

AGENDA

January 10, 2017

ARKANSAS WORKFORCE DEVELOPMENT BOARD STRATEGIC PLANNING COMMITTEE MEETING

10:00 A.M.

Call to Order

ACTION Item 1: Approval of Minutes of July 12, 2016 and October 11, 2016 Meetings

ACTION Item 2: PY 2016 – 2019 WIOA Combined State Plan Final Revisions

(Please reference reports made at October 11, 2016 meeting as recorded in the minutes)

ACTION Item 3: Revision to Regional and Local

Planning Guidance.....Mike Kennedy, Grants and Resources Administrator
Arkansas Department of Workforce Services

ACTION Item 4: Sector Strategies Implementation Guidance.....Lisa Ferrell, Project Administrator
Arkansas Department of Workforce Services

Development of WIOA Title I-B Policy Manual.....Dr. Claudia Griffin, Project Coordinator
Arkansas Department of Workforce Services

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

Announcements

Adjournment

NEXT MEETING DATE

April 11, 2017

10:00 a.m.
1:00 p.m.

Committees
Full Board Meeting

ACTI, Hot Springs
ACTI, Hot Springs

Embassy Suites Hotel
11301 Financial Centre Parkway
Little Rock, Arkansas



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

January 10, 2016

AGENDA ITEM 1 – ACTION: Minutes of the July 12, 2016 and October 11, 2016 Committee Meetings

RECOMMENDATION: It is recommended that the Strategic Planning Committee approve the minutes of the July 12, 2016 and October 11, 2016 committee meetings.

INFORMATION/RATIONALE: Minutes of the meeting are attached.

UNOFFICIAL

MINUTES
ARKANSAS WORKFORCE DEVELOPMENT BOARD
Strategic Planning Committee
July 12, 2016

A meeting of the Arkansas Workforce Development Board Strategic Planning Committee was held on July 12, 2016, at the Embassy Suites Hotel, 11301 Financial Centre Parkway in Little Rock, Arkansas. Chair Brian Itzkowitz presided with the following members present: Mr. Jeffrey Allen, Ms. Karen Breashears, Dr. Charisse Childers by proxy Ms. Sarah Yager, Ms. Katy Morris, Mr. Mike Preston by proxy Ms. Becky Rheinhardt, and Dr. Julie Roberson. Mr. Chad Bishop, Mr. Robert East, Ms. Melissa Hanesworth, Mr. Michael Newcity and Mayor Harold Perrin were unable to attend.

Chair Itzkowitz recognized a quorum present and called the meeting to order at 10:01 a.m. He welcomed two new members, Mr. Jeffrey Allen and Dr. Julie Roberson, to the committee.

Agenda Item 1 – ACTION – Minutes of the April 12, 2016, Strategic Planning Committee:

Chair Itzkowitz proceeded to Agenda Item 1, asking if there were any additions or corrections to the minutes. The minutes were approved on **a motion by Ms. Karen Breashears, seconded by Mr. Jeffrey Allen, and carried unanimously.**

Chair Itzkowitz asked Mr. Arnell Willis, Arkansas Department of Workforce Services, Workforce Investment Director, to provide an update on the WIOA Combined State Plan and to introduce other state agency representatives who would provide updates on specific areas of the plan.

Agenda Item 2 – PY 2016 – 2019 WIOA Combined State Plan Revisions: Mr. Arnell Willis reported that the WIOA Combined State Plan was submitted on April 1, 2016 through the federal state plan portal. Federal agencies reviewed the plan during the months of April and May, and provided 116 total comments as outlined in the agenda beginning on page six, as well as in Mr. Willis' PowerPoint presentation, which is included in the official meeting file. Mr. Willis stated that all programs had some revisions with the exception of the Unemployment Insurance and Trade Adjustment Assistance programs. He reported that all revisions were keyed, and the revised plan was submitted on May 25, 2016. He added that representatives from the various state agencies are present to present the state plan revisions that were made.

Mr. Willis further explained that the thirteen comments made on the common elements were to gain clarification on the strategic elements, operational elements, state agency information and common assurances, and the program specific plan sections that were already presented in the plan. Mr. Willis then introduced agency representatives to speak on the program specific plan sections as follows: 1) WIOA Title I – Adult, Dislocated Worker, and Youth – Mr. Mike Kennedy, Grants and Resources Administrator, Arkansas Department of Workforce Services, 2)

WIOA Title II – Adult Education & Literacy – Ms. Sarah Yager, Program Operations Manager, Arkansas Department of Career Education, 3) WIOA Title III – Wagner-Peyser – Mr. Mike Kennedy, 4) WIOA Title IV – Vocational Rehabilitation – Ms. Lisa Kelley, Quality Assurance Coordinator, Arkansas Rehabilitation Services and Ms. Katy Morris, Director, Department of Human Services – Division of Services for the Blind, 5) Temporary Assistance for Needy Families – Mr. Derwin Taylor, Program Operations Manager, Arkansas Department of Workforce Services, 6) Jobs for Veterans State Grant – Mr. Mike Kennedy, and 7) Supplemental Nutrition Assistance Program Employment & Training – Ms. Donna Dumond, SNAP Administrator, Arkansas Department of Human Services.

Mr. Mike Kennedy indicated that relative to WIOA Title I – Adult, Dislocated Worker, and Youth programs, clarification was provided in three areas 1) how the rapid response team (the Arkansas Governor’s Dislocated Workers Task Force) responds to natural disasters and how it coordinates with other entities to provide needed emergency services; 2) how participants in the Arkansas Apprenticeship Initiative Grant Program are obtained through referrals from the Arkansas Workforce Centers; and 3) the credential rates for youth, adults and dislocated workers.

Ms. Sarah Yager provided clarification that adult education funding from each grant will be based on a direct and equitable competitive process based on the thirteen considerations of WIOA. Concerning local activities, Ms. Yager clarified that partnerships will be developed with other agencies, training will be provided for the Arkansas career and college readiness framework and training for career pathways in order to establish more partnerships with business and industries, students, and participation by the career development facilitators to provide support for students in each program. Clarification was also provided on distribution of funding for the Integrated English Literacy and Civics Education program and outlined the contents of the program to include responsibilities of citizenship, literacy, job preparation and job training. Ms. Yager stated that quarterly reports will be requested from the field and annual site visits performed with a program review approximately every five years to review policies, procedures and program functions. She further reported that special development will be provided through the Arkansas Learning Resource Center with performance of evaluations of the success and failure rates of the professional developers. Training of career development facilitators (CDF) will be conducted by an Arkansas Career Education staff member who will become a global trainer for CDF.

Mr. Mike Kennedy reported that clarification for Title III – Wagner-Peyser was related to the agriculture outreach plan which included 1) provision of a detailed assessment of need by identifying the top five crops in the state and months of heaviest activity; 2) an explanation of how outreach is conducted for migrant and seasonal farm workers, and the services available to migrant workers and their prospective employers through the Arkansas workforce centers, and 3) a description of collaborations with other entities in providing services to the workers.

Ms. Lisa Kelley provided an outline, which is included in the office meeting file, of the requested clarifications to the WIOA Title IV – Vocational Rehabilitation section of the plan related to

implementation of Section 511 and the pre-employment training transition services; outreach for engaging other agencies (PROMISE grant, Project Search, etc.); identification of all current and projected Vocational Rehabilitation positions; and comprehensive needs assessments. Ms. Kelley offered further details concerning Section 511 limitations on the use of subminimum wage for any agency operating under 14C. New clients will not be referred to subminimum wage providers and clients currently enrolled in a facility will receive counseling on a yearly basis about competitive integrated employment.

Ms. Katy Morris reported that the Division of Services for the Blind was also required to provide clarification on Section 511 related to established procedures, participation in the Technical Assistance and Continuing Education (TACE) Center, and pre-employment transition as detailed in the agenda, WIOA State Plan for the State of Arkansas Requested Revisions.

