Leverage

Aligning job placement, with job creation.
Goals of this ongoing initiative

1. Align job training with job creation
2. Involve respective Industry leaders
3. Use data-driven decision making moving forward
4. Become a respected, contributing partner with economic development organizations.
5. Enhance the probability of employment and higher wages for all WIOA participants.
Number one issue for site selectors in 2016: Workforce

This was not always the case.
Overview of LEVERAGE

UNDERSTAND THE ECONOMY

ASSESS THE LABOR FORCE

DETERMINE NEEDS OF INDUSTRY

INCREASED WIOA PERFORMANCE

INCREASED WAGES AND EMPLOYMENT PROBABILITY

ALIGN TRAINING PROGRAMS
The issue with Federal Workforce Development Programs

SUPPLY SIDE
- Develop human capital in order to provide labor market with a stream of skilled individuals
- Creates trained individuals with skills employers do not need.

DEMAND SIDE
- Focus on the training path in order to provide labor market with an applicable workforce
- Creates trained individuals with the skills needed for in-demand jobs.
The problem is further amplified

Workforce Boards and Educational Institutions
- (classically) View workforce development as the development and ultimate security (employment) of the individual.
- Train the workforce

Businesses and the private sector
- Focus on the needs of their specific company to operate and expand
- Employ the workforce

This gap must be closed
In order to align workforce and economic development

- Align job training with job creation
- Involve the private sector
- Use data to drive decisions

It is imperative to become a contributing partner in economic development
2. Understanding our Workforce

PAGES 3-17 of LEVERAGE
OUR ECONOMY and WORKFORCE

- 716,632 population (INCLUDING LITTLE ROCK)
- $36,690 per capita income
- 20-64 year olds make up 78% of the population
  - Available workforce of 536,730
- Labor Force Participation Rate: 62%
- Regional Unemployment Rate: 5.6%
Regional Education Attainment

- Education Attainment:
  - 31% High School Diploma
  - 18% Bachelor Degree
  - 10% Graduate Degree
Commuting Patterns

Faulkner County
Job Counts in Work Blocks by Distance Only
2014
Count Share
Total All Jobs 49,077 100.00%
- Less than 10 miles 19,450 39.70%
- 10 to 24 miles 14,493 29.50%
- 25 to 50 miles 9,174 18.70%
- Greater than 50 miles 5,951 12.10%

Lonoke County
Job Counts in Work Blocks by Distance Only
2014
Count Share
Total All Jobs 49,077 100.00%
- Less than 10 miles 19,460 39.70%
- 10 to 24 miles 14,492 29.50%
- 25 to 50 miles 9,177 18.70%
- Greater than 50 miles 5,952 12.10%

Monroe County
Job Counts in Work Blocks by Distance Only
2014
Count Share
Total All Jobs 3,167 100.00%
- Less than 10 miles 764 24.10%
- 10 to 24 miles 552 17.40%
- 25 to 50 miles 598 18.60%
- Greater than 50 miles 1,263 59.90%

Prairie County
Job Counts in Work Blocks by Distance Only
2014
Count Share
Total All Jobs 3,880 100.00%
- Less than 10 miles 529 18.60%
- 10 to 24 miles 863 22.40%
- 25 to 50 miles 1,339 34.40%
- Greater than 50 miles 1,444 39.50%

Pulaski County
Job Counts in Work Blocks by Distance Only
2014
Count Share
Total All Jobs 168,326 100.00%
- Less than 10 miles 111,154 66.00%
- 10 to 24 miles 35,988 21.40%
- 25 to 50 miles 6,124 3.60%
- Greater than 50 miles 15,080 9.00%

Saline County
Job Counts in Work Blocks by Distance Only
2014
Count Share
Total All Jobs 48,858 100.00%
- Less than 10 miles 14,099 28.91%
- 10 to 24 miles 23,990 49.10%
- 25 to 50 miles 5,993 11.40%
- Greater than 50 miles 5,174 10.65%
## Workforce Demographics

