately 250 individuals from throughout Arkansas.</p> <p>Arkansas was recently approved for a technical assistance project to be funded by the U.S. Department of Labor and is intended to assist the State in conducting asset mapping of all services. This project will assist in determining overlaps and duplications. A convening is being organized and will be held in February, March or April 2017.</p>

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		<p>1.2 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 activities, education, and supportive services to enter or retain employment;</p>	<p>1.1 Sector Strategies guidance draft will be provided for consideration by the SPC committee at the January 2017 meeting.</p>	<p>1.1 On January 10, 2017 the SPC approved a policy regarding sector strategies.</p> <p>October 2016 Update: A meeting of 250 partners from the core and non-core partner programs was held on September 29-30, 2016 to share information on the WIOA regulations. One topic of discussion at the meeting was the use of career pathways for preparing individuals for life-long learning. The WIOA Roundtable Sector Strategies Committee is working on developing guidance for consideration by the SPC committee for use by local boards in implementing sector strategies, which will ultimately lead to the identification of career pathways within those sectors.</p> <p>April 2017 Update: A meeting of 275 partners from core and non-core partner programs was held</p>

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				<p>on March 2-3 to focus on building staff capacity in the three priority areas identified in the workforce system vision – customer service, innovation and service design, and systems integration and high quality staffing.</p>
		<p>1.3 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;</p>		<p>The ADWS hosted five community awareness events in September and October as an initial step towards identifying best practices for outreach to employers and jobseekers. Events were held in September and early October in Camden (9/14), Fort Smith (9/21), and Magnolia (10/5). Two more events will be held in Fayetteville (10/13) and West Memphis (10/18). At the three events already held, over 173 employers either attended or requested additional information. 160 new jobseekers attended the open houses. The AWDB</p>

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				<p>Chair has created an ad hoc committee to develop outreach strategies. The committee will begin meeting on January 10, 2017.</p> <p>As for improved access, the WIOA Roundtable Policy Committee met on November 22 to review other state best practices for center certification, which would set standards for centers and the services they provide. It is anticipated that a draft will be provided to the SPC on April 11, 2017.</p> <p>Over 300 potential dislocated workers have been notified of their potential eligibility through a monthly email/newsletter process. Additionally, meetings are scheduled in July with the Center for Arkansas Legal Services, which may be</p>

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				<p>positions to refer Displaced Homemakers across the state, as well as other targeted populations including ex- offenders.</p>
		<p>1.4 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;</p>		<p>A survey was conducted of the members of the WIOA Roundtable Sector Strategies Committee and the local workforce development board directors to determine the readiness to implement sector strategies in Arkansas. The WIOA Roundtable Sector Strategies Committee met jointly with local board directors on July 7, 2016 to hear from USDOL contractor Maher and Maher regarding the outcomes of the survey and determine a direction for the committee and guidance needed. Additional training was provided on October 6, 2016 to the local workforce board directors regarding</p>

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				<p>making decisions regarding sector strategies based on labor market data specific to their area.</p> <p>April 2018 Update: The implementation of a Work-Based Learning Program that will assist in meeting the needs of employers and job seekers is beginning with the development and approval of a Work-Based Learning Program Policy. Policy is being presented to State Board at April 10, 2018 meeting.</p> <p>July 2018 Update: Regional and Sector Planning support is a required statewide activity. To further this effort and allow local flexibility, local areas were provided the opportunity to apply for the up to \$30K per area. The applications were available to the local</p>

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		1.5 The identification of regions, including planning regions, after consultation with local boards and chief elected officials;	Complete	<p>areas on June 8th and applications are due on July 31.</p> <p>Complete – Regions established at December 16, 2015 SPC Committee Meeting.</p> <p>October 2017 Update: Using funding provided under the Arkansas Sector Partnership grant, sector coaches were assigned to each 10 local areas to develop sector strategy plans. The report has finalized this quarter and will be distributed to locals for further development.</p>
	Board Bylaws: Develop strategies to support staff training and awareness across programs supported under the workforce development system.	<p>1.1 Increase opportunities for sharing of information between partner programs.</p> <p>1.2 Develop a strategy for staff training across programs.</p>		<p>WIOA partners continue to meet twice per year and the agenda contains time to “get to know your partners” better. The next meetings will be March 2-3, 2017 and September 28-29, 2017.</p> <p>The WIOA Roundtable Policy Committee has established a working</p>

