



Northwest Arkansas  
Workforce Development Area  
Regional and Local Plan  
Program Years 2016, 2017, 2018 and 2019

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## Northwest Arkansas PY 2016 – PY 2019 Regional Plan

The Workforce Innovation and Opportunity Act of 2014 (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.

### 1.1 Provide the following:

- A. A reference name for the planning region;

Northwest Arkansas Workforce Development Area (NWAOWDA).

- B. Identification of the local workforce development areas that comprise the planning region;  
Northwest Arkansas Workforce Development Area.

- C. Identification of the county(ies) each local workforce development area serves;  
Baxter, Benton, Boone, Carroll, Madison, Marion, Newton, Searcy and Washington counties in Arkansas.

- D. Identification of the key planning region committee members charged with drafting the regional plan;

Planning committee members who participated in the development of this plan include Board members Steve Percival, Keith Vire, John Dyess, Billie Reed; CEO Peter Christie; Title IB Donna Carney, Janie Wheeler, Joe Willis, Jeremy Ragland; Title II Alice Scroggins, Robbie Cornelius, Ben Aldama, Kathleen Wood; Title III Jana Kindall, Doyce Hill, John Jones; Title IV Amy Jones and Carolyn Jackson.

- E. Indication of the local workforce development area each committee member is associated with; Northwest Arkansas Workforce Development Area; and

- F. A list of key planning region committee meeting dates. [WIOA Sec. 106(a) and (c)]

- Core 4 Partner meetings were held April 17, July 24, August 24, September 4, October 7, November 4, November 20 and December 15 during 2015.
- Core 4 Partner meetings were held January 15, March 23, May 23, June 22, July 27, August 24, September 29, October 21, during 2016.
- Core 4 Partner meetings were held January 13, March 2, April 26, 2017. Meetings continue to be scheduled for the fourth Wednesday of each month.
- Arkansas' ten Local Workforce Board Directors met and worked together on plans May 24, June 14, July 29, August 23, and September 28 during 2016.
- Northwest Workforce Board and its committees met September 7, 2016, December 7, 2016, March 1, May 14 and June 7, 2017 and by email.

- A. 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)]

**A. The Economic Conditions**

The economy of Northwest Arkansas is robust and growing. As the fastest growing area of Arkansas, we are experiencing a resurgence of jobs. Infrastructure is struggling to keep pace with the growth and construction in Benton and Washington Counties. The diverse region is home base to Fortune 500 companies -- Walmart, J.B. Hunt, Tyson and many other corporations. The Crystal Bridges Museum, the Amp, University of Arkansas at Fayetteville, Research Park, Arvest Ballpark which is the home of the Northwest Naturals Baseball Team, Buffalo National River, and the Ozarks National Forest are just a few of the many varied venues that bring tourists into our area. The Northwest Region includes the Metropolitan Statistical Area of Fayetteville-Springdale-Rogers which includes Washington, Benton and Madison Counties in Arkansas and McDonald County in Missouri. The region also includes the Micropolitan Statistical Areas of Harrison and Mountain Home as well as rural low population and poorer counties.

The Northwest Arkansas Council is a vibrant driver in Benton and Washington Counties. The Council conducts and reports in the NWA Regional Workforce Assessment each year. According to the website [findingnwa.com](http://findingnwa.com), launched recently by the Northwest Arkansas Council, Northwest Arkansas is home to three Fortune 500 companies – Walmart, Tyson, and J.B. Hunt – over 1,400 corporate subsidiary offices, and well known consumer brands. NWA has built a world-class infrastructure of professional and technical services to support its flagship industries and their employees.

Regional employers have attracted a dynamic, culturally diverse workforce. Northwest Arkansas has nearly seven times the national average of headquarters and management positions, as well as a per capita personal income almost 10% above the national average.<sup>1</sup> NWA is great for business, great for life.

A workforce demand is a good challenge to face. NWA has a consistently low unemployment rate, most recently at 2.8%.<sup>2</sup> Our population reflects the demand as well, NWA is adding about 31 new residents every day, making us one of the fastest growing metros in the U.S.\*

<sup>1</sup>U.S. Bureau of Economic Analysis, 2015

<sup>2</sup>Center for Business and Economic Research, May 2016

<sup>3</sup>U.S. Census Bureau, 2015

2017 Census Population and Income data from Discover Arkansas

<http://www.discover.arkansas.gov/Local-Area-Statistics/Northwest-Arkansas-Excel-Version>

County	Population	Personal Income	Per Capita Income	Median Household Income
Northwest	644,174	\$35,905,823	\$343,728	\$383,065
Baxter	41,093	\$1,459,527	\$35,293	\$40,072
Benton	266,300	\$21,712,367	\$81,533	\$61,271
Boone	37,212	\$1,283,387	\$34,333	\$40,727
Carroll	27,782	\$921,871	\$32,990	\$39,686
Madison	15,907	\$587,122	\$35,934	\$42,894
Marion	16,374	\$485,964	\$29,581	\$36,113

Newton	7,898	\$221,506	\$28,297	\$38,134
Searcy	7,925	\$213,409	\$26,884	\$36,716
Washington	223,683	\$9,020,670	\$38,883	\$47,452

B. Labor Force employment and unemployment data

Sourced from <http://www.discover.arkansas.gov/Local-Area-Statistics/Northwest-Arkansas-Excel-Version>

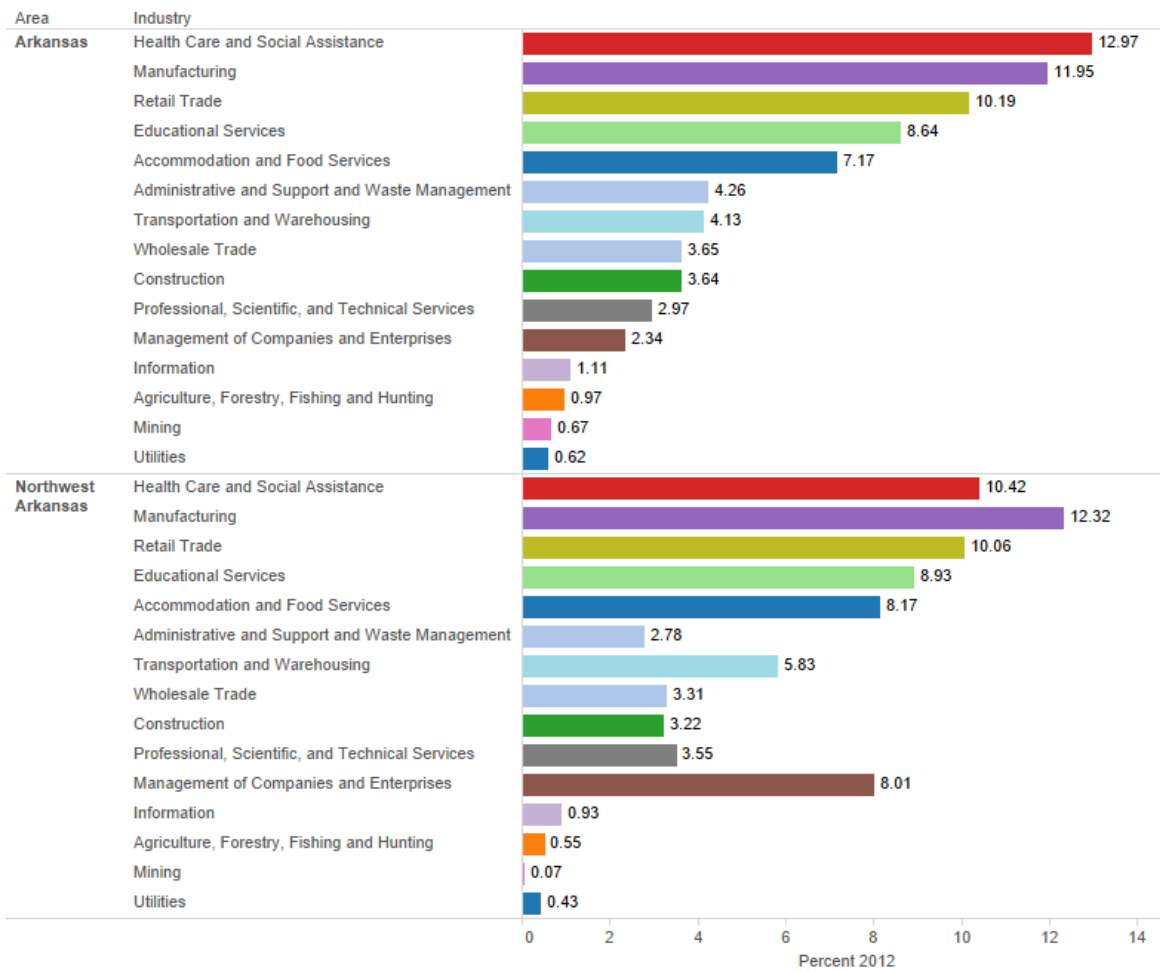
Unemployment and Labor force Statistics March 2019

<b>Area/County</b>	<b>Civilian Labor Force</b>	<b>Number of Employed</b>	<b>Number of Unemployed</b>	<b>Unemployment Rate %</b>
Northwest	326189	317569	8620	2.6
Baxter	16535	15852	683	4.1
Benton	136518	133067	3451	2.5
Boone	16115	15602	513	3.2
Carroll	12319	11906	413	3.4
Madison	7388	7217	171	2.3
Marion	6454	6184	270	4.2
Newton	3352	3232	120	3.6
Searcy	2937	2802	135	4.6
Washington	124571	121707	2864	2.3

A. Information on Labor Market Trends

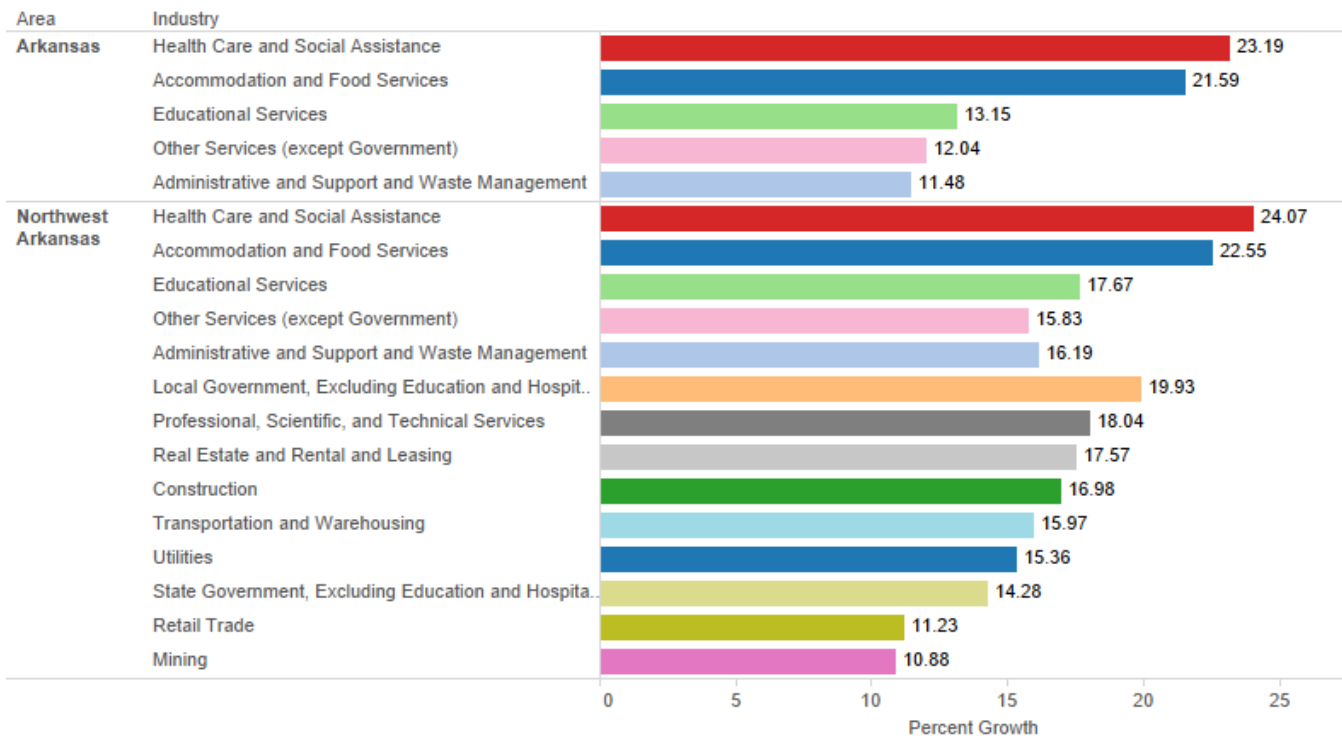
Graphs and Charts sourced from Arkansas Research Center  
<http://arkansasresearchcenter.org/arc/index.php?cID=153>