Mr. Derwin Taylor provided the committee with a handout detailing a summary of TANF State Plan Changes, which is included in the official meeting file.

Mr. Mike Kennedy provided explanations relating to the Jobs for Veterans State Grant on how the state ensures priority services to veterans and the referral process for the veterans outreach employment program; and how the State will ensure our veterans' staff (Disabled Veterans Outreach Program specialists, and Local Veterans Employment Representatives) receive mandatory training within the prescribed time frame (18 months).

Ms. Donna Dumond, Supplemental Nutrition Assistance Program Employment & Training – SNAP Administrator, Arkansas Department of Human Services, reported that Arkansas is one of ten states in the nation selected by the United States Department of Agriculture, Food and Nutrition Service (FNS) to receive two years of technical assistance from SJI, formerly known as the Seattle Jobs Initiative, through the SNAP to Skills Initiative. We currently have twelve Employment and Training counties who offer services, which include White, Drew, Faulkner, Grant, Hot Springs, Independence, Hempstead, Miller, Independence, Crittenden, Union and Sebastian. Eight additional E & T counties, operated by Goodwill Industries, will be added on August 1, 2016 to include Benton, Washington, Baxter, Craighead, Pulaski, Saline, Jefferson and Greene. She reported that these are counties with a large population of able bodied adults who can take advantage of training opportunities and move from SNAP benefits to self-sufficiency. Ms. Dumond stated that the amended State plan has been submitted and approved by FNS. She asked for questions and hearing none, Mr. Arnell Willis reported on approval of the State Plan by federal agencies.

Mr. Willis reported that Governor Asa Hutchinson received a letter on June 27, 2016 via email that the U.S. Departments of Labor and Education approved Arkansas's State Plan, which is considered a transitional plan for the first two years. Five remaining revisions were requested by September 1, 2016 as follows: 1) Goals – address special populations in the goals, 2) Priority of Service for Veterans – describe the referral process for veterans with significant barriers, 3) Adult Education – describe concurrent activities, 4) Jobs for Veterans State Grant – describe

how the state implements and monitors priority of service, and 5) Jobs for Veterans State Grant – provide a listing of all staff and their training completion dates.

Mr. Willis indicated that State agencies will work with their federal agency to address these questions and present an approved response to the board for inclusion in the plan. He further reported that three waiver requests as follows were denied: 1) Baseline Indicator for Credential Attainment Rate; 2) Baseline Indicator for Measurable Skills Gains, and 3) Career Readiness Certificate and WAGE program to be counted as credentials. WAGE was not specifically addressed in the denial letter from the federal agencies; therefore, staff will be following up on this issue.

Chair Itzkowitz posed the question as to whether an explanation was given for not approving CRC and the response was that no specific reason was given for the denial.

Mr. Willis called the committee's attention to the draft executive summary distributed to each member for consideration by the committee. With the committee's approval, the content of the executive summary will be designed graphically and will be used to provide information to the public and other stakeholders regarding the purpose of the State plan. A plain text accessible version of the document will be maintained on the ADWS website.

In conclusion, Mr. Willis reported that the federal agencies will be working to negotiate performance with States by August 15, 2016 for the program year that started on July 1, 2016. The state has until September 1, 2016 to resolve the five remaining deficiencies in the state plan. Mr. Willis asked if the committee had any questions.

Chair Itzkowitz posed a question as to whether the committee wished to meet regarding the remaining deficiencies, or allow the staff to report back prior to submission to the Department of Labor. **A motion was made by Ms. Katy Morris, seconded by Mr. Jeffrey Allen and carried unanimously that the staff resolve the remaining findings and report to committee on the revisions submitted to the U. S. Department of Labor.**

Action Item 3 – Regional and Local Planning Guidance: Chair Itzkowitz proceeded to Action Item 3. He stated that the Workforce Innovation and Opportunity Act (WIOA) requires local workforce development boards and chief elected officials within each of Arkansas's ten established local workforce development areas to submit a local plan and a regional plan. Chair Itzkowitz asked Mr. Mike Kennedy to give a report concerning this agenda item.

Mr. Kennedy indicated that WIOA requires local development boards to submit a local plan and regional plan. He stated that the committee has been provided draft guidance, instructions, and templates for consideration and if approved will be provided to local boards to assist in the submission of their plans by the December 30, 2016 deadline. He then asked for questions. Chair Itzkowitz raised the question as to when the templates will be available to the local boards and the response was that an issuance will be prepared upon approval by the committee. It was reported that the local workforce development boards have reviewed the

draft plan. **A motion was made by Mr. Jeffery Allen, seconded by Ms. Becky Rheinhardt (Proxy for Mr. Mike Preston) and carried unanimously that the committee approve the draft local board planning guide for regional and local planning.**

Committee Action Plan: Chair Itzkowitz then asked Mr. Willis to give a report on the committee action plan which is available as a handout to each committee member.

Mr. Willis briefly reported that the action plan will serve as a blueprint that will be used by committee members in gauging our success in meeting committee responsibilities as identified in the board bylaws and ensuring that the goals and objectives of the state plan are being achieved. He highlighted pages 1, 4, 5, and 6 as examples of how the matrix will assist in quickly identifying the status of the committee's activities. Mr. Willis then asked if the committee members had any questions. Chair Itzkowitz suggested that a process should be in place to reflect an additional action step which will initiate another strategy and benchmark. Mr. Willis indicated that this suggestion will be included in the plan. Chair Itzkowitz expressed appreciation for the staff's work in developing this plan.

Announcement: Chair Itzkowitz announced that the full board will convene at 1:00 p.m. today, and the next meeting of the Strategic Planning Committee will be hosted by Goodwill Industries on October 11, 2016. He again expressed appreciation to the staff as well as appreciation to the presenters for their contributions.

Adjourn: Chair Itzkowitz adjourned the meeting at 10:52 a.m., **on a motion by Ms. Katy Morris, seconded by Dr. Julie Roberson, and carried unanimously.**

Mr. Brian Itzkowitz, Chairman

Arnell Willis, Director Workforce Investment
Department of Workforce Services

*Minutes recorded by Darlister Mitchell
Department of Workforce Services*

UNOFFICIAL

MINUTES
ARKANSAS WORKFORCE DEVELOPMENT BOARD
Strategic Planning Committee
October 11, 2016

A meeting of the Arkansas Workforce Development Board Strategic Planning Committee was held on October 11, 2016, at Goodwill Industries of Arkansas, 7400 Scott Hamilton Drive, in Little Rock, Arkansas. Chair Brian Itzkowitz presided with the following members present: Ms. Karen Breashears, Dr. Charisse Childers by proxy Mr. Jonathan Bibb, Ms. Katy Morris, Mr. Mike Preston by proxy Mr. Steve Sparks, and Dr. Julie Roberson. Mr. Jeffery Allen, Mr. Chad Bishop, Mr. Robert East, Ms. Melissa Hanesworth, Mr. Michael Newcity and Mayor Harold Perrin were unable to attend.

Chair Itzkowitz recognized that a quorum was not present and convened the meeting at 10:05 a.m.

Agenda Item 1 – ACTION – Minutes of the July 12, 2016, Strategic Planning Committee: Chair Itzkowitz stated that the minutes from the July 12, 2016 meeting would carry forward to the next committee meeting since a quorum was not present.

Agenda Item 2 – PY 2016 – 2019 WIOA Combined State Plan Final Revisions: Chair Itzkowitz indicated that the State Plan was approved as of June 27, 2016, with requirements to respond to five final questions. He preceded to Agenda Item 2 – ACTION – PY 2016 – 2019 WIOA Combined State Plan Final Revisions as informational items. Chair Itzkowitz asked Mr. Mike Kennedy, Arkansas Department of Workforce Services (ADWS) – Grants and Resources Coordinator, to provide an update on the WIOA Combined State Plan Incorporation of Special Populations into Plan Goals and Veterans Priority. Due to lack of quorum, the committee could not take action on the WIOA Combined State Plan Final Revisions.