### Faulkner County

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Count</th>
<th>Share</th>
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<tbody>
<tr>
<td>Age 29 or Younger</td>
<td>13,100</td>
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<td>27,174</td>
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<td>17,765</td>
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<tr>
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<td>19,322</td>
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### Prairie County

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<td>1,246</td>
<td>32.10%</td>
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### Lonoke County

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<td>Age 29 or Younger</td>
<td>6,610</td>
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<td>$1,251 to $3,333</td>
<td>10,704</td>
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<tr>
<td>More than $3,333</td>
<td>10,981</td>
<td>38.80%</td>
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### Pulaski County

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<tbody>
<tr>
<td>Age 29 or Younger</td>
<td>38,364</td>
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<td>Age 30 to 54</td>
<td>92,708</td>
<td>55.10%</td>
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<td>37,254</td>
<td>22.10%</td>
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<table>
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<td>42,261</td>
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<td>62,767</td>
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<tr>
<td>More than $3,333</td>
<td>63,296</td>
<td>37.60%</td>
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### Monroe County

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<th>Share</th>
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<tr>
<td>Age 29 or Younger</td>
<td>744</td>
<td>23.50%</td>
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<tr>
<td>Age 30 to 54</td>
<td>1,662</td>
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<tr>
<td>Age 55 or Older</td>
<td>761</td>
<td>24.00%</td>
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</table>

<table>
<thead>
<tr>
<th>Earnings</th>
<th>Count</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,250 or less</td>
<td>906</td>
<td>28.60%</td>
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<tr>
<td>$1,251 to $3,333</td>
<td>1,516</td>
<td>47.90%</td>
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<tr>
<td>More than $3,333</td>
<td>745</td>
<td>23.50%</td>
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### Saline County

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<tr>
<td>Age 29 or Younger</td>
<td>10,797</td>
<td>21.10%</td>
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<tr>
<td>Age 30 to 54</td>
<td>26,183</td>
<td>57.70%</td>
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<tr>
<td>Age 55 or Older</td>
<td>9,871</td>
<td>20.20%</td>
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<table>
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<th>Share</th>
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<td>10,615</td>
<td>21.70%</td>
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<tr>
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<td>18,311</td>
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</tr>
<tr>
<td>More than $3,333</td>
<td>19,930</td>
<td>40.80%</td>
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Growth in employment

- 546,000 New and Replacement jobs between 2013-2023
  - 70/30 split
    - 70% require no further education beyond high school
    - 30% require postsecondary or vocational training
      - 87% of the 70% do not provide a supporting wage

- High paying jobs are attracted to an educated and skilled workforce
- Two choices: Vocational or College

Source: Rockefeller, Expect More
**IPEDS and Collegiate Data**

### University of Central Arkansas Completions

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>13.0101</td>
<td>Education, General</td>
<td>6</td>
<td>0</td>
<td>25</td>
<td>11,266</td>
<td>11,363</td>
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<td>11,266</td>
<td>11,363</td>
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<td>58</td>
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<td>12,708</td>
<td>12,817</td>
<td>(1%)</td>
<td>$36.14</td>
<td>12,708</td>
<td>12,817</td>
<td>(1%)</td>
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### University of Central Arkansas Completions