## Jobs by Industry 2012



The chart on the previous page shows the current estimates for the percentage of workers in major industries. Compared to Arkansas the Northwest region has a higher percentage of workers in manufacturing, accommodations as well as food services and management of companies and enterprises. Northwest currently has a smaller percentage of workers in health care; however, with a concerted effort by the health care organizations in the region to make Northwest Arkansas a health care destination it is expected that this will change. Recently Arkansas Children’s Hospital has started building a facility in Springdale, Mercy has begun expansion that will bring an additional 1,000 jobs and Washington Regional is opening additional operations as well. Construction has been booming, but is not yet reflected in the charts, however the growth of the area is obvious as one drives through the region. In addition, one of the biggest trends in the labor market now is the ‘gig economy’, an environment in which temporary positions are common and organizations contract with independent workers for short-term engagements. The Gig work is a prime example of a shift in traditional thinking that employers need to embrace in order to overcome workforce shortages.

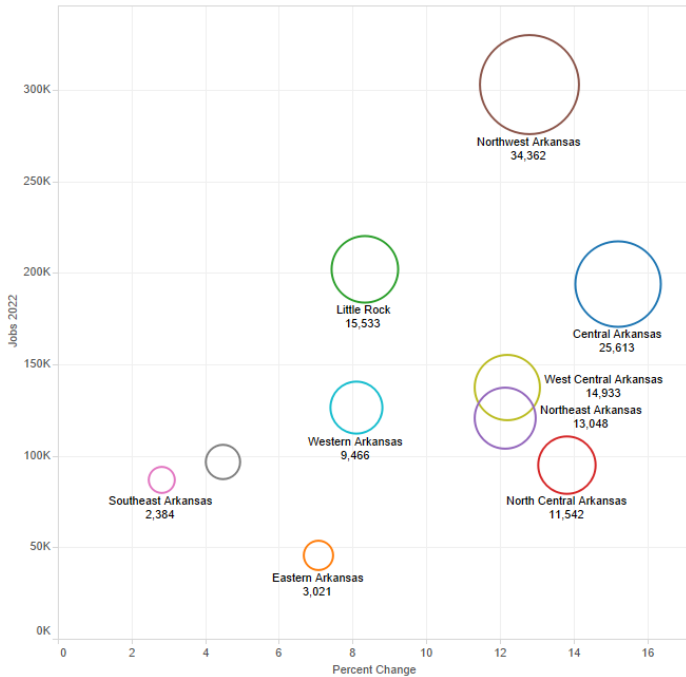
## Industry Growth



The chart above shows industries expected to have growth greater than 10% by 2022. While the number of healthcare jobs will grow dramatically in Northwest Arkansas and the state, the growth in that sector is less than what it will be at the national level. Construction will be another major growth sector for the Northwest region.

The Northwest region shows greater growth in comparison to Arkansas as a whole.

Total Job Growth Region



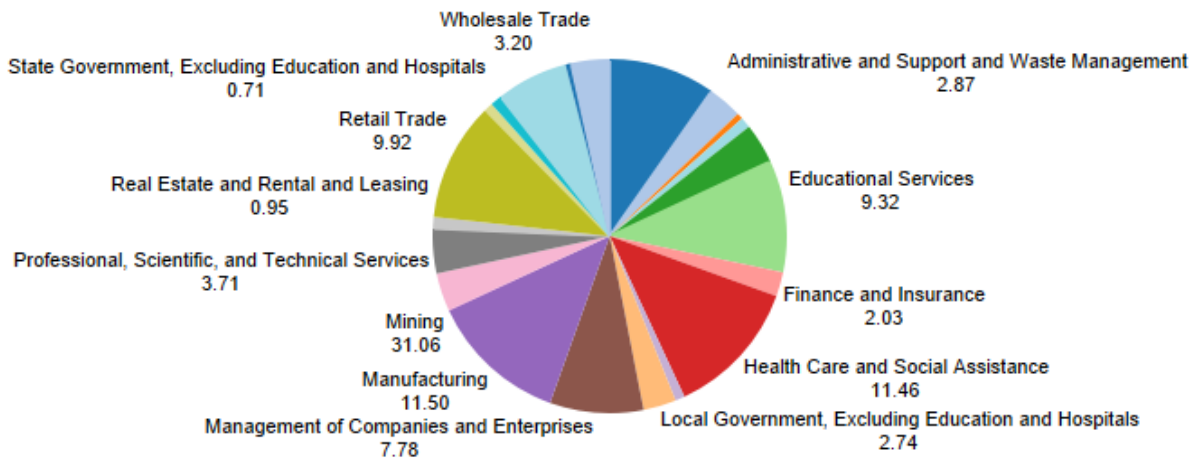
Job Growth Comparison across Arkansas Workforce Areas

The size of the bubble represents the number of jobs expected to be created. The Y axis is the number of jobs projected by 2022. The X axis is the percent of growth. Northwest is projected to have the highest growth and employ the most Arkansans.

**Industry Projections 2022**

Industry projections for 2022 shown in the chart illustrate sectors with the greatest potential. The size of the bubble represents the number of jobs which are expected to be created in those industries. The Y axis is the number of jobs in those industries in 2022. The X axis is the percent of growth by industry.

Industries that are most significant for the Northwest Area include Health Care, Manufacturing, Retail, Management of Companies, Educational Services, Accommodations and Food Services, and Transportation and Warehousing. The growing tourism area is reflected partially in the Accommodations and Food Services industry.



This pie chart represents what percent of the workforce is expected to be in each of these industries in Northwest Arkansas in 2022.

The following data sourced from Discover Arkansas for the Northwest region  
<http://www.discoverarkansas.net/cgi/dataanalysis/?PAGEID=94&SUBID=147>

### Projected Industry Growth 2012-2022

Industry	Estimated Employment	Projected Employment	Numeric Change	Percent Change (%)
Total All Industries	306,128	348,474	42,346	13.83
Natural Resources and Mining	3,274	3,805	531	16.22
Construction	10,910	12,465	1,555	14.25
Manufacturing	34,341	35,752	1,411	4.11
Trade, Transportation, and Utilities	60,164	69,301	9,137	15.19
Information	2,535	2,475	-60	-2.37
Financial Activities	9,393	10,558	1,165	12.4
Professional and Business Services	47,650	56,582	8,932	18.75
Education and Health Services	56,856	66,919	10,063	17.7
Leisure and Hospitality	29,174	33,121	3,947	13.53
Other Services (except Government)	9,631	10,496	865	8.98
Government	11,955	13,334	1,379	11.53

### Projected Occupational Growth 2012-2022

Occupation	Estimated Employment	Projected Employment	Numeric Change	Percent Change (%)	Total Annual Openings
Total, All Occupations	306,128	348,474	42,346	13.83	39,620
Management Occupations	31,751	36,051	4,300	13.54	2,982
Business and Financial Operations Occupations	17,463	21,335	3,872	22.17	2,179
Computer and Mathematical Occupations	8,544	10,301	1,757	20.56	782
Architecture and Engineering Occupations	2,458	2,804	346	14.08	222
Life, Physical, and Social Science Occupations	1,362	1,634	272	19.97	167
Community and Social Service Occupations	4,213	4,947	734	17.42	566
Legal Occupations	1,560	1,910	350	22.44	143
Education, Training, and Library Occupations	17,073	19,241	2,168	12.7	1,689
Arts, Design, Entertainment, Sports, and Media Occupations	3,424	3,784	360	10.51	381
Healthcare Practitioners and Technical Occupations	14,492	17,243	2,751	18.98	1,118
Healthcare Support Occupations	6,444	8,338	1,894	29.39	1,012
Protective Service Occupations	4,139	4,593	454	10.97	434



Food Preparation and Serving Related Occupations	24,571	28,347	3,776	15.37	4,813
Building and Grounds Cleaning and Maintenance Occupations	9,424	10,731	1,307	13.87	1,378
Personal Care and Service Occupations	9,416	11,691	2,275	24.16	1,747
Sales and Related Occupations	32,061	36,827	4,766	14.87	5,168
Office and Administrative Support Occupations	39,701	42,925	3,224	8.12	4,905
Farming, Fishing, and Forestry Occupations	3,008	3,248	240	7.98	482
Construction and Extraction Occupations	10,917	12,441	1,524	13.96	1,333
Installation, Maintenance, and Repair Occupations	10,468	11,914	1,446	13.81	1,198
Production Occupations	26,821	28,038	1,217	4.54	3,292
Transportation and Material Moving Occupations	26,818	30,131	3,313	12.35	3,628

#### Top Ten Growth Industries, 2012, - 2022 Ranked by Net Growth

Industry	Base Employment	Projected Employment	Net Growth	Percent Growth (%)
Management of Companies and Enterprises	24,199	29,900	5,701	23.56
Food Services and Drinking Places	22,875	26,331	3,456	15.11
Ambulatory Health Care Services	10,903	14,023	3,120	28.62
General Merchandise Stores	8,677	11,487	2,810	32.38
Educational Services	24,995	27,703	2,708	10.83
Nursing and Residential Care Facilities	5,356	7,376	2,020	37.71
Social Assistance	7,541	9,560	2,019	26.77
Professional, Scientific, and Technical Services	12,133	14,035	1,902	15.68
Truck Transportation	12,334	14,030	1,696	13.75
Administrative and Support Services	10,749	11,873	1,124	10.46

#### Top Ten Growth Occupations, 2012-2022 Ranked by Net Growth

Occupation	Base Employment	Projected Employment	Net Growth	Percent Growth (%)
Heavy and Tractor-Trailer Truck Drivers	11,724	12,182	458	3.91
Combined Food Preparation and Serving Workers, Including Fas	6,770	7,131	361	5.33
Registered Nurses	4,361	4,595	234	5.37
General and Operations Managers	5,204	5,423	219	4.21
Business Operations Specialists, All Other	4,996	5,209	213	4.26
Personal Care Aides	2,985	3,197	212	7.1
Retail Salespersons	9,433	9,632	199	2.11

Sales Representatives, Wholesale and Manufacturing, Except T	3,657	3,848	191	5.22
Laborers and Freight, Stock, and Material Movers, Hand	4,788	4,959	171	3.57
Janitors and Cleaners, Except Maids and Housekeeping Cleaner	4,235	4,393	158	3.73

## **B. Workforce Development Activities**

Northwest Arkansas' workforce development activities are coordinated through the following agencies at the local level: the Arkansas Department of Workforce Services (ADWS), the Arkansas Department of Career Education (ADCE) Arkansas Rehabilitation Services and Adult Education programs and the Department of Human Services (DHS), Division of Services for the Blind (DSB) and Division of County Operations (DCO) and the Title I Service Provider, Northwest Arkansas Economic Development District. These agencies are responsible for all the core and non-core programs.

Arkansas Workforce Centers are at the forefront of the workforce activities, and represent Arkansas' version of the American Jobs Center. There are five workforce centers spread across the Northwest Area providing access to many Arkansans. In addition to these locations, Arkansas has six mobile workforce center units that travel the state and provide service locations in rural parts of the State. Center staff travels to rural areas as needed.

