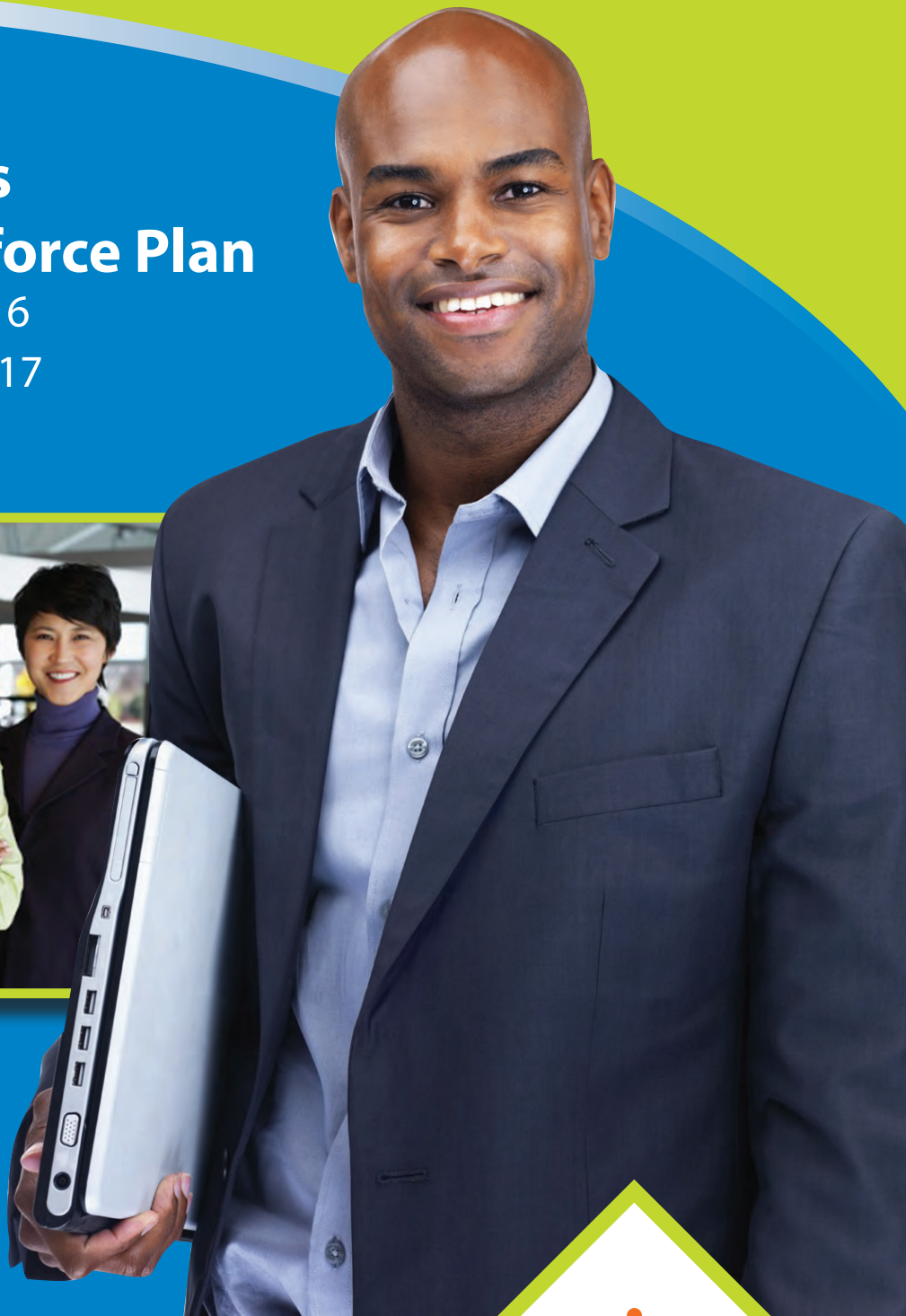




State of Arkansas Integrated Workforce Plan

Program Years 2012 - 2016

July 1, 2012 - June 30, 2017



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Arkansas State Integrated Workforce Plan

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**Arkansas State Integrated Workforce Plan
Workforce Investment Act Title I/Wagner-Peyser Act and
Department of Labor Workforce Programs**

July 1, 2012 – June 30, 2016

The Workforce Investment Act (WIA) of 1998, as amended, requires that the governor of each state submit a WIA Title I and Wagner-Peyser (W-P) Act State Plan to the U.S. Department of Labor that outlines a five-year strategy for its workforce investment system. States must have approved State Plans in place to receive formula allotments under WIA or financial assistance under W-P. (WIA Section 112(a), W-P Section 8(a).) This document represents the five-year strategic plan for the State of Arkansas for the period of July 1, 2012 through June 30, 2016.