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				<p>group to develop a strategy for staff training. Research of other state's training programs is underway.</p> <p>October 2017 – 250 partners met during the WIOA Partners Meeting on September 28-29, 2017. Topics discussed included WIOA Title I and GED (Adult Ed.) policies, Eligible Training Providers, Infrastructure Funding, and best practices for business outreach and out-of-school youth.</p> <p>February 28 – March 1, 2018 – 260 partners attended the latest statewide WIOA Partners Meeting. Presenters included employers and partner program representatives. Topics discussed included Economic Development, Business Services Teams, Social Media, Program and</p>

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				<p>Financial Monitoring.</p> <p>May 2018 (Tentatively Scheduled): Board Staff will receive training from USDOL contractor, Maher & Maher, as part of a Technical Assistance and Training (TAT) application.</p> <p>July 2018 Update: During May, the Executive Committee of the WIOA Roundtable met and began drafting a “Partners’ Newsletter” that will be used to distribute information including: planned hiring events such as job fairs, best practices, and success stories. The newsletter will be shared with staff across the state and will start with a quarterly distribution.</p> <p>Additionally, the Executive Committee reestablished</p>

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				the Business Engagement committee, which has been tasked with developing a menu of services, cross-training, agendas for the business components of the biannual Partners' Meetings, and are scheduling a Business Service Team training in October or November of 2018.
	Board Bylaws: Develop strategies for technological improvements to facilitate access to, and improve the quality of, services and activities provided through the workforce center system.	1.1 Enhance digital literacy skills.		
		1.2 Accelerate the acquisition of skills and recognized postsecondary credentials by participants.		
		1.3 Strengthen the professional development of providers and workforce professionals.		

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		1.3 Ensure such technology is accessible to individuals with disabilities and individuals residing in remote areas.		
	Board Bylaws: 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.	1.1 Review annually the funding distribution policy for WIOA Title I.	No later than the first full board meeting of each year.	
		1.2 Seek input from chief elected officials regarding the formula.	No later than December 31 of each year.	No comments received as of December 31, 2017.
	Strategic Goal: Develop an efficient partnership with employers, the educational system, workforce development partners, and community-based organizations to deliver a platform that will prepare a skilled workforce for existing and new employers.	1.1 Expand employer partnerships through the support of industry engagement.		1.1 Multiple partnerships with employers have been developed through the Arkansas Sector Partnership and the Arkansas Apprenticeship Initiative.
		1.2 Expand partnership with economic development to refine sector strategies.		
		1.3 Increase the utilization of Registered Apprenticeship		1.3 The Arkansas Apprenticeship Coalition is a partner in all

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		<p>programs as viable talent development opportunities.</p>		<p>discretionary grants and all Registered Apprenticeship providers that wish to be have been included as eligible training providers on the Eligible Training Provider List.</p> <p>All ten local boards have partnered with the Arkansas Apprenticeship Coalition to hold meetings in each of the ten local workforce development areas with workforce partners and Registered Apprenticeship employers/training programs. These meetings began in January 2017.</p> <p>ADWS received a new planning grant from the U.S. Department of Labor that's sole focus is expanding Registered Apprenticeship programs in Arkansas. Those efforts are underway and includes a convening on January 13, 2017 of employers</p>

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				<p>interested in establishing Registered Apprenticeships in occupations outside of the construction trades such as IT, Healthcare, and Advanced Manufacturing.</p> <p>July 2018 Update Please see notes regarding the Business Engagement Committee activities. The Business Engagement Committee will not only focus on training, but will also take a lead role in the development of a statewide business-focused CRM. The IT project is planned to go before legislative review in August and DOL has approved a budget modification request that will allow us to fund this activity. (This update applies to several other strategies in this section.)</p>
		1.4 Increase connections with employers and Vocational		1.4 VR is a core partner for implementation of WIOA and is represented on the