The Arkansas Workforce Centers are overseen at the regional/local level by the local workforce development boards. Local boards are composed of local businesses, labor, partner agencies, and other key stakeholders to create a diverse and functional group. The boards, in alignment with the State's vision, provide front line strategic implementation for state-wide initiatives in addition to their locally-determined priorities. State initiatives include sector strategies, career pathway development, and delivery of standardized business services. Local priorities include layoff aversion, specific career pathway development, youth programs, targeted sector partnerships, work-based learning, and others.

Local boards are tasked with procuring a one-stop operator for the daily operation of their perspective center(s) in accordance with WIOA 121(d). These boards carry out workforce activities by partnering locally through Memoranda of Understanding (MOU) to implement core, non-core, and other partner programs. Arkansas Workforce Centers are fully integrated with WIOA, Wagner-Peyser, Jobs for Veterans State Grant (JVSG), Trade Adjustment Assistance (TAA), Temporary Assistance for Needy Families (TANF), Unemployment Insurance (UI), Adult Education and Family Literacy and Vocational Rehabilitation. Local partnerships and integration also exist in many areas with Supplemental Nutrition Assistance Program (SNAP) Employment and Training Programs and others.

Typical customers entering the center are engaged by an intake process that is designed to identify the needs of the individual by gathering information and then utilizing the appropriate resources for those needs. In some cases, the resources are initiated by a referral to a partner program. Customers are provided referrals and next steps to their questions, by connecting them directly with the appropriate workforce system partner.

The Arkansas Department of Career Education, Adult Education Division (ACE/AED) funds six local adult education programs in Northwest Area and special projects such as the Arkansas Adult Learning Resource Center through state and federal grants. The service delivery systems are diverse. Programs are funded through a variety of local administrative entities, including public schools systems, community based organizations, colleges, community colleges, technical institutes, and the Arkansas Department of Corrections. Local programs provide adult education services such as teaching academic skills to people who function from beginning reading through a 12.9 functioning grade level and English as a Second Language (ESL). These services are free and provided in classes held in locations throughout each program's service area. Additional programs such as family literacy and Workforce Alliance for Growth in the Economy (WAGE™) are also offered in workplaces and correctional institutions. In the 2014-2015 program year, 4,675 adult Northwest Arkansans received services from programs receiving

adult education funding; 2,253 or 48 percent were ESL students and 35 were individuals in institutional settings such as correctional facilities or community corrections programs.

Arkansas Rehabilitation Services have offices located in Fayetteville and Harrison; however, staff works out of the Arkansas Workforce Center offices in Harrison, Fayetteville, Mountain Home, Siloam Springs on a regular basis. Services for the Blind continues to support its accessible kiosks for consumers at all Northwest Arkansas Workforce Center locations. These provide consumers the same access to the Internet to search for jobs as a sighted person seeking services from workforce centers. DSB provides training to workforce center staff and clients on the use of the kiosks. DSB staff is located in Fayetteville and Harrison in offices of the Arkansas Department of Human Services.

#### Workforce System Services – Unemployed and Underemployed

Arkansas Workforce Centers offer the full array of career services outlined in WIOA 134(c)(2) for unemployed and underemployed jobseekers. Career services available at the centers vary because of local area inflexion and needs of particular communities. Basic career services are available throughout Arkansas. Each center has computers, printers, copiers, printed resources, and staff to assist jobseekers. Many of the services, including Arkansas Job Link and Discover Arkansas LMI Portal, can be accessed virtually though the internet via computer, smart phone, or tablet. The Discover Arkansas Portal offers region specific labor market information, tools for job seekers and employers, resources for youth including Real Life Arkansas, economic data by county or region and industry sector information. Arkansas Job Link is the state job matching system and the virtual one-stop-shop where Arkansans can centralize all their career search activities. It allows jobseekers to self-enter his/her resume(s) and job search 24/7. Arkansas Job Link also provides access to a toolbox of job search assistance links, including career exploration, training resources, self-marketing tools, Unemployment Insurance information, and additional job banks. The built-in event calendar communicates upcoming hiring events, job fairs, and other workforce activities.

#### Jobseeker Services

Individualized career services within the Arkansas Workforce Centers vary across the region, but all the offices offer a full line of activities to prepare jobseekers for the modern workforce which address many of the soft skills and technical skills training Arkansas employers require including:

- Labor exchange services provide labor market information to the individuals seeking services. The information must be accurate and include data on local, regional and national labor markets, such as job vacancies; skills necessary to obtain the jobs in-demand occupations and related earning potential and opportunities for advancement in those occupations.
- Workforce Centers provide the following career services including outreach, intake and orientation; initial assessment; labor exchange services; eligibility determination; referrals to programs; performance and cost information; unemployment insurance information; financial aid information and follow-up services.
- Workforce Centers and partners must provide appropriate services for individuals to obtain or retain employment. These services include but are not limited to preparing an Individual Employment Plan (IEP); career planning and counseling; comprehensive assessment; occupational skills assessment; short-term prevocational services; internship and work experience, including transitional jobs and industry partnerships; workforce preparation; out-of-area job search; English language acquisition and financial literacy.

## Training Services

Career services are not always enough to enable job seekers to obtain self-sufficient employment. In some instances, formal training is required. Arkansas Workforce Centers offer multiple training services such as occupational skills training; on-the-job training (OJT); Registered Apprenticeships; incumbent worker training; skills upgrading and retaining; entrepreneurial training, and adult education and family literacy activities.

Training services are funded through WIOA programs, TAA, Pell Grants, partner programs, and state and local grants. The Northwest area is responsible for establishing and implementing local policies for eligibility, Individual Training Account (ITA) limits, and the identification of in-demand sectors or occupations. Through multiple initiatives and projects, Arkansas has focused training and career development activities on sector strategies/partnerships and career pathway development. At the state level, the Eligible Training Provider List (ETPL) has been updated pursuant to WIOA Sections 122 and 134. This list ensures that Arkansans are able to make informed decisions on training providers and programs based on accurate data including completion and placement rates; labor market information and wage expectations.

## Supportive Services

In order to assist jobseekers in obtaining or retaining employment through career or training services, Arkansas Workforce Centers offer a variety of supportive services. The Northwest region is responsible for establishing a supportive service policy that outlines types, eligibility, limits, etc. The Title IB Supportive Services Policy adopted by the Workforce Development Board may be found in the Board Policy Manual. Examples of supportive services include child care; transportation; needs-related payments; housing; tools and equipment; uniforms; and other clothing. In addition to WIOA-funded supportive services, Northwest has developed relationships with community partners that assist with utility payments, food, shelter, and other basic needs.

Adult Education in itself does not offer support services; however, by working with and making referrals to partners and community resources the needs of its students are addressed.

Department of Workforce Services provide Temporary Assistance for Needy Families (TANF) child care, transportation, vehicle down payment, sales tax, vehicle insurance, emergency rent and utility assistance, and relocation assistance.

Supportive services are coordinated based on program eligibility, the economic need thresholds of the partner agencies, and the availability of program funds. Arkansas Rehabilitation Services and the Division of Services for the Blind are mandated to research and apply all comparable benefits for services from other resources prior to applying vocational rehabilitation funds. The most frequently applied comparable resources come from sources outside of the core partner agencies. For example, tuition assistance in the form of grant funding, housing assistance from Housing and Urban Development, the individual's own medical insurance must first be applied to physical and mental restoration services.

The supportive services provided by Arkansas Rehabilitation Services and the Division of Services for the Blind are arranged and coordinated according to an individual plan for employment which specifies a career goal and the areas that the individual may need support in order to reach that goal. The supports needed are determined through assessments, evaluations, as well as the analysis and application of state and federal regulations and policies. The following support services are assessed,

evaluated, and analyzed for applicability and comparable services/similar benefits to each individual case: maintenance assistance to participate in employment or training that leads to employment, personal care attendant services, physical and mental restoration services, rehabilitation engineering, rehabilitation technology, and transportation to participate in employment or training activities. These support services are time limited and must accompany a substantial service that is directly related to obtaining or maintaining employment.

### Business Services

The focal point of all workforce system activities is business and industry. These activities are taking place in our region and may include access to facilities – use of Workforce Center facilities by a business for a variety of purposes such as meetings, trainings, orientations, interviews, etc.; assessments – any test or assortment of tests used to measure the skills, interests and/or personality traits of a jobseeker, potential employee, or current employee; business education – seminars, round tables, workshops, focus groups, etc.; business information – information given to a business pertaining to a variety of incentive programs or other information requested that provides a benefit to that business; hiring events – a customized event for a single employer that assists with recruiting, interviewing, and hiring of one or more positions; job fairs – events for multiple employers that assists with the recruiting, interviewing, and hiring of one or more positions; job postings – staff-entered or web-entered job orders approved by staff; labor market information – information on state and local labor market conditions; industries, occupations, and characteristics of the workforce; area business identified skills needs; employer wage and benefit trends; short and long-term industry and occupational projections; worker supply and demand; and job vacancies survey results; Rapid Response – a variety of services to businesses that are facing restructuring and downsizing including onsite workshops for employees in transition; job placement assistance; and information on unemployment benefits; screening – any service that involves the initial evaluation of applications or resumes that assists the employer in the recruiting process; training and retraining - any service provided to a business that involves the training or retraining of current or future employees including OJTs, Work Experiences, Incumbent Worker Training, etc.

Business Services will be coordinated with the One Stop Operator taking the lead role and working with the partners. A Business Taskforce Team has been identified to evaluate the strengths and areas of improvement as it relates to the efforts of the Business Services Team. The Taskforce Team has met and is currently in the process of developing strategies that will enhance the efforts of the Business Services Team's ability to connect with employers.

### Services to Persons with Disabilities

The Arkansas Department of Career Education, Arkansas Rehabilitation Services (ACE/ARS) and Department of Human Services, Division of Services for the Blind, provide vocational rehabilitation services to people with disabilities. According to the March 2017 report on Disability Employment Statistics on individuals ages 16 and over from the Department of Labor Statistics, (<https://www.dol.gov/odep/>) nationwide there is a 20.4% labor force participation for persons with disabilities and a 68.7% participation rate of persons without disabilities. The unemployment rate of persons with disabilities is 10.6%, while the unemployment rate of people without disabilities is 4.3%.

Historically, there are significant barriers to the inclusion of people with disabilities into the overall strategy for economic development in Arkansas. ARS in partnership with the Arkansas Department of Human Services, Division of Services for the Blind (DSB) are leading the charge in providing targeted

training and education for people with disabilities in order for them to develop the skills and abilities needed to obtain competitive integrated employment in Arkansas.

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

Department of Human Services, Division of Services for the Blind (DSB) coordinates with other state agencies to increase employment of Arkansas with disabilities. The order also to focus consumer services first toward the goal of self-sufficiency through employment.

**C. The educational and skill levels of the workforce, including individuals with barriers**

Data from 2014 American Fact Finder <http://www.census.gov/acs/www/data/data-tables-and-tools/american-factfinder/>. Data include individuals 25 years and over.