Section I. State Workforce Strategic Plan

Governor's Vision

The Governor has shared a clear vision for Arkansas' economic development that defines a stronger partnership between economic development, education and the state workforce investment system to attract, retain and grow Arkansas' high growth industries and encourage the development of regional economies.

Governor Mike Beebe's Strategic Plan for Economic Development is predicated upon five goals that serve as the plan's foundation. Successful implementation of the Strategic Plan requires that each goal be achieved at the highest level possible. The following is an overview of the Governor's plan for economic development in the state. The Governor's full plan for economic development can be found online at <http://www.arkansasedc.com/arkansas-edc/the-governors-strategic-plan.aspx>

Five Goals for Economic Development

1. Increase the incomes of Arkansans at a growth pace greater than the national average.
2. Expand entrepreneurship, focusing on knowledge-based enterprises.
3. Compete more efficiently in the global marketplace for new businesses and jobs, and create a business retention strategy to reduce closures.
4. Economic development will meet the special needs and take advantage of the extraordinary assets of various areas of the state. It will not be a one size fits all.
5. Increase the number of workers with post-secondary training so they are prepared when they enter the workforce and equipped for new jobs in the future.⁹

Governor Beebe's Strategic Plan for Economic Development postulates that all economic development endeavors are interconnected by five interdependent components: workforce development, business development, infrastructure, competitive business climate and collaborative partnerships. Each component is augmented by a vast array of resources – people, capital, entities and policies – that effectuate economic development. Each of the Strategic Plan's action items catalyzes resources which foster economic growth.

The success of the strategic plan is predicated upon advancing a streamlined workforce development system that focuses resources on increasing educational attainment at all levels and enhancing the technical skills required by knowledge-based employers.⁹

FIVE COMPONENTS OF ECONOMIC DEVELOPMENT



In support of his vision, the Governor formed a workforce cabinet of agency directors in the areas of economic development, education, and workforce, to provide interagency guidance, after intensive introspection and collaboration at the senior level of state government, for service initiatives with statewide applicability. The Governor's Workforce Cabinet is chaired by the director of the Department of Workforce Services, the primary workforce agency for workforce system activities. Governor Beebe created the Governor's Workforce Cabinet in 2007 to improve the state's workforce development delivery system by reducing duplication of

effort and sharing resources among entities to advance development of a 21st Century workforce.

Additionally, the Governor appoints members to the Arkansas Workforce Investment Board to advise him on issues related to Arkansas' workforce delivery system. The board is comprised of a majority of business and industry leaders from throughout Arkansas. The board includes representatives from local chief elected officials, organized labor, legislative appointments, and the state agency directors of workforce services, workforce education, economic development, higher education, human services, rehabilitation services, and services for the blind.

The vision and mission for the Arkansas Workforce Investment Board are:

Vision

A highly trained and diversified workforce that meets the needs of high growth industry, which drives a statewide regionalized economy that is competitive in the global market.

Mission

The Arkansas Workforce Investment Board will strive to ensure an innovative and demand-driven workforce investment system, in collaboration with education, business, industry, labor and state agencies, that effectively leverages employment and training resources and collectively responds to the needs of local and regional economies.