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		<p>Rehabilitation agencies to provide support and employment for youth and adults with disabilities.</p>		<p>WIOA Roundtable and all local partner groups. The WIOA Roundtable has established a Transition Committee that specifically looks at strategies for serving youth with disabilities. Furthermore, the Arkansas Rehabilitation Services, Department of Workforce Services, and the local workforce development boards are partners in the PROMISE grant, which assists disabled youth receiving SSI and offers a paid employment work experience.</p>
		<p>1.5 Partner with K-12 education, higher education, career and technical education, and adult education to provide consistent rules and eliminate barriers to implementing training programs around the State.</p>		<p>The WIOA Roundtable Policy Committee has representation from the core programs, which includes adult education, and also Career and Technical Education. The purpose for the committee is to provide consistent rules and eliminate barriers to services.</p>

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		1.6 Expand small business participation.		
	Strategic Goal: Enhance service delivery to employers and jobseekers.	1.1 Develop a common intake process for jobseekers and businesses that will efficiently connect them with services available from all workforce development partner programs and identify any barriers to employment that need to be addressed.		<p>1.1 On September 29, 2016, ADWS was awarded a \$1.1 million grant to assist in developing a system or enhancing existing systems, which will integrate data and provide for common intake of customers. Furthermore, one of the policies under development by the WIOA Roundtable Policy Committee is an across-program policy for engaging employers.</p> <p>ADWS has consulted with the other twelve states that are partners in the America’s Job Link Alliance (AJLA), a data system for six WIOA state plan programs to see if they are interested in partnering to co-fund a system enhancement to the AJLA system. Eight of these states received the same grant and pulling funding</p>

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				<p>together may be cost effective for all involved. All twelve states will issue their interest in partnering on this project no later than January 20, 2017.</p> <p>July 2018 Update DWS has received approval to fund the AJLA common registration platform. The IT project is also planned to go before committee in August.</p>
		1.2 Promote training that leads to industry recognized credentials and certification.		
		1.3 Support transportable skill sets for transportable careers.		
		1.4 Support career pathways development and sector strategy initiatives as a way to meet business and industry needs.		The SPC Committee will review guidance on January 10, 2017 for implementation of sector strategies.
		1.5 Expand service delivery access points by the use of		

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		virtual services.		
		1.6 Develop a common business outreach strategy with a common message that will be utilized by all workforce system partners.		1.6 One of the policies under development by the WIOA Roundtable Policy Committee is an across-program policy for engaging employers.
	Strategic Goal: Address Skills Gaps	1.1 Conduct a statewide skills and asset analysis to determine the skills gap present and resources available to solve the skills issue.		<p>Arkansas was recently approved for a technical assistance project to be funded by the U.S. Department of Labor and is intended to assist the State in conducting asset mapping of all services. A convening is being organized and will be held in February, March or April 2017.</p> <p>January 2018 Update: ADWS submitted a WIOA Technical Assistance and Training (TAT) application in December 2017 for this purpose. During to the award of other TAT projects by USDOL, this initiative will be considered in Fall 2018.</p>

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				<p>July 2018 Update</p> <p>The Executive Committee of the WIOA Roundtable has a meeting scheduled with the Arkansas Research Center and Arkansas Economic Development Authority on July 16th to begin reviewing analysis and reports that already exist in the state. While the Technical Assistance project described in January's update is pending, the state's leadership will begin the first essential step of the process by identifying sources of data that exist and reports.</p>
		<p>1.2 Develop and implement an action plan to close the basic core, technical, and soft skills gaps in Arkansas.</p>		<p>July 2018 Update</p> <p>Thanks to the Arkansas Workforce Development Board's approval of the Work-Based Learning Policy, ADWS was able to move forward, in partnership with Arkansas</p>

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				<p>Economic Development, with a project under which a contractor profiles occupations across manufacturing industries, regionally, and work with training provider to develop programs to meet the needs of the employers. This project is a pilot to determine whether this model is an effective method of combining skills-gap analysis and sector strategies moving forward.</p>