County	Population 25 years and over	# high school grad or higher	% high school grad or higher	# bachelor degree or higher	% bachelor degree or higher
Baxter	31,340	27,259	87.0%	5,458	17.4%
Benton	149,968	129,609	86.4%	44,354	29.6%
Boone	25,810	21,917	84.9%	3,909	15.1%
Carroll	19,502	16,270	83.4%	3,311	17.0%
Madison	10,732	8,234	76.7%	1,040	9.7%
Marion	12,631	10,692	84.6%	1,618	12.8%
Newton	5,954	4,819	80.9%	674	11.3%
Searcy	5,584	4,641	79.3%	812	13.9%
Washington	126,607	104,927	82.9%	37,068	29.3%
NW Region total or average %	388,398	328,368	84.5%	98,244	25.3%

**D. The development and implementation of sector initiatives for existing and emerging in-demand industry sectors or occupations for the region**

Northwest is in the process of developing and implementing sector initiatives for existing and emerging in-demand industry sectors or occupations for the region. Several sectors have been identified in preliminary analysis including health care, advanced manufacturing, information technology, and construction. Much work has been done by the Northwest Arkansas Council to address initiatives/industry sector initiatives. Two year colleges participating in the Regional Workforce Grants have been moving forward in these areas. North Arkansas College targeted health care and advanced manufacturing; Northwest Arkansas Community College focused on construction technology; University of Arkansas Global Campus concentrated on information technology; Arkansas State University at Mountain Home pinpointed advanced manufacturing. All these schools are working with secondary (one even primary) schools to create the talent pipeline of future workers. Partnerships with the Education Service Cooperatives in our area have proven to provide great dialogue and results.

Arkansas has contracted with Maher and Maher to support the deployment of sector strategies statewide and provide support for the local areas. They will be providing consulting services in the Northwest region beginning March 2017 through June 2018. They facilitated a full day workshop for partners, Workforce Board members, employers and other sector stakeholders that was held on April 26, 2017 and focused on the sectors Northwest region has defined as important.

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)]

Northwest has adopted the State’s Vision and Goals and adapted them to the local area.



## Vision

Northwest Arkansas will have a world-class workforce that is well educated, skilled, and working in order to keep Arkansas' economy competitive in the global marketplace.

## Goals

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 Business Services Teams, chambers of commerce, economic development partners and other opportunities.
2. Increase the use of Registered Apprenticeship programs as viable talent development opportunities by continuing the education and communication between partners, apprenticeship employers and trainer.
3. Continue to partner with K-12 education, higher education, career and technical education, adult education, disability service providers, community based organizations, and non-profits to understand barriers and resources available to individuals, so individuals can succeed in training programs in our region.
4. Support the development of functional teams to enhance services.

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

### Goal 2 Objectives:

1. Promote and fund training that leads to industry recognized credentials and certification in demand occupations through scholarships, on-the-job training, and work experiences.
2. Support career pathways development and sector strategy initiatives as a way to meet business and industry needs.
3. Develop a common business outreach strategy with a common message that will be utilized by Northwest Workforce system partners.

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 throughout the system.
2. Participate in an image-building outreach campaign to educate Arkansans about the services and the career development opportunities available in Northwest Arkansas.
3. Utilize technology, including social media to better connect jobseekers and employers with the talent development system in Northwest Arkansas. Develop partnerships with libraries and other community organizations to provide access to the workforce system via computers and kiosks.

#### Strategic Goal 4: Address Skills Gaps

##### Goal 4 Objectives:

1. Participate in a skills and asset analysis to determine the skills gap present and resources available to solve the skills issue in Northwest Arkansas.
  2. Work with partners in education at all levels to help implement a plan to close skills gaps in Northwest Arkansas. Review current job readiness standards and evaluations being used within the workforce system to find best practices that could be replicated.
  3. Use labor market information provided by the Department of Workforce Services and contract with a vendor that will provide detailed labor and skills analysis as well as evaluation of post-secondary education performance to determine effectiveness of training to bridge the skills gaps.
  4. Seek grants available to education and employers to fund training programs that address skills gaps.
- 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)]

Northwest Region has developed partnerships and alliances through the Chambers of Commerce, Educational Cooperatives, the educational institutions at all levels, economic development, the Northwest Arkansas Council, apprenticeship and labor organizations in our communities.

One partnership is Carroll County Collaborative C3, which is working to develop a unique economic and workforce development model. A rural area, Carroll County is “where livestock meets Woodstock” and encompasses Green Forest to Berryville to Eureka Springs. Tyson Foods has two plants in the County and has broken ground to expand and add 85 more jobs. Eureka Springs is full of creative entrepreneurs and a favored tourist destination. Opportunities for small employers are great.

Additionally, we partner with adjacent and nearby out of state workforce areas including Southwest Missouri, Northeast Oklahoma and Southeast Kansas. The Local Area Board Directors

continue to meet quarterly and have worked together for over 10 years to provide shared training, networking and research resources among other things. Workers cross state lines and it is imperative that we work together to provide employers with needed available workers. These are informal partnerships, but of great value to all the participants.

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)]

Northwest coordinates with economic development by working with workforce partners and the business community to identify skill gaps, training barriers and highlight high growth and high paying jobs that align with the local economic development strategy. Northwest will continue to work towards identifying training and educational barriers to attracting jobs in the identified sectors; identifying the existing skills gaps and provide ongoing review of sector priorities to develop regional service strategies.

This partnership includes, but is not limited to, the local chambers of commerce, apprenticeship, and local labor groups. These partnerships will conduct outreach to companies in identified sectors to identify skill gaps and what competency and curriculum development is needed to fill these gaps. Northwest will be a convener to bring business, labor, education and economic development together to address the regional needs.

The Arkansas Department of Workforce Service is taking the lead in developing the memorandums of understanding and infrastructure agreements. Those agreements will be subject to negotiation and mutual agreement.

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)]

Northwest will use resource sharing agreements and memoranda of understanding for the local workforce system to define how the cost of workforce center operations is shared as defined in TEG17-16 with additional guidance from the State.

1.7 Describe how the planning region will determine and coordinate transportation and other supportive services for the region. [WIOA Sec. 106(c)(F)]

Partner programs within the Northwest region will determine and coordinate transportation and other supportive services as allowable by their program. Communication among staff by phone, email and text will be used to coordinate supportive services and to avoid duplication of services.

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)]

Northwest will continue to partner with regional economic development services and providers by leveraging resources with the Northwest Arkansas Economic Development District, Chambers of Commerce and other economic development organizations. NWAEDD's Economic Development and Workforce Development Divisions are working together on the Comprehensive Economic Development Survey of community needs.

Employees from each of the Arkansas Workforce Center locations are active members of the local Chambers of Commerce, and frequently participate in Business After Hours and monthly Morning Brew gatherings sponsored by the Chambers, as well as strategic planning events. These memberships and continued participation in local business focus activities are instrumental in our ability to continue strengthening our ongoing professional relationships with the business community.

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)]

Since the planning region is a single workforce development area Northwest will follow the federal and state guidance regarding performance negotiation and agreement with the State.

## 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_____	16
Section 2: Strategic Vision and Goals_____	22
Section 3: Local Area Partnerships and Investment Strategies_____	23
Section 4: Program Design and Evaluation_____	29
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Section 6: Assurances_____	42

## 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).

Northwest is in the process of developing and implementing sector initiatives for existing and emerging in-demand industry sectors or occupations for the region. Several sectors have been identified in preliminary analysis including health care, advanced manufacturing, information technology, and construction. Much work has been done by the Northwest Arkansas Council to address initiatives/industry sector initiatives. Two year colleges participating in the Regional Workforce Grants have been moving forward in these areas. North Arkansas College targeted health care and advanced manufacturing; Northwest Arkansas Community College focused on construction technology; University of Arkansas Global Campus concentrated on information technology; Arkansas State University at Mountain Home pinpointed advanced manufacturing. All these schools are working with secondary (one even primary) schools to work to create the talent pipeline of future workers. Partnerships with the Education Service Cooperatives in our area have proven to provide great dialogue and results.

Arkansas contracted with Maher and Maher to support the deployment of sector strategies statewide and provide support for the local areas. They have launched consulting services in Northwest region beginning March 2017 through June 2018 including facilitating a full day workshop for partners, Workforce Board members, employers and other sector stakeholders. This was held on April 26, 2017 and focused on the sectors Northwest region has defined as important.

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)]

Most employers need their employees to have basic knowledge and skills of literacy and math, problem solving, computing, communication, work readiness and other skills. In addition skills that are particular to each job are varied. Advanced manufacturing employers are seeking individuals who have more technical skills such as Computerized Numerical Controller (CNC), robotics, industrial maintenance; Construction needs individuals who are skilled in construction trades including plumbing, electrical, commercial and residential builders. Hospitals needs include the entire range of skills necessary for all the jobs in the facility – from food service, maintenance, and laboratory, to all levels of nursing care and ancillary services. The need for Elder Care services including home health aides, personal care assistants, registered nurses, and nursing assistants is growing at an exponential rate.

- 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)]

See Regional Plan, Part B Section B for labor force employment and unemployment; Section C for labor market trends; and Section E for data on educational and skill levels including individuals with barriers to employment.

- 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)]

#### Northwest Arkansas Workforce Centers

The Northwest Arkansas Workforce Centers are at the forefront of the workforce activities and represent Arkansas's version of the American Job Centers. There are five workforce centers located throughout the nine county region to ensure access to all Arkansans residing therein. All centers in the Northwest Arkansas Region are comprehensive centers.

#### Northwest Arkansas Workforce System Services-Unemployed and Underemployed

The Northwest Arkansas Workforce Centers offer a full array of career services which are outlined in WIOA 134(c)(2) for unemployed and underemployed. The workforce centers have computers, printers, copiers, and resources along with staff to help jobseekers. In addition, digital services are offered as well such as Arkansas Job Link and Discover Arkansas's Labor Market Information portal. These two tools allow for jobseekers to search for jobs 24/7 and make data informed decisions about which path is best for them.

#### Jobseeker Services

Career services, found throughout the Northwest Arkansas region, offer a full line of services to help prepare jobseekers for the regional workforce. Soft skills and technical training are two examples which are provided and which employers look for in a good candidate for a position.

Labor Market Information is updated regularly to ensure accuracy is provided to individuals seeking services. This data include information pertaining to job vacancies, skills needed to obtain said jobs, in-demand occupations and related earning potential. In addition, information on career ladders which exist within those occupations is provided to help participants.

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

- Career Planning and Counseling
- Occupational Skills Assessment
- Short-term prevocational services

- Internships and work experience
- English language acquisition
- Financial literacy

Individualized career services within the Arkansas Workforce Centers vary across the region, but all the offices offer a full line of activities to prepare jobseekers for the modern workforce. They address many of the soft skills and technical skills training Arkansas employers require.

- Workforce Centers provide the following career services including outreach, intake and orientation; initial assessment; labor exchange services; eligibility determination; referrals to programs; performance and cost information; information on unemployment insurance; financial aid information and follow-up services.
- Labor exchange services must also provide labor market information to the individuals seeking services. The information must be accurate and include information on local, regional and national labor markets, such as job vacancies; the skills necessary to obtain jobs within in-demand occupations and related earning potential and opportunities for advancement in those occupations.
- Workforce Centers and partners must provide appropriate services for individuals to obtain or retain employment. These services include but are not limited to preparation of an Individual Employment Plan (IEP); career planning and counseling; comprehensive assessment; occupational skills assessment; short-term prevocational services; internship and work experience, including transitional jobs and industry partnerships; workforce preparation; out-of-area job search; English language acquisition and financial literacy.

### Training Services

Career services help to equip a jobseeker with the skills needed to find sustainable employment, however such skills may not be enough to obtain sustainable employment. In those circumstances formal training may be required. Many training opportunities exist through the Northwest Arkansas Workforce Centers, such as occupational skills training which can be obtained from numerous educational partners at post-secondary schools and universities, as well as on-the-job training. Registered Apprenticeships are also available in a wide variety of traditional sectors and are in the process of being expanded into non-traditional sectors such as information technology and nursing.

These training services are funded through the Workforce Innovation and Opportunity Act and by other local and state partners. The Northwest Arkansas Workforce Development Board has established policies for the determination of eligibility, Individual Training Account Limits (ITAs) and training aimed at in-demand industry sectors throughout the region such as transportation, logistics and healthcare. Sector strategies have taken on a new role in the region, with the Northwest Arkansas Workforce Development Board using data-driven decision-making to enhance the likelihood of employment of participants.