Economic and Workforce Information Analysis

Arkansas lags behind the nation by every measure of census-defined income. Median household income is 76.5% of the national average, and per capita income is 79.5% of national average. An important consideration for explaining the shortfall is a relatively low level of educational attainment within the state compared to the national average. Among the working age population (25 and over), Arkansas has a higher proportion of individuals with their highest educational attainment being a high school graduate or less as compared to the nation. Additionally, Arkansas has a lower proportion of individuals with college or professional degrees as compared to the nation.¹

Educational Attainment, Arkansas and the U.S.				
	Arkansas		United States	
	Estimate	Percent	Estimate	Percent
Population 25 years and over	1,919,422		204,288,933	
Less than 9th grade	121,504	6.30%	12,452,952	6.10%
9th to 12th grade, no diploma	205,920	10.70%	17,010,063	8.30%
High school graduate (includes equivalency)	664,076	34.60%	58,225,602	28.50%
Some college, no degree	432,193	22.50%	43,469,168	21.30%
Associate's degree	121,711	6.30%	15,553,106	7.60%
Bachelor's degree	252,888	13.20%	36,244,474	17.70%
Graduate or professional degree	121,130	6.30%	21,333,568	10.40%

Source: U.S. Census Bureau, American Community Survey, 2010

Research suggests that there is a high correlation between educational attainment and income. According to a 2011 study conducted by the Arkansas Research Center, graduates of the state's public colleges and universities confirm that the higher the degree a student attains, the higher the salary that will be earned.²

In a January 2011 report produced by the National Center for Higher Education Management Systems, it is stated that Arkansas ranks 46th in the nation in the percentage of adults, ages 25 to 64 with an associate degree and 49th in the percentage with a bachelor's degree or higher.³ This poses a significant barrier in the State's efforts to bring high-skilled/high wage job opportunities into the State.

An overarching statewide economic development goal is to increase incomes of Arkansans at a growth pace greater than the national average. Therefore, it is becoming increasingly important to consider industry sectors that offer solid growth opportunities with accompanying high wages for potential employees. Advanced manufacturing, information technology, green energy and related products, biosciences, distribution and logistics services, and regional headquarters have been identified as targeted business opportunities statewide.⁴

- Over the next five years (through 2017), it is projected that the largest percentage of employment growth within the State will occur in services areas that include:¹
 - Professional and Business Services
 - Education Services
 - Health Services
 - Leisure and Hospitality Services
- The projected "Top 20" growth occupations (through 2018) statewide include a range of middle-skill jobs (i.e., requiring more than a high school education but less than a bachelor's degree) with employment opportunities spanning many of the projected growth industry sectors and targeted economic development strategic growth opportunities.⁵
- It is estimated that middle-skill jobs include the largest percentage of Arkansas's labor market. Some examples of middle skill jobs with employment growth opportunities include: registered nurses; licensed practical nurses; and truck drivers, heavy and tractor-trailer. It is estimated that approximately 57% of Arkansas' jobs could be classified as middle-skill occupations. However, only 49% of the state's workers are estimated to have the appropriate training for these jobs.⁶
- A significant percentage of Arkansas' population lives at or below poverty which presents challenges for increasing their opportunities to attain good jobs and to contribute to the state's competitive position. In many cases, this population group requires an active case management system to assist with student-based supportive services in order to become successful in the educational system. Programs such as the Arkansas Career Pathways Initiative are working towards improving the employment

and future earnings prospects of low-income adults by preparing them for productive work opportunities.⁷

- By 2018, it is estimated that 52% of jobs in Arkansas will require a postsecondary education. Arkansas ranks 49th in postsecondary education intensity for 2018 with 48.3% of the population having some postsecondary education.⁸ An extensive postsecondary system exists that can bridge this 3.7% gap in education levels and has begun to work. Since 2009, the number of students enrolling in colleges, universities and two-year colleges has increased by 2.1%.
- Arkansas has developed a strong postsecondary education system through its colleges, universities, two-year colleges and apprenticeship programs that can meet the need for increased postsecondary education. DWS has forged strong partnerships with the Arkansas Association of Two Year Colleges and its members and the Arkansas Apprenticeship Coalition and its members. These training providers have strong and responsive relationships with business and industry quickly adapting training programs to provide the workforce with the skills needed for available employment.
- DWS and its partner post-secondary training providers have worked to develop several programs to meet the needs of employers.
 - The Arkansas Association of Two-Year Colleges has received a Trade Adjustment Assistance Community College and Career Training grant for \$14.7 million to accelerate certificate and degree programs for students to meet job demand in the Healthcare and Advanced Manufacturing fields.
 - The Arkansas Energy Sector Partnership grant for \$4.8 million has been used to develop training programs in energy efficiency, green construction and renewable energy.
 - The Arkansas Partnership for Nursing's Future has received a \$4.9 million H-1B grant to train Healthcare professionals in the nursing career pathway.
 - The State has also implemented Career Readiness Certification, a skills assessment and enhancement program in partnership with two-year colleges statewide and several key industries.
- In addition, Arkansas created the Arkansas Scholarship Lottery which provides any Arkansas student \$4500 annually for college tuition and \$2250 annually for two year college tuition. Since its implementation in 2009, enrollment in these post-secondary institutions has increased 2.1%. Not all of the increase can be attributed to the Arkansas Scholarship program but it does have some positive impact on enrollment.
- Arkansas has many of the educational programs, key partnerships and incentives in place to meet the needs of the workforce and employers and to train Arkansas workers in the skills they need for their employers and themselves to be successful.
- Arkansas has outlined a targeted industry business strategy that is designed to transition the state's economy to one supported by higher-paying knowledge-based jobs that