Incorporation of Special Populations into Plan Goals and Veterans Priority: Mr. Kennedy reported that the State Plan was approved by the U.S. Department of Labor and U.S. Department of Education pending a response to five final items, which were considered to be deficiencies, as follows: 1) Goals – address special populations in the goals, 2) Priority of Service for Veterans – describe the referral process for veterans with significant barriers to employment, 3) Adult Education – describe concurrent activities, 4) Jobs for Veterans State Grant – describe how the state implements and monitors priority of service, and 5) Jobs for Veterans State Grant – provide a listing of all staff and their hire dates and training completion dates. These revisions to the State Plan have been submitted and accepted by the U.S. Department of Labor and U.S. Department of Education.

WIOA Title II Adult Education: Ms. Sarah Yager, Arkansas Department of Career Education – Program Advisor, reported on WIOA Title II Adult Education deficiencies as follows: 1) local activities, and 2) integrated English language, both of which were resubmitted and accepted by the U.S. Department of Labor and U.S. Department of Education.

Review of Adult Education and Literacy Applications by Local Workforce Development Boards: Ms. Yager proceeded to report on Review of Adult Education and Literacy Applications by Local Workforce Development Boards. Ms. Yager reported that the Workforce Innovation and Opportunity Act included new responsibilities for local boards to review and make comments on all Request for Proposal (RFP) applications from providers of adult education and literacy activities under Title II of WIOA. Ms. Yager distributed handouts to the Committee, which are included in the official meeting file. The Department of Career Education, Adult Education Division is responsible for developing the criteria used by local workforce boards in their review of adult education and literacy applications. The local boards should consider five items in their review of the RFP for all eligible applicants: 1) demonstrate its participation in carrying out activities related to the development and implementation of career pathways in the local area; 2) describe a plan for fulfilling its education and training and administrative responsibilities as a one-stop operator and for participation on the local workforce board; 3) align adult education and literacy activities with the education and training objectives and activities of the local workforce plan and the One Stop Delivery System, including concurrent enrollment in Title I and Title II programs under WIOA, as appropriate; 4) demonstrate a plan and strategies for effectively working with workforce partners identified by the local plan to share resources; and 5) contribute to regional education and training efforts, including career pathways programs. Ms. Yager completed her report by detailing the instructions for the proposal application process and providing a timeline, which were included in the handout, to guide the local workforce boards in reviewing proposals submitted in response to the RFP. It was noted that the timeline date for Proposal Due to Local Board should be February 10, 2017, not 2016. She also distributed an Adult Education Program contact list by area to the committee members.

Sector Strategies Discussion and Committee Input: Chair Itzkowitz recognized Ms. Lisa Ferrell, Arkansas Department of Workforce Services – Project Coordinator, Discretionary Grants, to provide an update on actions that have been taken in directing workforce investments and meeting employer needs regarding sector strategies.

Ms. Ferrell stated that she will be seeking the committee's input through the completion of a survey that was distributed to each committee member. A copy is on file with the official meeting file.

She reported that \$37 million in federal funding has been administered throughout the state, allowing ADWS to provide training for over 6,000 Arkansans and employment to over 4,500 since 2010. To ensure the employment of individuals, employers are identified and partnerships developed prior to initiating a grant application. The Workforce Innovation and Opportunity Act (WIOA) requires the State to develop regional sectors in order to address workforce needs of multiple employers. The objectives for today included: 1) providing an

overview of Sector Strategies process and outcomes, and 2) receiving input from the Strategic Planning Committee by identifying specific strengths, weaknesses, industry needs from the workforce development system in order to grow the sectors, and areas of desired growth within sectors of the state through meetings with Local Workforce Development Areas, community colleges, and the WIOA Roundtable Sector Strategies Committee. Some long term goals are to obtain data from various sources through work with stakeholders and to develop targeted industries to determine how the workforce system can best provide services. Ms. Ferrell stated that world class sector strategies are driven by (1) great data, (2) a regional vision, (3) industry, (4) strategic alignment, (5) transformation on how services are delivered to job seekers and employers, and (6) how are they measured, improved, and sustained.

Ms. Ferrell indicated that Maher & Maher, a consulting firm that works with the U.S. Department of Labor, is available to assist the regions in the performance of self-assessments, as needed. The committee's attention was called to the PowerPoint presentation on Page 12, LMI Identified and AEDC Target, in which the Arkansas Department of Workforce Services Labor Market Information (LMI) unit identified industries that are strong in the state and targeted by the Arkansas Economic Development Commission. Discussion ensued concerning input from the Strategic Planning Committee, regarding the type of data necessary to strengthen the sectors in the state. Trades identified by the Strategic Planning Committee for addition to the list include advanced manufacturing, industrial maintenance and technology, construction, government workers, and retail. Chair Itzkowitz mentioned public safety, first responders, and education, as identified by the Little Rock Chamber and Little Rock School District. It was agreed that employers desire: 1) simplification and uniformity in funding, as well as the application process across agencies, and 2) training for job seekers, especially the hard to serve population. The inability to secure strong maintenance personnel and the number of vocational technical verses community colleges were identified by the committee as weaknesses.

Committee Action Plan Update: Chair Itzkowitz called on Mr. Arnell Willis, Arkansas Department of Workforce Services – Director of Workforce Investment Development, to provide an update on the committee action plan, over the last quarter, towards meeting the responsibilities assigned to the Strategic Planning Committee. Mr. Willis indicated that the Strategic Planning Committee Action Plan handout, on file with the official meeting file, outlines the committee's responsibilities and provides staff updates on the committee's progress. He stated that all items on the plan are to be completed within four years, which is the state plan cycle. Mr. Willis called attention to the handout and proceeded to provide a detailed report, as outlined in the Strategic Planning Committee Action Plan. There were no questions following the completion of his presentation.

Announcement: Chair Itzkowitz expressed appreciation to the staff as well as appreciation to the presenters for their contributions. He announced that the full board will convene at 1:00 p.m. today, followed by a brief presentation and tour of Goodwill Industries.

Adjournment: In the absence of a quorum, the meeting of the Strategic Planning Committee was dismissed at 11:07 a.m.

Mr. Brian Itzkowitz, Chairman

Arnell Willis, Director Workforce Investment
Department of Workforce Services

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

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

January 10, 2017

AGENDA ITEM 3 – ACTION: Revision to Regional and Local Planning Guidance

RECOMMENDATION: It is recommended that the Strategic Planning Committee approve the markup revisions to the regional and local planning guidance for use by local workforce development boards in transitioning their two-year transitional plans to four-year plans for compliance with the Workforce Innovation and Opportunity Act.

INFORMATION/RATIONALE: The Workforce Innovation and Opportunity Act (WIOA) requires local workforce development boards and chief elected officials within each of Arkansas's ten established local workforce development areas to engage in an integrated regional and local workforce planning process to prepare, submit, and obtain approval of a single collaborative regional plan that incorporates local plans for each of the local areas within a given workforce planning region.

The attached revised guidance was developed by consulting the WIOA law and regulations and the U.S. Department of Labor.