### Supportive Services

In order to assist jobseekers in obtaining or retaining employment through career or training services, Arkansas Workforce Centers offer a variety of supportive services. The Northwest Arkansas Board is responsible for establishing a supportive service policy that outlines types, eligibility, limits, etc. Examples of supportive services include child care; transportation; needs-related payments; housing;



tools and equipment; uniforms; and other clothing. In addition to WIOA-funded supportive services, Northwest Arkansas has developed relationships with community partners that assist with utility payments, food, shelter, and other basic needs.

### Business Services

The focal point of all workforce system activities are business and industry. These activities are taking place statewide and include a broad array of services to employers. Business Services assistance is broad; however, this assistance is tailored to the individual needs of each employer. The services provided to businesses can be identified into three broad categories:

- Assessments and Information

Through the Arkansas Workforce Centers, businesses can utilize assessments and tests to measure the skills, interests, or personality traits of job seekers or current employees. Businesses can also receive a variety of information pertaining to incentive programs such as the Work Opportunity Tax Credit. Labor Market Information is available to businesses on market conditions, industries, occupations, and workforce characteristics as well. Also, short and long term industry trends and occupational projections are available.

- Direct Assistance

Businesses have access to Workforce Center locations for the purposes of meetings, trainings, orientations, and interviews. The Northwest Arkansas Workforce Area can also host hiring events which are customized to the specific needs of businesses. Job orders which have been approved by staff can be placed through the workforce areas in Arkansas Job Link, along with job placement assistance and information on unemployment benefits. Businesses can also receive assistance with applicant screening which involves the initial evaluation of applicants.

- Response and Training

The Northwest Workforce Area partners provide rapid response measures in the event of a business downsizing or restructuring. These include a variety of workshops to assist employees who are in transition. Training and retraining services are also available for both current and future employees. The Governor's Dislocated Worker Task Force is the lead program.

### Services to Persons with Disabilities

The Arkansas Department of Career Education, the Arkansas Rehabilitation Services (ACE/ARS) and Department of Human Services, Division of Services for the Blind, provides vocational rehabilitation services to people with disabilities. Currently, there are significant barriers for people with disabilities in relation to attaining employment. A 2008 study (StatsRRTC1) indicated the employment rate for people with disabilities was 33.9 percent when compared to 79.1 percent for people without disabilities. Historically, there are significant barriers to the inclusion of people with disabilities into the overall strategy for economic development in Arkansas. ARS, in partnership with the Arkansas Department of Human Services, Division of Services for the Blind (DSB) are leading the charge for providing targeted training and education for people with disabilities to enable them to develop the skills and abilities needed to attain competitive integrated employment in Arkansas.

### Strengths and Weaknesses of Workforce Development Activities

#### Strengths

- The Northwest Arkansas Region has strong workforce programs which provide assistance to jobseekers in any county in our region.

- The Northwest Arkansas Workforce Development Area has a broad range of One-Stop partners who provide value-added services to jobseekers who enter the Workforce Centers.
- The Northwest Arkansas Workforce Development Board has embraced and implemented expanded sector strategies.
- Quality of life is great throughout the region
- Northwest is home to the flagship University of Arkansas at Fayetteville, University of Arkansas Medical Sciences in Fayetteville, John Brown University in Siloam Springs and Rogers, Northwest Arkansas Community College in Bentonville, Northwest Technical Institute in Springdale, North Arkansas College in Harrison and Arkansas State University at Mountain Home for post-secondary education as well as private providers.
- Secondary Schools in our area are leaders in innovative approaches to educating students in non-traditional ways. Several are working with employers to develop and provide training to address the future and current needs of business. The Career Academy of Siloam Springs, Pea Ridge High School and the Technology Center at North Arkansas College are a few examples of these partnerships.

#### Weaknesses

- The Arkansas labor force is shrinking and being accelerated by the retirement of baby boomers.
- Marketing and outreach activities need to improve in the region to promote the State's talent delivery system.
- Unemployment is at an all-time low rate and that means that there are more openings than skilled workers
- With some eligible training providers, relationships do not go beyond training jobseekers.
- Staff training programs are not in place across the workforce region.

#### Opportunities

- Expanding current registered apprenticeship opportunities present an opportunity for the Northwest Arkansas Workforce Region.
- The expanded business services team has the resources needed to enhance industry sector partnerships.
- Tailored development opportunities with industry sector partnerships.

#### Challenges

- Many industries may not feel the public sector can assist them in their workforce needs.
- Duplication of workforce development efforts not only causes redundancy for jobseekers and industry but is also a major waste of resources. Examples include basic career services offered by multiple partners and staff going to the same employers for duplication of business services.

#### Northwest Arkansas Workforce Development Area capacity to provide services

The Northwest Arkansas Workforce Development Area is equipped with the resource and staffing needed to provide workforce development activities throughout the region. The region has benefited significantly from the State Workforce Board's continued strides for improvement and innovation. The NWAOWDA's capacity is further amplified by its broad array of partners, both those that co-locate in the workforce centers and those that do not. Some of those partnerships include:

- Adult Education services include ABE/ASE, GED and WAGE; a career development facilitation to assist students with the transition from adult education to employment and/or post-

secondary education; providing workplace training to employers; digital literacy; financial literacy; and referrals.

- Department of Human Services for Medicaid, childcare, Transitional Employment Assistance, Supplemental Nutrition Assistance Program.
- Post-secondary colleges and technical institutes for education.
- Arkansas Economic Development Commission for employer services.

Out of school youth is an area in which the region has struggled, partly due to the lack of staffing capacity to target and conduct outreach activities aimed specifically at this logistically challenging demographic. This is a priority of the Northwest Arkansas Workforce Development Youth Program in an effort to better serve out of school disconnected youth.

## 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)]

Northwest has adopted the State's Vision and Goals and adapted them to the local area. The local board will strive to prepare an educated and skilled workforce through partnerships with all core partners through various means including adult education, apprenticeship, institutional training, literacy training, on-the-job training and work experience.

### Vision

Northwest Arkansas will have a world-class workforce that is well educated, skilled, and working in order to keep Arkansas' economy competitive in the global marketplace.

### Goals

The local board will strive to prepare and educate a skilled workforce through partnerships with all core and other partners. Strategies for achieving these goals are found in the Regional section of the Plan.

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 Business Services Teams, chambers of commerce, economic development partners and other opportunities.
2. Increase the use of Registered Apprenticeship programs as viable talent development opportunities by continuing the education and communication between partners, apprenticeship employers and trainer.
3. Continue to partner with K-12 education, higher education, career and technical education, adult education, disability service providers, community based organizations, and non-profits to understand barriers and resources available to individuals, so individuals can succeed in training programs in our region.

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

Goal 2 Objectives:

1. Promote and fund training that leads to industry recognized credentials and certification in

demand occupations through scholarships, on-the-job training, and work experiences.

2. Support career pathways development and sector strategy initiatives as a way to meet business and industry needs.
3. Develop a common business outreach strategy with a common message that will be utilized by Northwest Workforce system partners.
4. Support the development of functional teams to enhance services.

### 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 throughout the system.
2. Participate in an image-building outreach campaign to educate Arkansans about the services and the career development opportunities available in Northwest Arkansas.
3. Utilize technology, including social media to better connect jobseekers and employers with the talent development system in Northwest Arkansas. Develop partnerships with libraries and other community organizations to provide access to the workforce system via computers and kiosks.

### Strategic Goal 4: Address Skills Gaps

#### Goal 4 Objectives:

1. Participate in a skills and asset analysis to determine the skills gap present and resources available to solve the skills issue in Northwest Arkansas.
2. Work with partners in education at all levels to help implement a plan to close skills gaps in Northwest Arkansas. Review current job readiness standards and evaluations being used within the workforce system to find best practices that could be replicated.
3. Use labor market information provided by the Department of Workforce Services and contract with a vendor that will provide detailed labor and skills analysis as well as evaluation of post-secondary education performance to determine effectiveness of training to bridge the skills gaps.
4. Seek grants available to education and employers to fund training programs that address skills gaps.

- 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)

The Northwest Workforce Development Board's vision and goals align with the State's and will have a world-class workforce that is well educated, skilled and working in order to keep Northwest Arkansas competitive in the global marketplace.

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

The Northwest Arkansas Workforce Development area shares the Governor's vision for economic development and the State's Strategic Plan that defines a stronger partnership between education, economic development and the State Workforce system to attract, retain and grow Arkansas' high growth industries.

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

For participants enrolled in educational/skills training the goal is to complete training, to obtain their credential and accomplish measurable skills gain. These participants will be directed toward higher paying jobs which have a livable wage to help ensure a higher retention rate well beyond program exit. For participants receiving basic and individualized career services the same goal applies.

The goal is improve Business Services Teams in order to effectively serve employers as a unified group between all partners.

### Section 3: Local Area Partnerships and Investment Strategies

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

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

- A. A description of the local workforce development system; include key stakeholders and entities associated with administrative and programmatic/service delivery functions. Examples include elected officials, advocacy groups, local workforce development board and committee structure, fiscal agent, operator(s), required program partners, and major contractors providing Adult/Dislocated Worker/Youth program elements. Describe respective roles and functional relationships to one another;
- The Chief Elected Officials Consortium of Northwest Arkansas includes 27 members including county judges and mayors of first class cities. They have selected Mayor Doug Sprouse as their chair and signatory. They reach agreement on negotiated levels of performance, enter into and sign an MOU, appoint local Workforce Development Board members, designate an entity to serve as the fiscal agent, serve as the local grant recipient and are liable for WIOA grant funds.
  - The Northwest Local Workforce Development Board is composed of 12 business representatives with a total of 21 members. Standing committees include the executive committee, youth committee, and one stop/disability committee. They reach agreement on negotiated performance levels, enter into and sign an MOU including Infrastructure costs, select the One Stop Operator, review and update the One Stop/Workforce Certification , develop and implement a four year local plan, conduct oversight of the Youth, Adult and Dislocated Worker activities, approve eligible training providers.
  - Northwest Arkansas Economic Development District was selected by the Chief Elected Officials as the Fiscal and Administrative Entity for the Northwest Workforce Development Area
  - The Title IB program operator of the Adult/Dislocated Worker/Youth programs is the Northwest Arkansas Economic Development District.
  - Required program partners include Title II Adult Education providers Northwest Arkansas Community College Adult Education, Northwest Technical Institute/Springdale Adult Education, North Arkansas College Adult Education, Fayetteville Adult Education, Ozark Literacy Council, Arkansas State University Adult Education/Mountain Home ; Title III Wagner-Peyser Arkansas Department of Workforce Services; Title IV Arkansas Rehabilitation Services and Arkansas Department of Human Services, Services for the Blind.
  - All have to enter into a MOU and share in the cost of operating the Workforce Centers.
- B. A list of all Arkansas Workforce Centers in the local area; include address, phone numbers, and hours of operation; and

Arkansas Workforce Center at Mountain Home, 1058 Highland Circle #20, Mountain Home, AR 72653, 870-425-2386. Center is open 8 am to 4:30 pm Monday through Friday.

Arkansas Workforce Center at Harrison, 818 Highway 62-65-412 N, Harrison, AR 72601, 870-741-8236. Center is open 8 am to 4:30 pm Monday through Friday.

