



**INNOVATE**

WORKFORCE DEVELOPMENT

**January 10, 2019**

**1:30 p.m.**

Little Rock Workforce Center  
5401 South University  
Little Rock, Arkansas

# Arkansas Workforce Development Board

## Strategic Planning Committee



# AGENDA

January 10, 2019

## ARKANSAS WORKFORCE DEVELOPMENT BOARD STRATEGIC PLANNING COMMITTEE MEETING

1:30 P.M.

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

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

### Agenda Item 1: ACTION

Approval of Minutes of the September 10, 2018 meeting

### Agenda Item 2: INFORMATIONAL

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

Business Services Update ..... Mark McManus, Business Services & Outreach Lead  
Arkansas Department of Workforce Services

USDOL On-site Monitoring Visit ..... Kris Jones, Assistant Director  
Arkansas Department of Workforce Services

Targeted Populations Update ..... Eduardo Lemm, Targeted Populations Advisor  
Arkansas Department of Workforce Services

Announcements

Adjournment

### NEXT MEETING DATES

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

Little Rock Workforce Center  
5401 University  
Little Rock, Arkansas 72209



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

January 10, 2019

**AGENDA ITEM 1 – ACTION:** Minutes of the September 10, 2018 Strategic Planning Committee Meeting.

**RECOMMENDATION:** It is recommended that the Strategic Planning Committee approve the minutes of the September 10, 2018 meeting.

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

UNOFFICIAL

**MINUTES**  
**ARKANSAS WORKFORCE DEVELOPMENT BOARD**  
**Strategic Planning Committee**  
**September 10, 2018**

A teleconference of the Arkansas Workforce Development Board Strategic Planning Committee was held on September 10, 2018. Accommodations were set-up for in-person attendance at the Arkansas Workforce Center, 5401 South University, Little Rock, Arkansas. Chair Karen Breashears presided with the following members voicing their presence: Mr. Chad Bishop (here), Dr. Charisse Childers (here), Ms. Cassandra Williams (here), and Ms. Roberson (here).

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

Hearing a quorum, Chair Karen Breashears called the meeting to order at 1:35 p.m.

Chairman's Comments: Chair Karen Breashears reminded members that due to the meeting being held remotely, members will need to identify themselves by stating their name when making a comment, making a motion, or providing a second to a motion after roll call.

**Agenda Item 1 – ACTION – Minutes of the July 10, 2018 Meeting:** Chair Karen Breashears asked committee members to review the minutes of the July 10, 2018, meeting for any revisions or corrections.

**A motion to approve the minutes of the July 10, 2018, meeting as presented with no additional revisions was made by Ms. Julie Roberson, seconded by Ms. Cassandra Williams, and carried unanimously with none opposed.**

**Agenda Item 2 – ACTION – Board By-Laws Revision:** Chair Karen Breashears recognized Board Staff Kris Jones to present the proposed revisions to the Arkansas Workforce Development Board by-laws based on input from Board Members and Board Staff. Without reading the by-laws in its entirety to include the revisions, Mr. Jones presented only the revisions for efficiency of the time of committee members. The proposed revisions presented were as follows:

- **[Revision 1]** – Insert a new section titled 'Section 3. Vacancies' under 'Article I: Appointments' between 'Section 2. Term of Appointment' and 'Section 3. Attendance' to read:

***"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)."*

- **[Revision 2]** – Strike the current section number “3” under ‘Article I: Appointments’ and insert the number “4” to read: “Section 3 4. Attendance”
- **[Revision 3]** – Insert a new paragraph to include the Arkansas Code Annotated §25-16-804 (a)(1) under ‘Article I: Appointments’, ‘Section 4. Attendance’, under item ‘2) Excessive absences’ to read:

**“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 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.”*
- **[Revision 4]** – Insert a new paragraph under ‘Article II: Officers’, ‘Section 2. Vice-Chair’, to read:

**“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.”*

- **[Revision 5]** – Insert a new section titled ‘Section 3. Line of Succession’ under ‘Article II: Officers’ to read:

**“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.”*

- **[Revision 6]** – Insert a new paragraph under ‘Article IV: Meetings’, ‘Section 1. Regular Meetings’ to read:

**“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.”*

- **[Revision 7]** – Insert a new section titled ‘Section 6. Combined Committee Meetings’ under ‘Article V: Committees’ after ‘Section 5. Temporary Assistance for Needy Families Oversight Committee’ to read:

**“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.”*

- **[Revision 8]** – Insert three new sections titled ‘Section 2. Proxies’, ‘Section 3. Voting’, and ‘Section 4. Official Minutes’ under ‘Article VI: Quorum, Proxies, Voting, and Official Minutes’ to read:

**“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.”*

- **[Revision 9]** – Insert four new articles after ‘Article IX: Amendments’ titled ‘Article X: Conflict of Interest’ with four sections titled ‘Section 1. Voting Prohibitions’, ‘Section 2. Board Member Code of Conduct’, ‘Section 3. Abstention’, and ‘Section 4. Compliance with State Law’; followed by the second new article titled ‘Article XI: Confidentiality’ with a section titled ‘Section 1.’; followed by the third new article titled ‘Article XII: Non-Discrimination’ with a section titled ‘Section 1.’; followed by the fourth new article titled ‘Article XIII: Amendments’ with a section titled ‘Section 1.’ to read:

**“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.*

**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.*

#### **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."*

**A motion to approve the Arkansas Workforce Development Board By-Laws with the revisions under their respective Article and Section of the by-laws as presented and noted in the September 10, 2018, meeting minutes as listed herein and no additional revisions was made by Mr. Chad Bishop, seconded by Dr. Charisse Childers and passed unanimously with none opposed.**

**Agenda Item 3 – ACTION – WIOA Title I, Title III, and Business Services Scorecard:** Chair Karen Breashears recognized Board Staff Elroy Willoughby and Mr. Mark McManus to provide an update and overview of the Business Services performance measures and a performance scorecard for consideration. Mr. Elroy Willoughby provided committee members background information on the previous recommendations by the Program and Performance Evaluation Committee Chairs to date and specified how the WIOA programs for Youth, Dislocated

Workers, Adult, and Wagner-Peyser programs will be indicated on the scorecard in addition to Business Services. Mr. Willoughby presented board members to select four targeted populations out of the 13 required by the U.S. Department of Labor.

**A motion to approve the WIOA Title I, Title III, and Business Services scorecard and to recommend approval to the Full Board at the October 9, 2018, meeting as presented to the committee was made by Ms. Julie Roberson, and seconded by Ms. Cassandra Williams and carried unanimously with none opposed.**

Committee Action Plan Update: Chair Karen Breashears recognized the Arkansas 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 3 updated activities to committee members that may be found in the Committee Agenda book on the following pages highlighted in orange: Page 12 - Section 3, Page 17 - Section 1.1, and Page 21 – Section 1.3.

Chair Breashears thanked Mr. Willis for the update on the Committee Action Plan.

Business Service Update: Chair Karen Breashears recognized Mr. Mark McManus to provide an update on Business Services Committee organized under the WIOA Roundtable Executive Committee. Mr. McManus stated the purpose of the committee is to facilitate and understand the Business Services of each partner and what they provide to efficiently serve Arkansans. The committee is planning a Business Service Workshop that is a one day forum from 9:00 a.m. to 2:00 p.m. tentatively October 31, 2018 in Little Rock. The location is to be determined. Additional workshops are planned for the future.

USDOL On-Site Monitoring Visit: Mr. Kris Jones provided an update to committee members on the USDOL on-site monitoring visit scheduled for September 17-21, 2018, at the request of Chair Breashears. Mr. Jones provided the visit will include RESREA, TANF, and WIOA. They will have a national expert on governance to review board activity of the State and Local Workforce Development Boards.

Hearing no additional questions or comments, Chair Breashears moved to the next agenda item.

Targeted Populations Update: Chair Karen Breashears recognized Mr. Eduardo Lemm, who was hired by the Arkansas Department of Workforce Services, to lead the effort in serving the Targeted Populations as required by the Dallas Regional Office of the United States Department of Labor. Mr. Lemm provided an update to committee members of progress being made in outreach efforts to serve the targeted populations.

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 thanked committee members for their participation and attendance. She announced the Full Board meeting will be held on October 9, 2018, at 10:00 a.m. The location of the meeting will be at Our House, 302 East Roosevelt Road, Little Rock, Arkansas 72206.

**Adjourn:** Chair Karen Breashears adjourned the meeting at 2:33 p.m. with a **motion from Ms. Cassandra Williams to adjourn, and seconded by Dr. Charisse Childers.**

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Ms. Karen Breashears, Chair  
Strategic Planning Committee

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Arnell Willis, Director Workforce Investment  
Arkansas Department of Workforce Services

*Minutes recorded by Shenaye Johns, Jing Wang, and Rebecca Edwards  
Department of Workforce Services Staff*

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

**January 10, 2019**

**AGENDA ITEM 2: INFORMATIONAL:** Strategic Planning Committee Action Plan – January 2019 Update

**INFORMATION/RATIONALE:** The Strategic Planning Committee developed an Action Plan during the initial Workforce Innovation and Opportunity Act (WIOA) program implementation. This Action Plan provides the roadmap for the activities undertaken by this committee.

Attached is the January 2019 updated Action Plan that will provide Committee Members with the status of each of these original strategic goals.