<table>
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<tr>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
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<tbody>
<tr>
<td>13.0101</td>
<td>Education, General</td>
<td>6</td>
<td>0</td>
<td>25</td>
<td>11,266</td>
<td>11,363</td>
<td>1%</td>
<td>$25.50</td>
<td>11,266</td>
<td>11,363</td>
<td>1%</td>
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<tr>
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<td>Philosophy</td>
<td>6</td>
<td>14</td>
<td>98</td>
<td>118</td>
<td>134</td>
<td>5%</td>
<td>$32.78</td>
<td>4,264</td>
<td>4,342</td>
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<td>5,019</td>
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<td>5,019</td>
<td>5,100</td>
<td>2%</td>
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<td>0</td>
<td>92</td>
<td>92</td>
<td>3,135</td>
<td>1%</td>
<td>$23.44</td>
<td>3,135</td>
<td>3,153</td>
<td>1%</td>
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<tr>
<td>13.1312</td>
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<td>0</td>
<td>92</td>
<td>92</td>
<td>3,135</td>
<td>1%</td>
<td>$23.44</td>
<td>3,135</td>
<td>3,153</td>
<td>1%</td>
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<td>13.1316</td>
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<td>0</td>
<td>91</td>
<td>92</td>
<td>3,135</td>
<td>1%</td>
<td>$23.44</td>
<td>3,135</td>
<td>3,153</td>
<td>1%</td>
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<tr>
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<td>0</td>
<td>85</td>
<td>92</td>
<td>3,135</td>
<td>1%</td>
<td>$23.44</td>
<td>3,135</td>
<td>3,153</td>
<td>1%</td>
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<td>6,004</td>
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<td>13.1308</td>
<td>Family and Consumer Sciences/Home Economics Teacher Education</td>
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<td>0</td>
<td>83</td>
<td>92</td>
<td>3,135</td>
<td>1%</td>
<td>$23.44</td>
<td>3,135</td>
<td>3,153</td>
<td>1%</td>
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<td>78</td>
<td>92</td>
<td>3,135</td>
<td>1%</td>
<td>$23.44</td>
<td>3,135</td>
<td>3,153</td>
<td>1%</td>
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<tr>
<td>13.1319</td>
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<td>12</td>
<td>74</td>
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<td>3,135</td>
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<td>3,135</td>
<td>3,153</td>
<td>1%</td>
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<td>13.1202</td>
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<td>70</td>
<td>70</td>
<td>2,427</td>
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<td>2,427</td>
<td>2,443</td>
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<td>52.1701</td>
<td>Insurance</td>
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<td>2,474</td>
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<td>13</td>
<td>26</td>
<td>53</td>
<td>92</td>
<td>3,135</td>
<td>1%</td>
<td>$23.44</td>
<td>3,135</td>
<td>3,153</td>
<td>1%</td>
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<td>0</td>
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<td>Spanish Language Teacher Education</td>
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<td>0</td>
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<td>53</td>
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<td>0%</td>
<td>$23.86</td>
<td>1,768</td>
<td>1,777</td>
<td>0%</td>
</tr>
</tbody>
</table>

*Source: QCEW Employees & Non-QCEW Employees - Ensi 2016*
Data Collected for Economic Base

- Personal Income
- Population
- Age Distribution
- Education Attainment
- Transfer Receipts
- % Income Transfer Receipts
- Unemployment
- Labor Force
- Labor Force Participation

- Workforce Profile by County
- Home to Work Commute
- Drive Time
- Inflow/Outflow of Workforce
- Employment by County
- Distance/Direction of Commute
- IPEDS Collegiate
- Economic Security
3. In-demand Industry Clusters
Location Quotients

- 1.00 means the level of employment (as a % of population) at the local level is the same as the national level of employment.
- High Location Quotients indicate specialization in the region.

\[ LQ = \frac{e_i/e}{E_i/E} \]  
or \[ LQ = \frac{e_i/E_i}{e/E} \]

e = Total Local Employment  \hspace{1cm} e_i = Local Employment Industry in i  
E = Total Reference Area Employment  \hspace{1cm} E_i = Reference Area Employment in Industry i
Location Quotient Example

- **Small Arms Ammunition Manufacturing**: 41.84LQ  
  - Remington Arms, Lonoke AR
- **Electronic Connector Manufacturing**: 19.06LQ  
  - Molex, Maumelle AR
- **Aircraft Manufacturing**: 2.81LQ  
  - Falcon Jet, Little Rock AR
- **Sanitary Paper Products**: 6.61LQ  
  - Kimberly Clark, Conway AR
Health Care 46k