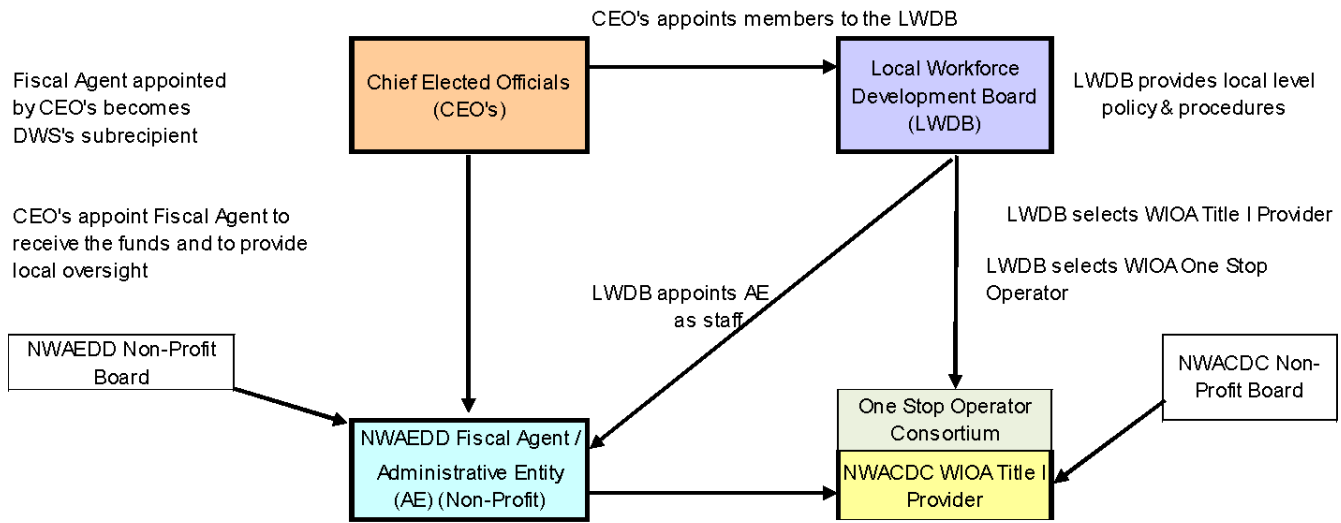
Arkansas Workforce Center at Fayetteville, 2143 W. Martin Luther King Blvd., Fayetteville, AR 72701, 479-521-5730. Center is open 8 am to 4:30 pm Monday through Friday.

Arkansas Workforce Center at Rogers, 100 N. Dixieland Suite B1-5, Rogers, AR 72756, 479-636-4755. Center is open 8 am to 4:30 pm Monday through Friday.

Arkansas Workforce Center at Siloam Springs, 809 S. Mount Olive, Siloam Springs, AR, 479-524-5181. Center is open 8 am to 4:30 pm Monday through Friday.

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

**Flowchart of the WIOA Governance and Flow of Funds in the Northwest Arkansas LWDA**



Northwest Arkansas Economic Development District (NWAEDD) is Fiscal Agent/Administrative Entity and provides staff to the Northwest Arkansas Local Workforce Development Board. NWAEDD is the One Stop Operator and is the provider of Title I Adult, Dislocated Worker and Youth programs.

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

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

The Northwest Workforce Development system includes the required core and other partners including, at a minimum, Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser Program,



Vocational Rehabilitation providers. The One Stop Operator will be responsible for coordinating the efforts of partners to support alignment of services. The local board will coordinate work with the core programs through a referral process that ensures an individual seeking services is made aware of the available core program services. The Workforce Development Board will work with these entities through development of the MOU to identify services provided by the partners.

In developing the talent pipeline the Board and system are working closely with Ozarks Unlimited Resource Education Service Cooperative and Northwest Education Service Cooperative as well as post-secondary schools including North Arkansas College, Northwest Arkansas Community College, Arkansas State University at Mountain Home and Northwest Technical Institute.

- 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)]

As staff to the local Workforce Board we have been the leader of convening Core Workforce partners for over two year. These monthly meetings have resulted in a broader shared knowledge of programs and services provided by each partner which has resulted in referrals and co-enrollments. These discussions have included ways to help individuals follow a career path.

- 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;

Strategies and services that are being used to facilitate engagement with employers include outreach, participation in events such as career and technical education summits, and continuous development of growing sectors understanding. Current targeted sectors include health care, advanced manufacturing, information technology and construction. Partnerships with the career and technology educators and the Northwest Arkansas Council enhance the facilitation. Apprenticeships, on-the-job training, work based learning, and career pathways are some of the services provided. By taking advantage of partners' relationships and work with employers in targeted sectors, such as construction, we are able to have a longer reach to small and entrepreneurial businesses.

- B. Support a local workforce development system that meets the needs of businesses; Better educating the businesses of the full array of services at the Arkansas Workforce Centers through business services, outreach, job fairs, business expos, open house at workforce centers, apprenticeships, on-the-job training, and work-based learning are ways that the local workforce development system may meet the needs of businesses. The needs of business have been revealed by asking business what they need as well as attending meetings, such as Chambers of Commerce, with employers. We listen to what they say.

C. Better coordinate workforce development programs and economic development; and We leverage resources with the Northwest Arkansas Economic Development District by participating in community outreach events, and economic development surveys . An example would be the work with the Carroll County Collaborative (C3), that includes the elected officials, secondary and post secondary education, employers, economic development, workforce and other stakeholders. This group is coordinating efforts to bring a technical center for secondary and adult learners to a facility in Berryville where training will be provided to address the needs of Carroll County and surrounding employers. Working with Chambers of Commerce, Arkansas Economic Development Commission staff, and economic developers throughout the region helps facilitate coordination between workforce and economic development.

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

Unemployment Insurance is co-located in all of our Northwest Workforce Centers. Partners at the workforce centers meet routinely and discuss methods to better serve all customers, including unemployed individuals.

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)]

Entrepreneurial efforts are supported and promoted through the Harrison Chamber of Commerce E-Ship program, Fayetteville Chamber of Commerce Teen Entrepreneur Boot Camp, Small Business and Technology Center at the Walton College University of Arkansas at Fayetteville, Arkansas Food Innovation Center, Startup Junkie, Young Entrepreneurs Academy in Bentonville, C3 Carroll County Collaborative, Revolving Loan Fund and more.

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)]

The local board will coordinate education and workforce investment activities with secondary and postsecondary education programs and activities through input at partner meetings. There is also collaboration between the board and secondary and postsecondary education programs providing services to the youth such as working with OUR Education Coop and Northwest Education Coop, the youth committee, and with school districts.

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)]

In order to assist jobseekers in obtaining or retaining employment through career or training services, Arkansas Workforce Centers offer a variety of supportive services. Northwest region is responsible for establishing a supportive service policy that outlines types, eligibility, limits, etc. The Title IB Supportive Services Policy adopted by the Workforce Development Board may be found in the Board Policy Manual. Examples of supportive services include child care; transportation; needs-related payments; housing; tools and equipment; uniforms; and other clothing. In addition to WIOA-funded supportive services, Northwest has developed relationships with community partners that assist with utility payments, food, shelter, and other basic needs.

#### Adult Education and Literacy

Department of Workforce Services provides Temporary Assistance for Needy Families (TANF) that provide child care, transportation, vehicle downpayment, sales tax, vehicle insurance, emergency rent and utility assistance, and relocation assistance.

Arkansas Rehabilitation Services and Services for the Blind may provide items needed for the individual to participate in employment and training activities such as glasses, rehabilitative technology, personal care attendant services, transportation and other supports as needs are determined.

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)]

Wagner-Peyser staff and the Adult/Dislocated Worker and Youth provider staff are co-located in all the Northwest Workforce Centers which simplifies the process.

Central to WIOA is the integration of service delivery among multiple workforce and talent development programs. Northwest has strong partnerships among state agencies, community colleges, economic development, and community-based organizations. A priority of the local board and central to the implementation of the strategic plan is to align core programs to prevent and eliminate duplication across programs.

Alignment of core and optional programs will be accomplished by the following strategies:

**Reflect Robust Partnerships** – Reflect the establishment of robust partnerships among partners. The one-stop operator facilitates an integrated, co-located partnership that seamlessly incorporates services of the core partners and other workforce center partners. They have regular partners meetings.

**Organize Service by Function** – Organize and integrate services by function (rather than by program); when permitted by a program's authorizing statute and as appropriate, and by coordinating staff communication, capacity building and training efforts. Functional alignment includes having workforce center staff that is are cross-trained to serve all customers seamlessly (including target populations) by

providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope and requirements of each program.

- 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)]

The Local Board received the Requests for Proposals from the Arkansas Career and Technical Education Adult Education Department. The local Board had a committee appointed by the Board Chair to review and make comments for enhancing proposals. These were submitted to the Adult Education Department. The Board approved the comments before submission to the State.

- 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.

Health care sector – active, ongoing. The Northwest Arkansas Council hosted a Health Care Summit Fall 2016. This event brought about 200 stakeholders to the table to discuss the focus of the I-49 Corridor becoming a health care destination. The champion for the Northwest Board is Steve Percival, Washington Regional Medical Center. Additionally health care is being coordinated through an Arkansas Regional Workforce Grant led by North Arkansas College in Harrison.

Advanced Manufacturing -- emerging, ongoing. Pace Industries is the leading business driving advanced manufacturing with Ken Stuckey as the champion. OUR Educational Cooperative and North Arkansas College as well as the Harrison Regional Chamber of Commerce have been the drivers of this sector.

Construction -- emerging, ongoing. Strong Apprenticeship programs and Northwest Arkansas Community College have been the drivers for the construction industry in our area. Meeting with apprenticeship trainers, employers and staff occurred January 13, 2017.

Information technology – exploring, ongoing. Information technology for development. As a fast moving target we have yet to be able to address this sector.

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

The Board currently leverages and has oversight of funding outside WIOA Title I. Additional funding includes National Emergency Disaster Grants that provide temporary employment to assist counties and cities with cleanup after natural disasters and other DOL Discretionary Grants as well as the PROMISE Grant which serve youth with disabilities receiving SSI. Summer work experience is provided for the PROMISE youth to explore the world of work and discontinue the need for SSI. The PROMISE Grant will expire in six months, this is the last summer for the grant. Employing the people equals the outcomes. Leverage resources include NWAEDD community and economic development funds for joint projects. We will apply for future grants as they become available.

## Section 4: Program Design and Evaluation

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

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

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

The Board ensures continuous improvement by the monitoring of service providers and review and evaluation of eligible training providers and applications closely to ensure that the training provided is meeting the needs of employers and that employers are hiring from those training programs, as well as meeting with the educational institutions to ensure needs are understood and conveyed on an ongoing basis. The Board will also use a report created by the Arkansas Research Center for the Department of Workforce Services pursuant to Act 852 of 2015 which provides Employment and Earnings Outcomes for Arkansas graduates of State supported higher learning institutions <http://dws.arkansas.gov/News/PDF/Act%20852%20Economic%20Security%20Report.pdf>

- 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)]

With five Workforce Centers across the nine county area, access to a comprehensive center may be limited in very remote areas. In those cases staff will travel to work with participants and employers on an as needed basis. Arkansas Job Link is the State's technology system that allows participants and employers to access many services on a self-serve basis as well as in centers. As technology continues to evolve Northwest will continue to utilize it to reach out and serve participants and employers alike. The Arkansas Mobile Workforce Unit is available when needed.

- 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*)

Northwest Workforce Development system will comply with WIOA section 188 by ensuring accessibility of facilities, programs and services, technology, and materials for individuals with disabilities by providing staff training and support by Arkansas Rehabilitation Services and Services for the Blind. The Job Access with Speech (JAWS) system is available at all Centers as assistance for customers that are visually impaired. MAGic is currently installed in the Workforce Centers in Fayetteville and Harrison. This software is a screen magnification and screen reading solution for computer users with low vision.

- 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)]

Roles and contributions will be described in the memorandum of understanding and infrastructure funding agreements.