**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 pro**

	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.	<b>Board Bylaws:</b> Develop the State Plan.	1.1 Develop the state plan.	1.1 Submit the PY 2016 – PY 2019 state plan to the federal	1.1 COMPLETED
		1.2 Modify the state plan.	1.2 Modify the state plan every two years. Next modification due by June 30, 2018.	1.2 CURRENT
	<b>Board Bylaws:</b> Review of Statewide Policies	1.1 Review statewide policies, of statewide programs, and recommend actions that should be taken by the state to align workforce development programs in a manner that supports a comprehensive and streamlined workforce development system in the state.	1.1 Review statewide policies as they are needed and developed.	1.1 COMPLETED
		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.	1.2 Must be developed and implemented no later than June 30, 2017.	1.2 COMPLETED



	Goals	Strategies/Initiatives	Benchmarks	Status
	<p><b>Board Bylaws:</b> 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 ONGOING- Reference Staff Report on Targeted Population Outreach, WIOA Roundtable Executive Committee updates, and Business Services activities.                      A barrier facing coordination is the lack of consolidated data and processes.                      January 2019 Update- The WIOA Roundtable Executive Committee is leading the development of a business-services driven CRM, Salesforce, which is expected to be completed by September 2019.                      In December 2019, the VOCAL system, which will allow for common-registration, referrals, and reporting was approved by the legislature. This system will also be complete in September 2019.</p>



	Goals	Strategies/Initiatives	Benchmarks	Status
	<p><b>Board Bylaws:</b> Continuous Improvement of the State's Workforce System (Cont)</p>	<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>1.2 ONGOING</p> <p>January 2019 Update- ADWS, in collaboration with Arkansas Research Center, has developed a Career Pathways report to demonstrate demand within occupations based on Job Posting data (source- EMSI) to wages based on LMI. The reports are grouped by the Career Cluster and Career Pathway associated with each occupation, and presented per Local Area. This information will be provided to Local Areas and updated Annually.</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>1.3 ONGOING</p> <p>Reference Staff Reports for Targeted Population Outreach and Business Services.</p> <p>January 2019 Update-</p> <p>A Business Service Forum was held on November 15 during National Apprenticeship Week, at the Arkansas Regional Innovation Hub. Dozens of employers and Workforce Partners were in attendance. Staff are currently planning on duplicating the forum in Northwest Arkansas.</p>

	Goals	Strategies/Initiatives	Benchmarks	Status
	<b>Board Bylaws:</b> Continuous Improvement of the State's Workforce System (Cont)	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;		1.4 ONGOING  January 2019 Update- Strategy- Sector and Regional Planning funds have been made available to Local Workforce Development Areas. Technical Assistance from the Business Services lead will be provided to ensure the strategies are effective.
		1.5 The identification of regions, including planning regions, after consultation with local boards and chief elected officials;		1.5 COMPLETED
	<b>Board Bylaws:</b> Develop strategies to support staff training and awareness across programs supported under the workforce development system.	1.1 Increase opportunities for sharing of information between partner programs. 1.2 Develop a strategy for staff training across programs.		1.1 ONGOING. Reference WIOA Roundtable Executive Committee's quarterly newsletter.  1.2 Strategy for business services-  COMPLETE- Identify functional leads to represent business services for each partner and program. Leverage the WIOA Roundtable to establish this group of subject matter experts responsible for: 1) COMPLETE- Assisting in the development and maintenance of a business focused menu of services across partner programs and 2) UNDER DEVELOPMENT- provide cross-training regarding services.



	Goals	Strategies/Initiatives	Benchmarks	Status
	<p><b>Board Bylaws:</b> Develop strategies to support staff training and awareness across programs supported under the workforce development system. (Cont)</p>			<p>ONGOING- Establish semiannual cross- training through the WIOA Partners Meetings</p>
	<p><b>Board Bylaws:</b> Develop strategies for technological improvements to facilitate access to, and improve the quality of, services and activities provided through the workforce center system.</p>	<p>1.1 Enhance digital literacy skills.</p>		<p>1.1 UNDER DEVELOPMENT                      The referral processes in the VOCAL system, which will allow for common-registration, referrals, and reporting, and will be complete in September 2019, will improve accessibility to digital literacy skill development services provided within the Arkansas Workforce System. Additionally, ADWS has requested permission to purchase additional RVs that provide services remotely.</p>
		<p>1.2 Accelerate the acquisition of skills and recognized</p>		<p>1.2 UNDER DEVELOPMENT                      See 1.1</p>
		<p>1.3 Strengthen the professional development of providers and workforce professionals.</p>		<p>1.3 ONGOING                      ADWS coordinates semiannual cross- training. WIOA Partners Meetings and provides Technical Assistance and training as needed to workforce professionals funded under Title I.</p>
		<p>1.4 Ensure such technology is accessible to individuals with disabilities and individuals residing in remote areas.</p>		<p>1.4 ONGOING Workforce Center Certification processes have been developed to ensure accessibility.</p>