DEPARTMENT OF WORKFORCE SERVICES
ISSUANCE NUMBER PY 16-01, Change 1

Daryl Bassett, Director

January XX, 2017

TO: Local Workforce Development Board Chairs
Local Workforce Development Board Directors
Local Elected Officials

SUBJECT: Regional and Local Planning – Initial Implementation of the Workforce Innovation and Opportunity Act (WIOA)

- I. **Purpose:** The purpose of this workforce system guidance is to provide instructions to local workforce development boards regarding the coordinated submission of transitional regional and local plans for program year (PY) 2016 through PY 2019.
- II. **General Information:** The Workforce Innovation and Opportunity Act (WIOA) requires local workforce development boards and chief elected officials within each of Arkansas's ten established local workforce development areas to engage in an integrated regional and local workforce planning process to prepare, submit, and obtain approval of a single collaborative regional plan that incorporates local plans for each of the local areas within a given workforce planning region. This is a new requirement for local workforce boards. Regional and local plans must comply with the requirements outlined in WIOA and this guidance document, support the strategies described in the State Plan, and be otherwise consistent with the State Plan. **This integrated plan must be submitted to the Arkansas Department of Workforce Services no later than December 30, 2016. A four-year plan must be submitted no later than May 19, 2017.**
- III. **Action Required:**
 - A. **Transitional Regional Plan.** Each local workforce development board and their respective chief elected official(s) must collaborate with the other local workforce boards and chief elected official(s) within their respective planning region to prepare and submit a transitional two-year regional plan for PY 2016 and PY 2017. A transitional regional plan template, which takes into account the transition from WIA to WIOA, has been developed and is included as **Appendix A: PY 2016-PY 2017 Transitional Regional Plan Template**. This appendix provides guidelines for transitional regional planning and instructions to address each required element, as well as the documents and information that must be included.
 - B. **Transitional Local Plan.** A transitional two-year local plan for PY 2016 and PY 2017 for each local workforce development board within a workforce planning region must be developed by the local boards and their respective chief elected official(s), in alignment with the transitional regional plan, and submitted as a component of that regional plan. A transitional local plan template, which takes into

account the transition from WIA to WIOA, has been developed and is included as **Appendix B: PY 2016-PY 2017 Transitional Local Plan Template**. This appendix provides guidelines for transitional local planning and instructions to address each required element, as well as the documents and information that must be included.

- C. **Public Comment Period.** The transitional regional/local plan(s) may be posted as one cohesive document for a 30-day period of public comment. Notification of the posting of the regional/local plan(s) must be made simultaneously to all relevant regional/local stakeholders, as well as to the State.

Any comments received in relation to the content of the draft transitional regional plan (and/or its associated local plan(s)) must be addressed within the plan prior to submission to the Arkansas Department of Workforce Services.

D. **Plan Submission and Approval.**

- 1) 1. **Submission.** All transitional regional/local plan packages must be submitted electronically to the following email by close of business on Friday, December 30, 2016: wioa@arkansas.gov

Note: Transitional regional plans, along with all associated local plans, must be emailed by a regionally designated single point of contact (POC). Plan submission emails must copy all local workforce development board directors and chief elected officials within the region/local workforce development areas and contain the subject line "{Region Name} PY 2016 – PY 2017 Transitional WIOA Regional Plan."

- 2) **Approval.** Region/Local plan(s) submitted to the Department are considered approved if:
- i. the Department provides the regional POC with a notification of approval; or
 - ii. at least 90 days has passed, since the submission of the draft plan, without the regional POC receiving any communication from the Department.

The Department may choose not to approve a draft plan submission for any of the following reasons:

- § Deficiencies exist in activities carried out in WIOA subtitles A and B;
- § The plan does not comply with the applicable provisions of WIOA;
- § The plan does not align with the State Plan;
- § The plan does not include local plan submissions from each of the local workforce development boards within the workforce planning region; or
- § Other reasons as the Department may determine.

- E. **Future Four-Year Planning Requirements.** Following the receipt of the Department's approval comments on a ~~of a~~ region's transitional plan (to include local plans), the workforce planning region must begin to make immediate preparations for the development and completion of WIOA (four-year) planning requirements for submission no later than May 19, 2017. Such planning requirements are satisfied through an expansion of the two (2) year transitional plan into a more comprehensive multi-

year regional plan and local plan and incorporating feedback received from the department regarding the transitional plan. Guidance regarding comprehensive multi-year regional and local planning requirements will be provided at a future date. Feedback will be received from the State Level Review team no later than February 28, 2017. The four-year regional and local plans submitted on May 19, 2017 will be reviewed and feedback provided in order for revisions to be made and local plans to become effective July 1, 2017.

The planning guidance in Appendix A and B should be followed for the content of the four-year plan; however, including information for four years rather than two.

IV. Inquiries: To ensure a successful process in the development of the transitional regional/local plans, the Department is prepared to partner with regions and their local boards in providing any necessary assistance, or in hearing recommendations that may prove helpful to other regions/local areas. Any and all questions or concerns are welcome and may be submitted to the following email: wioa@arkansas.gov

V. Attachments:

Appendix A: PY 2016 – PY 2017 Transitional Regional Plan Template

Appendix B: PY 2016 – PY 2017 Transitional Local Plan Template

Appendix C: Transitional Planning References and Resources

VI. Expiration Date: June 30, 2018

Appendix A: PY 2016 – PY 2017 Transitional Regional Plan Template

WIOA requires regional planning– a broad strategic approach to planning focused on the overarching vision, goals, alignment and shared responsibilities within the region. Arkansas intends to implement a two-tiered regional approach to meeting this requirement by allowing a two-year transitional plan. This approach provides latitude for regions that may not yet be able to fully address all of the outlined elements required in a four-year regional plan.

In addressing the elements outlined below, if the planning region is not fully prepared to provide a complete response to the specified element at the time of plan submission, the region must provide an indication of how the region plans to address the respective element requirement in the forthcoming regional plan. **Please address the following elements in a narrative of 15 pages or less.**

- 1.1. Provide the following:
 - A. A reference name for the planning region;
 - B. Identification of the local workforce development areas that comprise the planning region;
 - C. Identification of the county(ies) each local workforce development area serves;
 - D. Identification of the key planning region committee members charged with drafting the regional plan;
 - E. Indication of the local workforce development area each committee member is associated with; and
 - F. A list of key planning region committee meeting dates. [WIOA Sec. 106(a) and (c)]

- 1.2. Provide a labor market and economic analysis of the workforce development planning region. This regional analysis must include:
 - A. The economic conditions;
 - B. Labor force employment and unemployment data;
 - C. Information on labor market trends;
 - D. Workforce development activities;
 - E. The educational and skill levels of the workforce, including individuals with barriers; and
 - F. The development and implementation of sector initiatives for existing and emerging in-demand industry sectors or occupations for the region.

Indicate the sources of regional labor market and economic data. [WIOA Sec. 106(c)(1)(C)]

- 1.3. Based upon the regional labor market and economic conditions analysis and *Arkansas's Workforce Development Plan (PY 2016 –PY 2019)* describe the planning region's economic and workforce development oriented vision and strategic goals. [WIOA Sec. 106(c) and Sec. 107(d)]

- 1.4. Describe regional strategies used to facilitate engagement of businesses and other employers, including small employers and in-demand industry sector occupations. Describe methods and services to support the regional workforce system in meeting employer needs. [WIOA Sec. 106(c)]
- 1.5. Describe how the planning region will define and establish regional workforce development service strategies. Describe how the planning region will develop and use cooperative workforce development service delivery agreements. [WIOA Sec. 106(c)(B)]
- 1.6. Describe how the planning region will define and establish administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region. [WIOA Sec. 106(c)(E)]
- 1.7. Describe how the planning region will determine and coordinate transportation and other supportive services for the region. [WIOA Sec. 106(c)(F)]
- 1.8. Describe strategies and services the planning region will employ to coordinate workforce development programs/services with regional economic development services and providers. [WIOA Sec. 106(c)(G)]
- 1.9. Describe how the planning region will establish an agreement concerning how the planning region will collectively negotiate and reach agreement with the State on local levels of performance for, and report on, the performance accountability measures described in WIOA Section 116(c), for local areas and the planning region. [WIOA Sec. 106(c)(H)] [proposed 20 CFR 677.210(b) and (c)] and [proposed 20 CFR 679.510(a)(2)]

Appendix B: PY 2016 Transitional Local Plan Template

WIOA requires each local workforce area to develop a local plan that supports and is submitted as a component of its associated regional plan. The narratives framed in the local plan will include more detailed, actionable plans and objectives, consistent with the local plan's respective regional plan strategic visions and goals. In addressing the elements outlined below, if the local board is not prepared to provide a complete response to a specific element at the time of plan submission, a response must be provided that indicates how the local board plans to fully address that particular element in the multi-year plan.