Partners in Northwest Arkansas Workforce Development Area

Program	Provider	Location
Title I		
Adult	Northwest Arkansas Economic Development District	Arkansas Workforce Centers at Harrison, Mountain Home, Fayetteville, Rogers and Siloam Springs
Dislocated Worker	Northwest Arkansas Economic Development District	Arkansas Workforce Centers at Harrison, Mountain Home, Fayetteville, Rogers and Siloam Springs
Youth	Northwest Arkansas Economic Development District	Arkansas Workforce Centers at Harrison, Mountain Home, Fayetteville, Rogers and Siloam Springs
Job Corps	Women Empowered Network	By appointment at Arkansas Workforce Centers at Harrison, Mountain Home, Fayetteville, Rogers and Siloam Springs
Youthbuild	None	n/a
Native American	American Indian Center of Arkansas	By appointment at Arkansas Workforce Centers at Harrison, Mountain Home, Fayetteville, Rogers and Siloam Springs
Migrant and Seasonal Farmworker	Arkansas Human Development Corporation	By appointment at Arkansas Workforce Centers at Harrison, Mountain Home, Fayetteville, Rogers and Siloam Springs
Title III		
Wagner-Peyser Employment Services	Arkansas Department of Workforce Services	Arkansas Workforce Centers at Harrison, Mountain Home, Fayetteville, Rogers and Siloam Springs
Title II		
Adult Education and Family Literacy	Fayetteville School District	612 South College, Fayetteville
	Northwest Technical Institute,	610 E. Emma Street, Springdale
	North Arkansas College	303 N Main St., Harrison; 804 W Freeman, Berryville; 683 N Parrott Dr., Huntsville; Jasper Public Library, Jasper; 402 Oak Street, Leslie
	Northwest Arkansas Community College	One College Dr., Bentonville; 1001 S. Mt Olive, Siloam Springs; Gravette Public Library, Gravette
	Arkansas State University at Mountain Home	ASUMH Campus, Mountain Home
	Ozark Literacy Council	2596 N Keystone Crossing, Fayetteville
	Title IV	

Vocational Rehabilitation	Arkansas Rehabilitation Services	By appointment at Arkansas Workforce Centers at Harrison, Mountain Home, Fayetteville, Rogers and Siloam Springs. Referrals to Field Offices at Harrison and Fayetteville.
	Arkansas Department of Human Services, Services for the Blind	Referral to 2126 Capps Road, Harrison; 4044 N Frontage Rd., Fayetteville
Other partners		
Senior Community Service Employment Program	Experience Works	By appointment at Arkansas Workforce Centers at Harrison, Mountain Home, Fayetteville, Rogers and Siloam Springs
Career and Technical Education postsecondary Carl Perkins	North Arkansas College	1515 Pioneer Ridge, Harrison
	Northwest Arkansas Community College	One College Dr., Bentonville
	Northwest Technical Institute	709 S. Old Missouri Rd., Springdale
	Arkansas State University at Mountain Home	1600 S. College, Mountain Home
Trade Adjustment Assistance	Arkansas Department of Workforce Services	Arkansas Workforce Centers at Harrison, Mountain Home, Fayetteville, Rogers and Siloam Springs
Jobs for Veterans State Grants	Arkansas Department of Workforce Services	Arkansas Workforce Centers at Harrison, Mountain Home, Fayetteville, Rogers and Siloam Springs
Community Services Block Grant Training and Education	Ozarks Opportunities	By referral
Housing and Urban Development Employment and Training	Northwest Arkansas Regional Housing Authority	By referral
Unemployment Insurance	Arkansas Department of Workforce Services	Arkansas Workforce Centers at Harrison, Mountain Home, Fayetteville, Rogers and Siloam Springs
Second Chance programs	Goodwill Industries	Springdale
Temporary Assistance for Needy Families (TANF)	Arkansas Department of Workforce Services	Arkansas Workforce Centers at Harrison, Mountain Home, Fayetteville, Rogers and Siloam Springs

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



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

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

Northwest's adult and dislocated worker employment and training activities are provided through the Northwest Arkansas Economic Development District at the five comprehensive Workforce Centers located across the region. NWAEDD has consistently produced excellent results by providing customers with case management, scholarships for institutional training, on-the-job training, work experience, apprenticeships, and supportive services. The University of Arkansas at Fayetteville, Northwest Arkansas Community College, Northwest Technical Institute, John Brown University, North Arkansas College and Arkansas State University at Mountain Home as well as other schools provide a wide choice for those entering higher education.

Title I Adult, Dislocated Worker and Youth provides services to individuals through basic career services, individualized career services, and training services. Title I assists clients in paying for training costs, as well as supportive services to alleviate barriers to employment.

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)]

Rapid Response is an early intervention designed to coordinate transitional services at the earliest point possible for employers and workers affected by mass layoffs or plant closure. Rapid Response works closely with the Local Workforce Development Board and Local Elected Officials in adversely affected areas to insure that dislocated workers receive program information and services.

The Shared Work Unemployment Compensation Program provides an alternative for employers faced with a reduction in the work force. It allows an employer to divide available work or hours of work among a specific group(s) of employees in lieu of a layoff, and it allows the employees to receive a portion of their unemployment benefits while working reduced hours.

The Governor's Dislocated Worker Task Force division of Business Retention & Workforce Transition is responsible for the statewide rapid response and layoff aversion activities. Immediately upon receiving notice of a closure or workforce reduction, the Task Force contacts company officials. A community meeting is scheduled with elected officials and business leaders to create action plans to assist both the community and dislocated workers. To avoid duplication and confusion, local AWC staff do not initiate contact with an employer regarding a layoff without first speaking with the Task Force Coordinator. Layoff aversion may occur when word of a possible layoff or closure is addressed early by the Task Force. The Task Force will convene economic development agencies and others to try to find a solution to prevent the layoff.

The Business Retention & Workforce Transition team, as a part of the Dislocated Worker’s Task Force, may conduct a worker assistance workshop, to be attended by representatives of local and state agencies and affected workers to review available resources. Services and needs discussed at the workshop may include retraining and educational opportunities, unemployment insurance, social service programs, credit counseling, insurance options and resources to find a new job.

The Task Force Coordinator also serves as the liaison to the local chambers of commerce throughout the area. Information is provided to them about the affected workers, including their occupations and their educational and skill levels. The local AWC staff builds on the services provided through the Governors Dislocated Worker Task Force by providing information and services to the affected employees.

Dislocated workers are given a full array of services through the Arkansas Workforce Center partnership and community organizations.

State and local WIOA partners will continue to build and maintain relationships with the business community to help with early warning of potential layoffs and promote early intervention. Together, the following services will be provided:

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

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.

#### WIOA YOUTH PROGRAM ELEMENTS

Services may be provided by the service provider or on a referral basis if needed.

	Element	Implementation
1.	Tutoring, study skills training and instruction leading to high school completion, including dropout prevention strategies. Dropout prevention strategies can include, but are not limited to, placement in an alternative secondary school services setting, facilitating involvement of families and community, taking an individualized approach based on youth’s individual needs.	Provision of on-line coursework, one-on-one instruction, peer-to-peer interaction, or in a group instruction. Referrals made to partners providing educational services and the use of on-line tutorials. The WDB authorizes incentives for the participants that achieve goals that contribute to their success. The primary goal of local WIOA

		youth programming is to insure youth completion of a HSD/GED.
2.	Alternative high school services which offer specialized, structured curriculum inside or outside of the public school system which may provide work, study and/or academic intervention for students with behavior problems, physical/mental disabilities, who are at risk of dropping out, and/or who are institutionalized or adjudicated youth	WIOA youth programs will work closely with alternative schools throughout the area. Alternative schools will be one source for referrals for eligible WIOA Youth participants. WIOA youth services will be designed to complement activities occurring within alternative schools. The primary goal will be for the youth to obtain their high school diploma or a GED.
3.	Summer youth employment that takes place between May 15th and September 30th and consists of employment for which youth are paid a wage. Summer employment should be coordinated and linked with academic and occupational learning that leads to the career or employment goal as stated in the individual service strategy.	Participants will prepare for employment opportunities through the provision of various services including, but not limited to: <ul style="list-style-type: none"> <li>• basic skill remediation</li> <li>• supervised work experiences</li> <li>• pre-employment abilities such as career planning, resume preparation, labor market information usage, application completion, and interview skills attainment</li> <li>• attainment of core employability/work maturity skills such as dependability, honesty, problem solving, initiative, enthusiasm, team player</li> <li>• Interpersonal skills, appearance, leadership, and cultural sensitivity. emphasis on jobs in in-demand and emerging industries</li> </ul>
4.	Paid and unpaid work experiences, including internships and job shadowing are short-term, planned, structured learning experiences that occur in a workplace and are focused on career exploration and the development of work readiness skills. The primary purpose of work experiences is to expose youth to the requirements of work and to employers expectations. An employer may benefit from the work done by a youth, but the primary benefit must be to the youth.	Work opportunities with an emphasis on jobs in in-demand and emerging industries;
5.	Occupational skills training constitutes an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels. These include programs that lead to the attainment of a certificate or credential, participation in Job Corps, apprenticeship programs,	Enrollment into programs that provide recognized degrees, certifications, or marketable skills for in-demand and emerging occupations;

	and training programs that provide skills necessary to enter or advance in a specific occupation.	
6.	Leadership development opportunities, which include community service and peer-centered activities that encourage responsibility, employability, and other positive social behaviors. Examples include community volunteering, peer mentoring or tutoring, character education, citizenship education, including how and why to vote, serving on a youth council, community or advocacy organization board, leadership training consisting of how to work in a team, how to run meetings, diversity training, and life skills training such as parent education, financial education, goal setting and conflict resolution	Participation in community service learning projects, peer centered activities, teambuilding, life-skills training, healthy lifestyle choices, etc.; The Pre-Employment Transition Program offered through ARS and DSB provide soft skills training which includes a focus on social behaviors intended to enhance the development of employment skills for transition age youth by fostering the knowledge and growth of independent living skills, communication, and interpersonal skills to gain understanding of employer expectations related to timeliness and performance on the job. ARS will provide or coordinate students with disabilities. ARS offers the Youth Leadership Forum on the campus of the University of Central Arkansas which is open to youth with disabilities and designed to foster leadership skills. This is part of a nationwide effort to join youth with disabilities and promote empowerment.
7.	Adult mentoring for a duration of at least 12 months; this service may occur during program participation or during the follow-up period. Adult mentoring is a one-to-one supportive relationship between an adult and a youth that is based on trust. High-quality adult mentoring programs include an adult role model who builds a working relationship with a youth and who fosters the development of positive life skills in youth.	Referral to community-, faith-based, and/or other organizations to provide one-on-one encouragement and direction;
8.	Supportive services to enable an individual to participate in WIOA youth program activities. These may include, but are not limited to, housing, meals, medical care, day care, transportation, school related supplies, training related supplies, etc.	Assistance with transportation, childcare, clothing, supplies, and related needs;
9.	Follow-up services include activities after completion of participation to monitor youths' success during their transition to employment and further education and to provide assistance as needed for a successful transition. Follow-up services must be provided for not less than 12 months after obtaining employment and/or completion of participation.	Frequent interaction, including guidance and counseling, support services, and other assistance for at least 12 months after exit;
10.	Comprehensive guidance and counseling to help youth make and implement informed educational, occupational, and life choices. It includes imparting	Career counseling will be an integral part of youth programming and

	skills through counselor-directed learning opportunities that help youth achieve success through academic, career, personal, and social development.	provide the basis for individual employment plans.
11.	Financial literacy education to help youth gain the skills needed to create household budgets, initiate savings plans, and make informed financial decisions about education, retirement, home ownership, wealth building, or other savings goals. An example of financial literacy education is the FDIC approved Money Smart curriculum.	Financial literacy education is supported by activities such as partnerships with financial institutions and to provide workshops at the local one stop.
12.	Entrepreneurial skills training including the use of curriculum based training modules that teach youth the value of being skilled and applying those skills to meet a consumer need or demand; to think creatively and critically; to problem solve; how to recognize opportunities, and other skills related to entrepreneurialism.	Entrepreneurial skills training is supported by activities such as partnerships with economic development agencies and referrals to business development organizations.
13.	Services that provide career awareness, career counseling, and career exploration by using labor market and employment information about in-demand industry sectors or occupations available in the local area.	Workshops and other services that prepare youth for careers in in-demand and/or emerging occupations. Information is provided in the local one-stops or on-line systems such as the Arkansas Job Link. Information about in-demand industry sectors or occupations is available in areas, such as career awareness, career counseling, and career exploration services.
14.	Activities that help youth prepare for and transition to post-secondary education and training include the delivery of activities listed within the 14 WIOA program elements and other activities that provide exposure to post-secondary education options; assisting youth with placement into post-secondary education; and placement into training opportunities such as apprenticeships and occupational training	Individual guidance and counseling, including career pathway discussion; assistance with applications for FAFSA; and referral to enrollment and career counseling services at Post-secondary institutions.