	Goals	Strategies/Initiatives	Benchmarks	Status
	<p><b>Board Bylaws:</b> 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.</p>	<p>1.1 Review annually the funding distribution policy for WIOA Title I.</p>	<p>1.1 No later than the first full board meeting of each year, as necessary.</p>	<p>1.1 ONGOING</p>
		<p>1.2 Seek input from chief elected officials regarding the formula.</p>	<p>1.2 No later than December 31 of each year.</p>	<p>1.2 ONGOING</p>
	<p><b>Strategic Goal:</b> 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.</p>	<p>1.1 Expand employer partnerships through the support of industry engagement.</p>		<p>1.1 ONGOING                      Strategy-                      COMPLETE- Work-based learning funds have been established on the state-level to support business engagement on the local level.</p> <p>COMPLETE- Sector strategy funds will be provided annually to LWDBs to support the engagement of employers.</p> <p>UNDER DEVELOPMENT Additionally, the deployment of Salesforce will enable partners to coordinate services while engaging employers.</p>



	Goals	Strategies/Initiatives	Benchmarks	Status
	<p><b>Strategic Goal:</b> 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. (Cont)</p>	<p>1.2 Expand partnership with economic development to refine sector strategies.</p>		<p>1.2 ONGOING</p>
		<p>1.3 Increase the utilization of Registered Apprenticeship programs as viable talent development opportunities.</p>		<p>1.3 ONGOING                      January 2019 Update-                       A Business Service Forum was held on November 15 during National Apprenticeship Week, at the Arkansas Regional Innovation Hub. Dozens of employers and Workforce Partners were in attendance. Staff are currently planning on duplicating the forum in Northwest Arkansas.</p>
		<p>1.4 Increase connections with employers and Vocational Rehabilitation agencies to provide support and employment for youth and adults with disabilities.</p>		<p>1.4 ONGOING</p>



	Goals	Strategies/Initiatives	Benchmarks	Status
	<p><b>Strategic Goal:</b> 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. (Cont)</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>1.5 ONGOING</p>
		<p>1.6 Expand small business participation.</p>		<p>1.6 ONGOING See 1.1</p>
	<p><b>Strategic Goal:</b> Enhance service delivery to employers and jobseekers.</p>	<p>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>		<p>1.1 UNDER DEVELOPMENT Deployment of VOCAL a job-seeker focused case management coordination system will provide a common registration process.  COMPLETE- Common Intake forms are provided in the Title IB policies approved by the AWDB.  UNDER DEVELOPMENT Deployment of Salesforce, a business-services focused CRM, will provide coordinated service delivery across partners.</p>
		<p>1.2 Promote training that leads to industry recognized credentials and certification.</p>		<p>1.2 UNDER DEVELOPMENT</p>



	Goals	Strategies/Initiatives	Benchmarks	Status
	<b>Strategic Goal:</b> Enhance service delivery to employers and jobseekers. (Cont)	1.3 Support transportable skill sets for transportable careers.		1.3 UNDER DEVELOPMENT
		1.4 Support career pathways development and sector strategy initiatives as a way to meet business and industry needs.		1.4 ONGOING COMPLETE- Sector strategy funds will be provided annually to LWDBs to support the engagement of employers.  ADWS, in collaboration with Arkansas Research Center, has developed a Career Pathways report to demonstrate demand within occupations based on Job Posting data (source- EMSI) to wages based on LMI. The reports are grouped by the Career Cluster and Career Pathway associated with each occupation, and presented per Local Area. This information will be provided to Local Areas and updated Annually.
		1.5 Expand service delivery access points by the use of virtual services.		1.5 UNDER DEVELOPMENT
		1.6 Develop a common business outreach strategy with a common message that will be utilized by all workforce system partners.		1.7 ONGOING  See Business Services updates including Salesforce, Employer Forums, and cross-training on business services.



	Goals	Strategies/Initiatives	Benchmarks	Status
	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.		1.1 UNDER DEVELOPMENT  ADWS has requested a Technical Assistance grant from DOL which will engage a contractor to facilitate this project.
		1.2 Develop and implement an action plan to close the basic core, technical, and soft skills gaps in Arkansas.		1.2 ONGOING

NOTE: The “STATUS” Column, Column Four, Is Used To Denote:

- A. COMPLETED** – These are activities that were primarily a “one-time” occurrence or a WIOA implementation activity and does not require an ongoing update.
- B. ONGOING** – These are activities for which progress and/or efforts are still being taken to complete.
- C. UNDER DEVELOPMENT** – These are activities that either a) require more planning or staff to implement or b) have not been implemented due to their dependence upon the completion of other strategic goals first.
- D. CURRENT** – These activities are those that are complete, but also ongoing and have intermittent deadlines and are in current status.