Transitional local plans are not expected to exceed 75 pages.

Section 1: Workforce and Economic Analysis.....	7
Section 2: Strategic Vision and Goals.....	8
Section 3: Local Area Partnerships and Investment Strategies.....	9
Section 4: Program Design and Evaluation.....	13
Section 5: Compliance.....	15
Section 6: Assurances.....	17

Section 1: Workforce and Economic Analysis

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

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

Note: Per WIOA Sec. 108(c), existing economic regional and/or local area analyses may be used if sourced data and/or derived analyses are economically relevant and current (i.e., within two years of the issuance of this guidance).

- 1.2. Provide an analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment needs for in-demand industry sectors and occupations.
[WIOA Sec. 108(b)(1)(B)] and [proposed 20 CFR 679.560(a)]
- 1.3. Provide an analysis of the local workforce, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.
[WIOA Sec. 108(b)(1)(C)] and [proposed 20 CFR 679.560(a)]
- 1.4. Provide an analysis and description of workforce development activities, including type and availability of education, training and employment activities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address the education and skill needs of the workforce and the employment needs of employers in the region.
[WIOA Sec. 108(b)(1)(D)] and [proposed 20 CFR 679.560(a)]

Section 2: Strategic Vision and Goals

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

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

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

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

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

Section 3: Local Area Partnerships and Investment Strategies

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

- 3.1 Taking into account the analysis described in Appendix B - Section 1, describe the local board's strategy to work with the entities that carry out the core programs to align resources available to the local area, in order to achieve the strategic vision and goals described in element 2.1. This analysis should include:
 - A. A description of the local workforce development system; include key stakeholders and entities associated with administrative and programmatic/service delivery functions. Examples include elected officials, advocacy groups, local workforce development board and committee structure, fiscal agent, operator(s), required program partners, and major contractors providing Adult/Dislocated Worker/Youth program elements. Describe respective roles and functional relationships to one another;
 - B. A list of all Arkansas Workforce Centers in the local area; include address, phone numbers, and hours of operation; and
 - C. An attached organization chart that depicts the local board, administrative and fiscal entities, and service providers. [WIOA Sec. 108(b)(1)(F)]
- 3.2 Describe the workforce development system in the local area that identifies the programs that are included in that system and how the local board will work with the entities carrying out core and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et. seq), that support the strategy identified in the State plan under section 102(b)(1)(E). [WIOA Sec. 108(b)(2)]

Note: The six (6) core programs identified by WIOA are: Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser Program, and Vocational Rehabilitation.
- 3.3 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). [WIOA Sec. 108(b)(3)]

- 3.4 Identify and describe (for each category below) the strategies and services that are and/or will be used to:
- A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies;
 - B. Support a local workforce development system that meets the needs of businesses;
 - C. Better coordinate workforce development programs and economic development; and
 - D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs.

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

[WIOA Sec. 108(b)(4)(A) and (B)].

- 3.5 Describe local and regional efforts to support and/or promote entrepreneurial skills training and microenterprise services, in coordination with economic development and other partners. [WIOA Sec. 108(b)(5)]
- 3.6 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]
- 3.7 Describe efforts to coordinate supportive services provided through workforce investment activities in the local area, including facilitating transportation for customers. [WIOA Sec. 108(b)(11)]
- 3.8 Describe strategies to implement the operational goals of the local one-stop system, maximizing coordination of services provided by the State's employment services under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), and the local board's service providers in order to improve services and avoid duplication. [WIOA Sec. 108(b)(12)]

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

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

§ Active

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

§ Emerging

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

§ Exploring

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

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

Section 4: Program Design and Evaluation

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

- 4.1 Describe the one-stop delivery system in the local area including:
- A. The local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted service providers and providers on the eligible training provider list, and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]
 - B. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology, and through other means. [WIOA Sec. 108(b)(6)(B)]
 - C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)] (See Appendix C: *Transitional Planning References and Resources*)
 - D. List all required and optional program partners; indicate the program(s) each partner provides and the physical location where the program(s) can be accessed. Describe the roles and resource contributions of the partners. [WIOA Sec. 108(b)(6)(D)]
 - E. Describe how the workforce centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs [WIOA Sec. 108(b)(21)]
- 4.2 Describe the local board's assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. [WIOA Sec. 108(b)(7)]
- 4.3 Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities. [WIOA Sec. 108(b)(8)]
- 4.4 Describe the local board's assessment of the type and availability of youth workforce activities, including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]

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

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

(See Appendix C: *Transitional Planning References and Resources*)

- 4.6 Describe how training services will be provided in accordance with WIOA Sec. 134(c)(3)(G), the process and criteria for issuing individual training accounts. [WIOA Sec. 108(b)(19)]
- 4.7 If contracts for training services are used, describe processes utilized by the local board to ensure informed customer choice in the selection of training programs, regardless of how the training services are to be provided. [WIOA Sec. 108(b)(19)]
- 4.8 Describe the process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 108(b)(22)] and [WIOA Sec. 134(c)(3)(G)(iii)]

Section 5: Compliance

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

- 5.1 Describe the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board and the Vocational Rehabilitation programs operated in the area with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Sec. 108(b)(14)]
- 5.2 Identify the entity responsible for the disbursement of grant funds as determined by the Chief Elected Official(s). [WIOA Sec. 108(b)(15)]
- 5.3 Describe the competitive processes to award the subgrants and contracts for activities funded by WIOA Title I programs within the local area. This includes, but is not limited to, the process used to award funds to a one-stop operator and other sub-recipients/contractors of WIOA Title I adult, dislocated worker, and youth services. [WIOA Sec. 108(b)(16)]
- 5.4 Describe the local area's negotiated local levels of performance for the federal measures and their implications upon the local workforce system; attach the completed Performance Targets Template. [WIOA Sec. 108(b)(17)]

Note: See Appendix C: Transitional Planning References and Resources "Performance Targets Template".

- 5.5 Describe the indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), eligible providers and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]
- 5.6 Describe the process used by the local board for the receipt and consideration of input into the development of the local plan in compliance with WIOA section 108(d). Describe the process to provide an opportunity for public comment prior to submission of the local plan. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plan. [WIOA Sec. 108 (b)(20)]
- 5.7 Prior to the date on which the local board submits a proposed local plan, the proposed local plan must be made available to members of the public through electronic and other means.
 - A. Describe how the local board made the proposed local plan available for public comment. [WIOA Sec. 108(d)(1)];

- B. Describe how the local board collected and considered public comments for inclusion in the proposed local plan. [WIOA Sec. 108(d)(2)]; and
 - C. If any comments were received that represent disagreement with the proposed local plan, include such comments within the local plan's attachments. [WIOA Sec. 108(d)(3)]
- 5.8 List the name, organization, and contact information of the designated equal opportunity officer for each workforce center within the local area.

Section 6: Plan Assurances

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

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

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

Appendix C: Transitional Planning References and Resources

I. State of Arkansas's Combined Workforce Development Strategic Plan (*State Plan*)

On July 22, 2014, President Obama signed the Workforce Innovation and Opportunity Act (WIOA) providing a framework for Governors and states to make changes to their workforce systems. The federal law sets the parameters for the workforce system which is an integral part of the State's ability to serve jobseekers and employers. WIOA will enable the State to align workforce priorities across multiple partners, training providers, employers and others to ensure we are creating a skilled workforce for today and the future.

An effective workforce development system will be built on a foundation of alignment, innovation, employer engagement, accountability structures and improved data. Arkansas will look beyond WIOA to set broad goals for a comprehensive workforce development system. We will do this by providing the highest quality of service to jobseekers and employers through well-coordinated approaches at the state and local levels. System access will be enhanced through the use of technology and creative partnerships with community organizations and other service providers. While access will be improved for all jobseekers, the provision of services and training will be focused on those most in need and hardest to serve.