Arkansas Rehabilitation Services (ARS) and the Division of Services for the Blind (DSB) have youth programs for youth with disabilities that focus on employment. ARS and DSB have Supported Employment program models that are appropriate for youth with disabilities and the Pre-Employment Transition Program, which serves youth that are also students in an educational program from ages 16 to 21 in the State of Arkansas.

The Supported Employment model provides job placement assistance, on-the-job supports and job coaching through a third party vendor that is qualified and monitored through ARS or DSB. Regular meetings and updates are built into this program model. With the Pre-Employment Transition model ARS and DSB provide 5 core services to youth that are students. These services include: self-advocacy, work readiness, work-based learning, counseling on opportunities in post-secondary training, and job exploration. These services can be arranged

through 3<sup>rd</sup> party vendors, schools, or directly through ARS counselors. This program is qualified and monitored by ARS or DSB staff.

- 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*)

Board member training was provided by Rick Maher April 27, 2016 in Little Rock. The Board worked through the basics of how to become a strategic rather than tactical board. Additional webinars and training were continued by Maher and Maher to Board Directors to continue the development process.

Board meeting agendas have been restructured so that the tactical requirements are handled first. Time is then allowed for the board to have discussions on strategies for effectiveness and continuous improvement.

- 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)]

Training services will be provided to eligible participants and will include on-the-job training, work experience, apprenticeship, classroom training, customized training or incumbent worker training.

The individual training accounts (ITA) system is used by participants who are eligible for training services and choose to attend training. A career advisor uses the ITA request form to determine a participant's financial need. The individual selects the course of study from the eligible training provider list. The individual must have made application and have received determination from other funding sources and present the award letter to the career specialist to show the monetary amounts of unmet financial need. He/she must also present a statement of how much the family will be able to contribute to the cost of the training. Consideration of all available funds, excluding loans, will determine the person's overall need for WIOA funding. The ITA may be used to cover expenses for tuition, books, fees, supplies, and/or tools. Employment/Training Advisors will make sure that there is no duplication of services.

The amount of monies available from all sources, the financial status of the family, and the potential of the applicant prior to a determination of qualification are also taken into consideration. If approved, the ITA is completed by the career advisor. The Eligible Training Provider bills the WIOA Program each semester. ITA's may be adjusted up or down based upon case necessity. ITA's are not issued if the training program is not on the Arkansas Consumer Report System (ACRS) list.

Registered Apprenticeship is another viable option for individuals in career development. It is earn and learn, individuals are employed and receive training to earn a credential and even become licensed in the field in which they are working. Examples include but are not limited to electrical and plumbing.

- 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)]

The primary avenue for training services is through the Individual Training Account; however, contracts may be used but should reflect a training program that is in demand. On-the-job training and customized training are other options available to serve a single employer with its training needs.

- 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)]

The Board uses the Projected Employment Opportunities List as the basic guide for determining in-demand occupations. Additionally, demand occupations and targeted industry sectors specific to the Northwest Area are focused. Employer feedback regarding the employment success may also be a considering factor. Demand occupations from neighboring Workforce areas may be used as well. When developing on-the-job contracts with an employer an open position would indicate it is in demand.

## 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)]

Interagency agreements typically are memoranda of understanding. These will be developed by the State Transition Roundtable Policy Committee as part of the Workforce Certification document.

Local ARS Field offices or other ARS organizational units will replicate cooperative agreements in whole or in part with local divisions of Workforce Innovation and Opportunity Act core programs. These may include the following:

- provision of staff training and technical assistance with regard to the availability and benefits of, and information on eligibility standards for, vocational rehabilitation services
- the promotion of equal, effective, and meaningful participation by individuals with disabilities in workforce investment activities in the State through the promotion of program accessibility, the use of nondiscriminatory policies and procedures, and the provision of reasonable accommodations, auxiliary aids and services, and rehabilitation technology, for individuals with disabilities
- use of information and financial management systems that link all components of the statewide workforce development system, that link the components to other electronic networks, including nonvisual electronic networks, and that relate to such subjects as employment statistics, and information on job vacancies, career planning, and workforce innovation and opportunity activities; use of customer service features such as common intake and referral procedures, customer databases, resource information, and human services hotlines
- establishment of cooperative efforts with employers to facilitate job placement
- carry out any other activities that the designated State unit and the employers determine to be appropriate; identification of staff roles, responsibilities, and available resources, and specification of the financial responsibility of each component of the statewide workforce investment system with regard to paying for necessary services (consistent with State law and Federal requirements)
- specification of procedures for resolving disputes among such components.

Development of these agreements at the local level must include the local manager (field office district manager or the top executive at the organizational units of Arkansas Rehabilitation Services). The agreement must be signed by the local manager, the supervising Senior Leader from Arkansas Rehabilitation Services, and the Commissioner of Arkansas Rehabilitation Services or his/her designee. Copies of the agreement will be maintained by the local manager and Chief Fiscal Officer of Arkansas Rehabilitation Services.

To ensure compliance the local workforce board rehabilitation committee will review and provide oversight of the cooperative agreements as well as facilitate compliance.



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)]

The Northwest Arkansas Economic Development District is responsible for disbursement of grant funds as determined by the Chief Elected Officials. Northwest Arkansas Economic Development District is located at 818 Highway 62-65-412 North, Harrison, Arkansas 72601. Joe Willis is the Executive Director.

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

The Workforce Board, at their March 2017 meeting, approved the process of allowing staff to procure an independent consultant to facilitate the process of creating and selecting the Request for Qualifications for a One-Stop-Operator and Title I Adult, Dislocated Worker and Youth Provider. At this meeting the Chairman appointed a task force to work with the consultant to review and make recommendations to the board for selection of the respondents of the request for qualifications. This Task Force made its recommendation to the Executive Committee of the Board for approval, then the Chief Elected Officials validated.

Each proposal is rated based on specific criteria. After the evaluation, the rating of each proposal is presented to the full board. The provider is selected by the local board with agreement from the chief elected officials.

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)]

Local performance measures for each local area will be the same as the State goals.

<b>Northwest WIOA Performance Measures</b>	<b>NW Area PY16 &amp;17 Performance Goals</b>
<b>Employment (Second Quarter after Exit) Negotiated Goals</b>	
<b>Adult</b>	<b>82.5%</b>
<b>Dislocated Worker</b>	<b>77.0%</b>
<b>Youth</b>	<b>75.0%</b>
<b>Employment (Fourth Quarter after Exit) Negotiated Goals</b>	
<b>Adult</b>	<b>78.0%</b>
<b>Dislocated Worker</b>	<b>74.5%</b>
<b>Youth</b>	<b>71.2%</b>
<b>Median Earnings (Second Quarter after Exit) Negotiated Goals</b>	
<b>Adult</b>	<b>\$5,842</b>
<b>Dislocated Worker</b>	<b>\$6,400</b>
<b>Credential Attainment Rate Negotiated Goals</b>	
<b>Adult</b>	<b>75.3%</b>
<b>Dislocated Worker</b>	<b>75.0%</b>
<b>Youth</b>	<b>70.0%</b>
<b>Measurable Skill Gains Negotiated Goals</b>	
<b>Adult</b>	<b>Baseline</b>
<b>Dislocated Worker</b>	<b>Baseline</b>

<b>Youth</b>	<b>Baseline</b>
<b>Effectiveness in Serving Employers Negotiated Goals</b>	
<b>Adult</b>	<b>Baseline</b>
<b>Dislocated Worker</b>	<b>Baseline</b>
<b>Youth</b>	<b>Baseline</b>

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)]

Local and state monitoring of the fiscal agent, Title I Service Provider and One-Stop Operator will be conducted at least annually. The local board will be made aware of any issues or concerns that may arise from the monitoring. Performance reports will be presented to the board at the end of each program year for the board to approve/disapprove. The fiscal agent, Title I service provider and one-stop operator shall be audited on an annual basis. The board will be presented the eligible training provider list and programs quarterly for its review and approval.

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

The Vision of the Arkansas Workforce Development Delivery System was shared at the December 2015 board meeting. This provided the board with an overview of the Governor’s vision for the system under the Workforce Innovation and Opportunity Act.

At its June 7, 2016 meeting, the board was asked for input into the development of the local plan. July 21, 2016 guidance and template from Arkansas Department of Workforce Services was emailed to all of the Northwest Workforce Development Board members with a request for help with the development of the plan. Ten board members volunteered their help. At their request it was decided to do as much work via email as possible. An initial draft of the regional plan was forwarded to the board volunteers for input and review.

CEO’s had the opportunity to provide input at the September meeting and through review via email.

Workforce Center partners provided input into the plan at the ongoing partner meetings. Businesses, labor organizations, partner agencies, educators, and economic developers from the local area are all represented on the board and had the opportunity to comment.

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)];

A public notice was placed in the newspaper advising that the public has 30 days from October 29, 2016 to submit comments on the proposed plan. It was also available on NWAEDD's website, through email notification and at NWAEDD's physical address. Public comment period was October 29 through November 30, 2016.

The Plan was again made available for public comment again May 19, 2017 in the newspaper advising that the public has 30 days from that date to submit comments on the proposed plan and was available on NWAEDD's website, through email notification and at NWAEDD's physical address. Public comment period was May 19, 2017 through June 20, 2017.

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

There were no comments received.

- 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)]

Disagreements or concerns received during the public comment period will be addressed following the board's review of said concerns. Those concerns will also be included in the attachments of this plan. No comments were received.

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

Tina Hopkins  
Northwest Arkansas Economic Development District  
[Tina.hopkins@nwacdcc.org](mailto:Tina.hopkins@nwacdcc.org)  
870-508-4128  
Arkansas Workforce Center at Mountain Home  
1058 Highland Circle #20  
Mountain Home, AR 72653

**Section 6: Plan Assurances**

<b>Planning Process and Public Comment</b>		<b>References</b>
<input checked="" 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 checked="" type="checkbox"/>	6.2 The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)
<input checked="" 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
<b>Required Policies and Procedures</b>		<b>References</b>
<input checked="" 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 checked="" 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 checked="" 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 checked="" 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 checked="" 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 checked="" 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 checked="" 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 checked="" 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	WIOA Section 181(c); proposed 20 CFR 683.600

	point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	
☒	6.12 The local board has established at least one comprehensive, full-service one-stop center and has a written process for the local Chief Elected Official and local board to determine that the center conforms to the definition therein.	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305
☒	6.13 All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)
☒	6.14 The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	WIOA Section 188; 29 CFR 37.42
☒	6.15 The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.	WIOA Section 188; 29 CFR 37.42
☒	6.16 The local board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.	WIOA Section 188; 29 CFR 37.54(a)(1)
☒	6.17 The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 37.37
☒	6.18 The local board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements	2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGL 2-12; 29 CFR Part 93.100
☒	6.19 The local board ensures that one-stop Migrant and Seasonal Farmworker (MSFW) and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven.	WIOA Section 167
☒	6.20 The local board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	WIOA Sections 116(i)(3) and 185(a)(4); 20 USC 1232g; proposed 20 CFR 677.175 and 20 CFR part 603
	<b>Administration of Funds</b>	<b>References</b>
☒	6.21 The local board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIOA Section 108(b)(16); proposed 20 CFR 679.560(a)(15); WIOA Section 134(c)(3)(G); proposed 20 CFR 680.300-310
☒	6.22 The local board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are	WIOA Section 108(b)(15)

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