Retail 30k

Manufacturing 16k

Transportation 10k

Construction 15k

Education 13k

Business Services 47k
Manufacturing

- OCCUPATIONS
  - Laborers: 5,933  $10.99
  - Sales Reps: 4,498  $24.03
  - Operations: 2,457  $27.41
  - Managers: 5,615  $35.58
- Remington Arms
- Kimberly Clark
- Molex
- Good Year
- Welspun Pipe
- L’Oréal
- SYSCO
- Coca-Cola
- Tokusen USA, Inc.
- Falcon Jet
Construction and General Trades

- OCCUPATIONS
  - Construction: 2,227 $11.27
  - Maintenance: 3,128 $14.85
  - Electricians: 1,611 $21.71
  - Plumbing/HVAC: 2,941 $24.92

- Heating and Air
  - Electricians
  - Plumbers
  - Carpenters
  - Welders
  - Masonry
Education

- OCCUPATIONS
  - T.A.: 1,559 $ 9.19
  - Elementary: 2,427 $22.02
  - Secondary: 1,768 $23.86
  - Postsecondary: 4,264 $32.78

- ARRC: 30.9% growth by 2022

*Education is an outlier*
Health Care

**OCCUPATIONS**
- Personal Care Aides: 5,031 $9.35
- Home Health Assistants: 1,826 $10.55
- Certified Nursing Assistants: 4,537 $10.82
- Licensed Practical Nurses: 2,942 $18.21
- Registered Nurses: 9,196 $28.76

- Catholic Health Initiatives
- Saline Memorial
- Baptist Health
- UAMS
- VA
- Children's Hospital
- Conway Regional
- Pathfinders
- Universal Health Services
Transportation and Logistics

- **OCCUPATIONS**
  - Bus: 1,469 $ 9.52
  - Truck Delivery: 1,705 $11.67
  - Heavy Truck: 5,765 $17.77

- Swift Transportation
- USA Truck
- ABF
- Maverick
- CRST Van
- Transco Lines
- JB Hunt Transportation
- Knight Transportation
- Anderson Trucking Service
- Hogan Transport
- Union Pacific
Business Services

- OCCUPATIONS
  - Information Clerks: 2,133, $11.07
  - Admin: 6,869, $14.15
  - Customer Service: 8,150, $14.29
  - Book Keeping: 3,634, $16.15
  - Computer Support: 1,604, $20.49
  - Supervisors: 4,989, $21.10
  - Management: 1,491, $26.40
  - Computer Analyst: 1,564, $33.27

- State of Arkansas
- Windstream
- Hewlett-Packard
- Acxiom
- Clark Transfer
- US Xpress Enterprises
- Outsource Partners Intl.
- Celadon Group, Inc.
- FIS
- Verizon
# Retail and Services

**OCCUPATIONS**

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<thead>
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<th>Occupation</th>
<th>Number</th>
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<tr>
<td>Retail Sales</td>
<td>11,932</td>
<td>$9.72</td>
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<tr>
<td>Stock Clerks</td>
<td>5,242</td>
<td>$9.92</td>
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<tr>
<td>Freight Mover</td>
<td>5,933</td>
<td>$10.99</td>
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<tr>
<td>Tellers</td>
<td>1,479</td>
<td>$11.15</td>
</tr>
<tr>
<td>Supervisors</td>
<td>3,785</td>
<td>$14.87</td>
</tr>
</tbody>
</table>

- Kroger Co.
- Home Depot
- Pets Mart
- Dollar General
- Best Buy
- Starbucks
- Target Corporation
- The Wedding Party
5. Understanding the Data
Using data to drive decisions
All of this data...now what?