The four main goals in the State's Combined WIOA Plan are as follows:

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

Goal 1 Objectives:

1. Expand employer partnerships through the support of industry engagement.
2. Identify and promote best practices (private and public) for developing and sustaining partnerships.
3. Expand partnership with economic development to refine sector strategies.
4. Improve communication/participation between education entities, local and state boards, government agencies, community-based organizations, and employers.
5. Increase accountability and clarity of action between all workforce related boards.
6. Increase the utilization of Registered Apprenticeship programs as viable talent development opportunities.
7. Increase connections with employers and Vocational Rehabilitation agencies to provide support and employment for youth and adults with disabilities.
8. 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.
9. Explore data sharing opportunities with non-governmental organizations that are committed partners to the state's workforce center system that will lead to improved intake, referral, and case management for customers served by multiple agencies (both public and private).
10. Expand small business participation.

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

Goal 2 Objectives:

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.
2. Develop an integrated data system that will enable the sharing of information between partner agencies to more efficiently service both employers and jobseekers.
3. Promote training that leads to industry recognized credentials and certification.
4. Support transportable skill sets for transportable careers.
5. Support career pathways development and sector strategy initiatives as a way to meet business and industry needs.
6. Expand service delivery access points by the use of virtual services.
7. Develop a common business outreach strategy with a common message that will be utilized by all workforce system partners.
8. Develop a menu of services available at each service delivery access point that provides a list of the services and training opportunities available through Arkansas's talent development system.
9. Utilize customer satisfaction surveys to ensure continuous improvement of the State's talent development system.
10. Explore data sharing opportunities with non-governmental organizations that are committed partners to the state's workforce center system that will lead to improved intake, referral, and case management for customers served by multiple agencies (both public and private).

Strategic Goal 3: Increase awareness of the State's Talent Development System

Goal 3 Objectives:

1. Increase access to the workforce development system through a no wrong door approach to services.
2. Change employer and jobseeker perceptions of the workforce system.
3. Develop an image-building outreach campaign that educates Arkansans about the services and the career development opportunities available in the State.
4. Utilize technology, including social media and search engine optimization, to better connect jobseekers and employers with the talent development system in Arkansas.
5. Develop a user-friendly website that provides a common repository of information about career development opportunities that are relevant to K-12 education, parents, educators, adults, employers, government agencies, and the general public.

Strategic Goal 4: Address Skills Gaps

Goal 4 Objectives:

1. Conduct a statewide skills and asset analysis to determine the skills gap present and resources available to solve the skills issue.
2. Develop and implement an action plan to close the basic core, technical, and soft skills gaps in Arkansas.

3. Analyze the effectiveness of currently used job readiness standards and ensure coordination between the Arkansas Career Readiness Certificate program and the Workforce Alliance for Growth in the Economy (WAGE) program.

PY 2016 – PY 2019 Combined State Plan to be found at <http://dws.arkansas.gov/wioa.htm>

II. State Policy and Guidance.

State policy can be found at <http://dws.arkansas.gov/wioa.htm>

III. Labor Market and Workforce Information.

A. Discover Arkansas

Labor Market Information Portal Arkansas Labor Market Information (LMI) is posted online using the Discover Arkansas web portal located at www.discoverarkansas.net and is available to the general public.

B. Arkansas State Plan Economic and Workforce Analysis

The Arkansas Combined State Plan includes an analysis of the current workforce. The data provided in Section II of the state plan under strategic elements may be very helpful to local boards in conducting a local area and regional economic and workforce analysis.

To provide local workforce boards in the state with tools for development planning in their own areas, data were downloaded and prepared from the Arkansas Department of Workforce Services Labor Market Information (LMI) website, <http://www.discoverarkansas.net>. These data were then turned into interactive visualizations, which are available at the following websites. These visualizations can be downloaded as an image or in PDF format. The goal is to help stakeholders at the state and local level better understand future industry and occupational needs and to provide workforce development boards with the tools needed to better serve their areas.

The data available at <http://arkansasresearchcenter.org/arc/index.php?cID=153> includes:

- § Industries in 2012
- § Job Growth in 2022
- § Projected Job Growth by Workforce Development Area
- § Projected Job Growth by Industry
- § Percent Workforce in 2022

These data demonstrate the current makeup of the workforce by major industry, as well as projections of the number of jobs these industries will need in 2022. To the right of the visualizations are "filters" to help explore the data choosing multiple regions to compare, such as United States vs Arkansas, Arkansas vs. workforce region, or directly compare regions.

The data available at <http://arkansasresearchcenter.org/arc/index.php?cID=154> includes:

- § Arkansas Occupations, Current and 2022 Projections, which includes data visualizations concerning occupations in Arkansas, both currently and projections for 2022. Occupations are listed by their Standard Occupation Code (SOC) title. The SOC system is hierarchical. SOC Major codes are the top level occupational areas, such as "Construction and Extraction Occupations." At the next level would be SOC Minor, one of which for the above would be "Construction Trades Workers." Finally there is SOC Detail, such as "Stonemasons" or "Carpenters." This web tool allows users to manipulate the data by indicating the level of detail desired.

IV. PY 2016 Performance Targets Template. (Attached)

V. Other Resources.

- § TEN 1-15; Promising Practices in Achieving Universal Access and Equal Opportunity: A Section 188 Disability Reference Guide; July 6, 2015
- § TEGL 37-14; Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System; May 29, 2015
- § Americans with Disabilities Act (ADA)

Transitional PY2016 – PY 2017 Local Plan

Appendix C: Local Area WIOA Negotiated Performance Goals

Name of local workforce development area:

WIOA Performance Measures	Local Area PY15 Performance Goals
Employment (Second Quarter after Exit)	
Adult	%
Dislocated Worker	%
Youth	%
Employment (Fourth Quarter after Exit)	
Adult	%
Dislocated Worker	%
Youth	%
Median Earnings (Second Quarter after Exit)	
Adult	\$
Dislocated Worker	\$
Youth	\$
Credential Attainment Rate	
Adult	%
Dislocated Worker	%
Youth	%
Measurable Skill Gains	
Adult	Baseline
Dislocated Worker	Baseline
Youth	Baseline
Effectiveness in Serving Employers	
Adult	Baseline
Dislocated Worker	Baseline
Youth	Baseline

Baseline Indicator Explanation: Each State submitting a Unified or Combined Plan is required to identify expected levels of performance for each of the primary indicators of performance for the first two years covered by the plan. The State is required to reach agreement with the Secretary of Labor, in conjunction with the Secretary of Education on state adjusted levels of performance for the indicators for each of the first two years of the plan.

To effect an orderly transition to the performance accountability system in Section 116 of the WIOA, the Departments will use the transition authority under WIOA sec. 503(a) to designate certain primary indicators of performance as “baseline” indicators in the first plan submission. A “baseline” indicator is one for which States will not propose an expected level of performance in the plan submission and will not come to agreement with the Departments on adjusted levels of performance. “Baseline” indicators will not be used in the end of the year performance calculations and will not be used to determine failure to achieve adjusted levels of performance for purposes of sanctions. The selection of primary indicators for the designation as a baseline indicator is made based on the likelihood of a state having adequate data on which to make a reasonable determination of an expected level of performance and such a designation will vary across core programs.

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

January 10, 2017

AGENDA ITEM 4 – ACTION: Sector Strategies Implementation Guidance

RECOMMENDATION: It is recommended that the Strategic Planning Committee approve the attached guidance for use by local workforce development boards to implement sector strategies under the Workforce Innovation and Opportunity Act.

INFORMATION/RATIONALE: The publicly funded workforce system envisioned by the Workforce Innovation and Opportunity Act (WIOA) is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of regional economies. In collaboration with partners, it aligns workforce development, education, and economic development programs and resources with regional economic development strategies to meet the needs of local and regional employers and provide comprehensive, accessible and high-quality career opportunities for job seekers and workers. Achieving this vision for the workforce system depends upon the development and implementation of industry sector strategies. This is a new requirement for local workforce development boards and required by WIOA.

DEPARTMENT OF WORKFORCE SERVICES
ISSUANCE NUMBER PY 16-XX

Daryl Bassett, Director

January XX, 2017

TO: Local Workforce Development Board Chairs
Local Workforce Development Board Directors
Local Workforce Development Board Members
Local Elected Officials

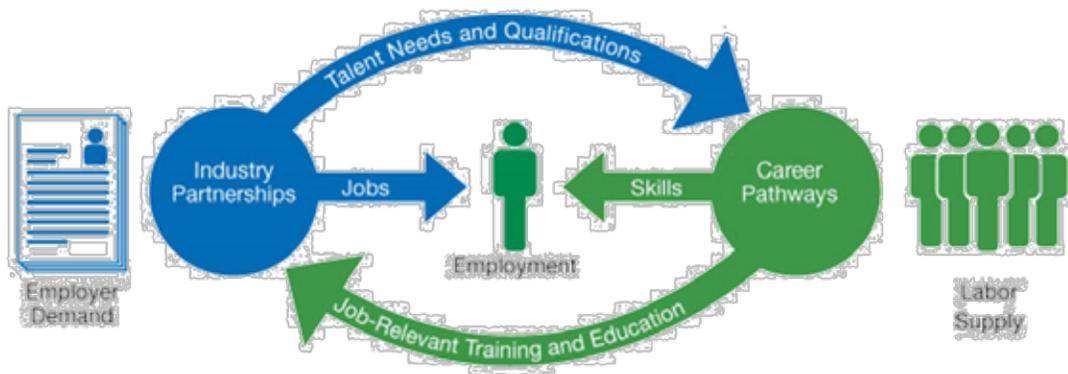
SUBJECT: Guidance for implementation of Sector Strategies under the Workforce Innovation and Opportunity Act (WIOA)

I. Purpose: The purpose of this workforce system guidance is to provide instructions to local workforce development boards (LWDB) and the state regarding the use of a sector strategies approach. Local workforce development board directors are expected to share this guidance with their respective board chairs and local elected officials.

II. General Information: The publicly funded workforce system envisioned by the Workforce Innovation and Opportunity Act (WIOA) is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of regional economies. In collaboration with partners, it aligns workforce development, education, and economic development programs and resources with regional economic development strategies to meet the needs of local and regional employers and provide comprehensive, accessible and high-quality career opportunities for job seekers and workers. Achieving this vision for the workforce system depends upon the development and implementation of industry sector strategies. This is a new requirement for local workforce boards.

III. Action Required: Local workforce boards shall engage in employer-led sector strategy planning. The following pages describe best practice characteristics of sector strategies that shall be included in the strategies developed by each local board. Further, the role of the state and the local board is defined and shall guide the work at each level of the system.

- A. Definition of Sector Strategies.** Sector strategies are regional, industry-focused approaches to building skilled workforces and are among the most effective ways to align public and private resources to address the talent needs of employers. While the approach is not new, there is a growing body of evidence showing that sector strategies can simultaneously improve employment opportunities for job seekers and the competitiveness of industries. As such, several national initiatives and federal laws (including the Workforce Innovation and Opportunity Act) are driving workforce organizations to embrace these approaches to meet both the needs of workers and the needs of the economy.



Best practice sector strategies are:

- Driven by High-Quality Data – Demographic and economic data should be regularly reviewed by workforce development, economic development and education partners to understand the economy and the workforce of the region.
- Founded on a Regional Vision – Workforce development, economic development and education partners should be aligned on a common talent pipeline development vision.
- Directed by Industry – Data alone is not sufficient to guide the development of sector strategies. Employers in target sectors must drive strategy development.
- Lead to Strategic Alignment – Strategic plans, policy, and resource investment decisions of all partners should be coordinated and aligned to shared strategic priorities.
- Transform How Services (jobseeker/worker and employer) are Delivered – Customer engagement, service planning and delivery, and service delivery staffing and organization for individual and business customers should reflect a focus on and familiarity with targeted industry sectors, with well-trained service partners aligned around shared strategies.
- Measured, Improved, and Sustained – Outcomes for employers and jobseekers/workers and systems change outcomes (e.g. better alignment and investment of resources) should be regularly measured, and strategies adjusted as necessary to ensure continuous improvement. Sustainability should be a focus from the outset to ensure the long-term leveraging of funding and other resources from diverse sources.

B. The State’s Role in Supporting Sector Strategies. The State’s role shall be to set the right conditions — through public policy, one time, local capacity building, and other areas — so that sector strategies and sector partnerships thrive. Ways in which the state does this is by:

- Creating a **shared vision**, across key agencies, of sector strategies that focuses on serving and positively impacting the state’s economy, its employers, and job seekers and workers
- **Providing rigorous labor market data and effective tools** to help local and regional sector partnerships make informed decisions about education and training investments
- **Providing technical assistance** to local and regional areas to expand their capacity to build quality sector partnerships
- **Promoting** the value of sector partnerships and actively recruiting industry champions to participate
- Ensuring that the necessary **policies** are in place that help establish, sustain, and/or scale local

- sector partnerships
- Measuring and promoting sector strategy success

The Governor’s Workforce Cabinet will be engaged in supporting sector strategies and will lead cross agency cooperation to implement sector strategies, including aligning business services strategies across agencies.

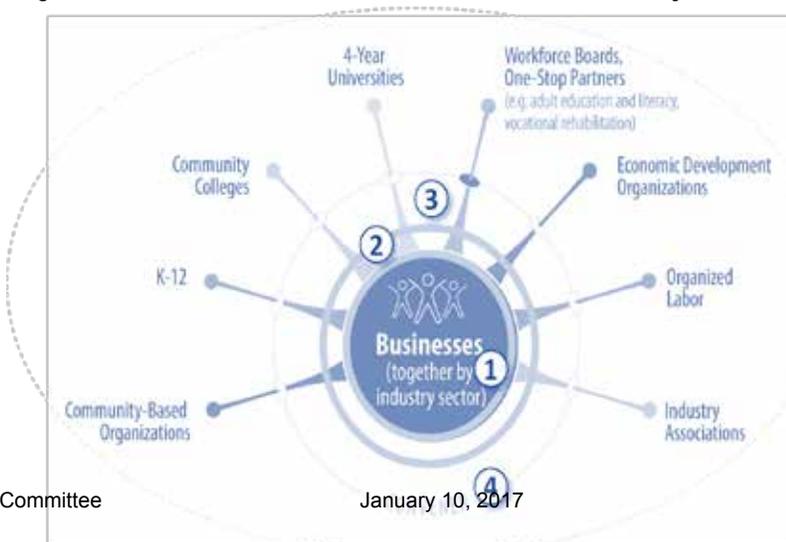
C. Roles of the Local Workforce Board. While all planning and decisions should be employer-driven, Local Workforce Boards shall play one or more roles in development and implementation of sector strategies:

- Intermediaries/conveners: Convene employers and stakeholders, coordinate fundraising, lead change process, serve as champions
- Fiscal agents: Manage funding streams and pursue grants and other resources, align and braid resources, coordinate regular asset-mapping to support sector work
- Service delivery leaders: Provide direction and support to ensure that workforce center service delivery for business and individual customers is aligned to sector-driven goals and priorities
- Service broker: Connect local and regional partners to coordinate and broker supporting services offered by economic development organizations, community-based organizations, and other service providers
- Data and information providers: Provide labor market information, workforce trend data, and other sources of intelligence to support data-driven decision making and sustain and improve sector strategies over time
- Supportive partner: Provide logistical and coordinating support, convening space, and staff support to develop the work of the sector partnership

It is critical that government entities, training providers, local chambers and other stakeholders are engaged and that LWDBs lead cross-agency cooperation to implement sector strategies, including aligning business services strategies across agencies.