- Force Field Analysis: How do the variables interact?
  - LEVERAGE: 68 variables
- Sectors may be more prominent within certain parts of the region.
- Workforce Center Specific Approaches: Brinkley WFC and Agriculture
Combating Oversaturation and training for jobs that don’t exist (in the region)

- Psychology: 2014 there were 263 completions for 6 regional openings
  - Oversaturation of 257 participants

- Liberal Arts: 2014 there were 1,379 completions for 118 regional openings
  - Oversaturation of 1,261

- Cosmetology: 2014---204 completions for 25 regional openings
  - Oversaturation of 179
Data Driven... However, you have to be subjective and use local head knowledge.
Combating Oversaturation and training for jobs that don’t exist (in the region)

- Registered Nurse: 2014 there were 697 completions for 289 regional openings
  - Oversaturation of 408?
Training for real jobs
Aligning WIOA training with in demand clusters
Example of Alignment to Manufacturing

<table>
<thead>
<tr>
<th>Provider Name</th>
<th>Industry</th>
<th>Program Name</th>
<th>Training Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arkansas State University - State University</td>
<td>Manufacturing</td>
<td>Agricultural Business BSA</td>
<td>Baccalaureate Degree</td>
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<td>Arkansas State University - State University</td>
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<td>Agricultural Education BSA</td>
<td>Baccalaureate Degree</td>
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<td>Agricultural Education MS</td>
<td>Master's Degree</td>
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<td>Arkansas State University-Beebe - Beebe</td>
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<td>Computerized Machining Technology</td>
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<td>Agriculture Equipment Technology</td>
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<td>Manufacturing</td>
<td>Agriculture</td>
<td>Associate Degree</td>
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<tr>
<td>Arkansas State University-Searcy</td>
<td>Manufacturing</td>
<td>Machining Technology: Basic Machining</td>
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<td>Arkansas State University-Searcy</td>
<td>Manufacturing</td>
<td>Computerized Machining Technology</td>
<td>Technical Certificate</td>
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<td>Arkansas State University-Searcy</td>
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<td>Computerized Machining Technology</td>
<td>Certificate of Proficiency</td>
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<tr>
<td>Henderson State University - Arkadelphia</td>
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<td>Aviation</td>
<td>Baccalaureate Degree</td>
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<td>Aviation Maintenance</td>
<td>Associate Degree</td>
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<td>Pulaski Technical College - North Little Rock</td>
<td>Manufacturing</td>
<td>Aviation Maintenance Airframe</td>
<td>Technical Certificate</td>
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<tr>
<td>Pulaski Technical College - North Little Rock</td>
<td>Manufacturing</td>
<td>Aviation Maintenance Powerplant</td>
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<td>Pulaski Technical College - North Little Rock</td>
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<td>Aviation Maintenance Technology</td>
<td>Associate Degree</td>
</tr>
<tr>
<td>Pulaski Technical College - North Little Rock</td>
<td>Manufacturing</td>
<td>Manufacturing Technology</td>
<td>Associate Degree</td>
</tr>
<tr>
<td>University of Arkansas at Monticello - Monticello</td>
<td>Manufacturing</td>
<td>Agriculture</td>
<td>Baccalaureate Degree</td>
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<td>University of Arkansas at Monticello, College of Technology-Crossett</td>
<td>Manufacturing</td>
<td>Electromechanical Instrumentation Technology</td>
<td>Advanced Certificate</td>
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</tbody>
</table>
Career pathways, ETPs, and relationships

Develop ladders and continue to access ETPs
This is only step one: Moving Forward

- Hone training providers even further (performance).
- Survey businesses to assess direct labor needs.
- Work with educational institutions to fill training gaps.
- Identify quality businesses who provide healthy wages and benefits.
- Continue to monitor the economics of the region and adjust.
- Identify career ladders within these industries and develop career pathways.
- Secure partnerships with Economic Development Organizations.
Benefits for the participants

- WIOA allows the participant to choose the program which best meets their needs.
- However, Labor Market Information can be confusing, hard to interpret, and not always accurate.
- No matter the training program the participants chooses, it will fall in an in-demand sector.
- We owe it to our participants to increase the probability of employment and higher wages.
- We train to increase the quality of life of participants and support our local businesses.
Benefits to the organization
Devin Howland, C EcD
(501)231-9306
Devin.Howland@capdd.org