D. Formation and Structure of Sector Partnerships. Local workforce boards shall form sector partnerships for their target industry sectors as part of their sector strategy approach. Sector partnerships (sometimes referred to as industry partnerships, workforce collaboratives or regional skills alliances, among other terms) are the foundation of a sector strategy approach. These partnerships are led by businesses—within a critical industry cluster—working collaboratively with workforce areas, education and training, economic development, labor, and community organizations. Sector partnerships are the vehicles through which industry members voice their critical

human
where
solutions
businesses
and
sector



resource needs and customized regional for workers and are formed. Planning decisions within the partnership are employer-driven.

Sector partnerships should:

1. **Put businesses at the middle** of the conversation, brought together at scale by industry. At this level, partners discover pressing and often broader workforce challenges from businesses, which are driving the conversation.
2. **Treat businesses as partners**, no longer just the end customer. In this model, community partners work with businesses to build customized solutions, rather than provide off-the-shelf program-based solutions.
3. **Align partners**. Sector partnerships are driven by solutions; solutions that, more often than not, require multiple partners collaborating and leveraging programs and funding.
4. **Have a credible third party “convener.”** This entity could be a local workforce development area or another organization – whomever has the most trust and credibility with the target industry. The convener acts as a neutral body, serving as the liaison to industry, guiding the partnership, and aligning partners.
5. **Be convened on a regional scale.** Because labor markets and industry clusters cross county and service area lines, so too must sector partnerships.

Sector partnerships may be categorized as active, emerging, or exploring as defined below:

Active

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

Emerging

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

Exploring

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

- E. **Framework for Planning Regionally and Implementing Sector Strategies.** The planning process outlined here shall be used by local workforce development boards to maximize resources and operate more collaboratively.



1. **GATHER DATA TO DESCRIBE THE REGIONAL ECONOMY** – Establish data benchmarks and gather other information that fully describe the economic and workforce development assets and needs of the region including:
 - Economic conditions, including existing and emerging in-demand industry sectors and occupations;
 - Knowledge and skills needed to meet regional employer needs, emphasizing employer needs in in-demand industry sectors and occupations; and
 - An analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.

2. **FORM REGIONAL PLANNING TEAM** -A regional planning team that represents all workforce, education and economic development partners should be convened to guide sector strategy development. This team should be responsible for designing and ultimately implementing strategies and guiding the workforce transformation effort. In addition to Economic Development and Education (K-12, Adult Ed, community colleges and four-year institutions) and other required partners, there should also be business representation. For those regions where sector approaches are already a reality, those representatives should of course be recruited from the targeted industry sectors.

3. **FORM A SHARED VISION FOR THE WORKFORCE SYSTEM** – The regional planning team should be able to envision how the Talent Development system will look, act, and fulfill its role of providing a talent pipeline in the regional economy. The vision should be future-focused, inclusive, exploratory and holistic, and action-oriented and should consist of the following elements:
 - The needs of business and workers drive workforce solutions;

- Arkansas Workforce Centers provide excellent customer service to jobseekers and employers and focus on continuous improvement; and
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

4. **ASSESS TALENT NEEDS AND COMPLETE SWOT ANALYSIS** - One of the regional planning team's key tasks is to conduct a comprehensive SWOT analysis—an assessment of the region's strengths, weaknesses, opportunities, and threats—in order to provide additional information to feed development of the vision for the regional workforce system's future. A SWOT analysis is used to identify the internal and external factors either favorable or unfavorable, to transforming the workforce system. Inputs to the analysis should include the critical regional data developed in Step #1 and, at least as important, the on-the-ground knowledge, information, understanding and guidance provided by the regional partners who constitute the planning team.

The SWOT analysis essentially creates a picture of the region in terms of positive and negative attributes and trends in the context of the content of the vision. The analysis is then used to guide development of the strategies to be used to achieve the vision (Step #5), and ultimately the formulation and prioritization of implementation action items in Step #6.

5. **DEVELOP STRATEGIES AND ALIGN RESOURCES** – The nature and extent of the strategies created will be a product of where the region finds itself in relation to the vision, the content of the SWOT analysis and, quite frankly, just how determined and ambitious regional leaders are in approaching the vision. In order to develop—and successfully implement—a plan for regional workforce system transformation, partners must craft strong and well-articulated strategies and related goals.

Strategies should be:

- Transformational in nature – They should focus on outcomes and will alter the way workforce-related organizations work. Vertical integration – boardroom to mailroom – as well as horizontal integration – across and among partners - should be reflected in the work activities and in how organizations collaborate toward achieving them.
- Aligned to the regional future vision – They should demonstrate that planned activities have a reasonable chance of advancing the regional economy and workforce in the direction of the team's future vision.
- Demonstrate aligned and leveraged resources – While not all regional resources are known at the time that the plan is written – indeed not all costs will have been specifically identified – the regional plan should demonstrate that stakeholder organizations are committing their individual resources toward a common vision, and that outside resources are being sought and aligned to leverage the budgets of key stakeholder organizations, in particular, workforce education and training programs.
- Comprehensive - From the identification of targeted industry clusters, to the alignment of workforce and educational resources around talent development to support those industries, through to the issue of sustainability and governance over time, the plan should demonstrate a thoughtful and comprehensive approach to meeting objectives.
- Offer enough information to introduce accountability for implementing agreed-upon strategies and achieving goals – The plan should demonstrate enough specificity to allow the team to measure its success over time, and to course-correct as needed to achieve the regional vision.

Goal statements should show who will be responsible for a stated outcome and include a timeline for each task's completion.

Specifically, strategies which expand apprenticeship opportunities in non-traditional industry areas (e.g., information technology, advanced manufacturing, health care, etc.) should be considered by local workforce development boards, employers and training providers.

6. **IMPLEMENT, ASSESS, ADJUST AND SUSTAIN** As sector partners move from planning to implementation of strategies, it is critical to identify key measures that will be assessed to gauge impact and results and drive continuous improvement efforts. These should include business-defined measures, such as increased skill levels of applicants, reduced turnover, and increased productivity and related cost savings. With regard to job seekers and workers, measures beyond those mandated by funding streams are important: not just job placement or short-term retention, but placement and retention in jobs related to training provided, as well as longer-term career progression outcomes. Measuring customers' perspectives on service accessibility, value, and results is similarly important to driving continuous improvement. Review of sector strategy impacts on industry growth and workforce skill attainment over time are critical assessments.

- F. **Strategies for Sustaining Sector Strategies.** Sustaining sector strategies hinges on aligning and investing existing funding to support this work, securing additional resources to support the work, and ensuring that partners are contributing staff, expertise, and other non-financial support long-term.

Building sustainability and scale requires attention from the outset. Embedding sector strategies as a "way of doing business" and a driver of strategic and service planning and delivery ensures that partners are not reliant upon a single source of funding to continue their efforts, and that efforts and investments are integrated to support long-term success.

- G. **Employer-Led Sector Strategy Planning.** Local workforce boards shall engage in employer-led sector strategy planning as outlined in this policy. Local workforce boards shall articulate their employer-led sector strategy planning efforts through the development of a work plan which identifies the roles and responsibilities of the board and its partners and timelines for implementation.

Sector strategy planning is an ongoing effort and should not be viewed as a one-time activity to meet immediate WIOA local planning efforts. The sector strategy work plan is a living document and should be referenced and updated regularly by the local workforce development board to meet the changing workforce development needs in a regional economy.

IV. Related Resources: Additional tools and resources are available on the Employment & Training Administration's Community of Practice website (workforcegps.org) at <https://businessengagement.workforcegps.org/resources/2016/08/16/15/22/Sector-Strategies-Resources> . Specific resources that may be useful include:

- Deeper Dive into Demand-Side Data: Identifying Target Sectors
- Industry Engagement: An Overview
- How to Ensure the Sustainability of a Successful Sector Strategy: An Overview
- Deeper Dive into Supply-Side Data: Identifying Occupations & Skill Sets Aligned to Target Industries

V. Inquiries: Any and all questions or concerns are welcome and may be submitted to the following email:
wioa@arkansas.gov

VI. Expiration Date: Ongoing