builds upon existing strengths and potential competitive advantages. This poses challenges for many “at-risk” populations (low income, disabled, etc.) seeking to improve their employment prospects. Overall, Arkansas needs to continue its already strong efforts to enhance the knowledge and skills of the working age population to maximize employment opportunities.

A detailed economic analysis and workforce information analysis report is included in Attachment E to this plan.

Arkansas’s Labor Market Information Resources

“Discover Arkansas” (www.discoverarkansas.net or www.discover.arkansas.gov), a fully ADA compliant web-based labor market information (LMI) delivery system is designed to support the State’s Workforce Investment Areas, Workforce Investment Boards, business, education, other agencies, and the public, utilizing information in Arkansas’s Workforce Information database. The database is continually updated and populated with new information, reports, and consumer products to provide Arkansas’s population with the most up-to-date Labor Market Information. “Discover Arkansas” can be used by all citizens, whether job seeking or exploring, obtaining general or specific types of information, gathering or seeking job ideas and tools, or diversity or job training information and data. This is the main tool that the Labor Market Information Department continually holds training and seminars on for all of our aforementioned customers.

High Demand Targeted Jobs

To provide information on the skill needs of jobs/occupations in Arkansas, Arkansas’s Labor Market Information Department created a skills matching prototype system. It links Arkansas’s growth industries to the nationally recognized Educational Career Clusters. It also identifies if a growth industry is a targeted industry by the Arkansas Economic Development Commission (AEDC). The tool identifies occupations related to each growth industry and career pathway and provides information on O*Net skills, projections, wages, training programs, licensing requirements, and notes if it is a high demand occupation in Arkansas. The LMI section worked with AEDC and its consultant during the process of defining the newest list of Arkansas’s Targeted Jobs. Those are now listed within the High Demand Targeted Jobs system found at: <http://www.discoverarkansas.net/?PAGEID=67&SUBID=152>

Career Interests, Training, and Job Outlook System

A program that the Arkansas LMI Department designed and provides training and system knowledge to the local Workforce Investment Areas can be found in “Discover Arkansas” at: <http://www.discoverarkansas.net/?PAGEID=67&SUBID=161>

Arkansas LMI first developed this program with collaboration from the Department of Career Education and the Arkansas Association of Two-Year Colleges to simplify the alignment of the Career Cluster/Cluster Pathway organizational system with labor market information to help schools that are planning curriculum additions or changes. Included is the Career Cluster to

Career Pathway to Occupations by WIA area to WIA area County data. This will provide pathway occupations with the two main Holland's Interests, long-term projected job openings and average annual wages for the selected WIA area. To provide more detailed information on careers you can choose to follow an individual occupation down to the county level. This will provide detailed county level LMI (if available) by occupation. Some of the data that is included is: wages, long-term and short-term projections, top 15 industries of employment, occupational licensing requirements, O*Net characteristics of skills, tasks, activities and work values. To supplement this information even further, you can find alternate job titles, similar occupations and job openings through the Job Central National Labor Exchange at the County level.

Arkansas Demand Occupations and Skills

Arkansas's Labor Market Information Department continues to produce Arkansas's Projected Employment Opportunities List ("Demand Occupations List") and continually trains the Local Workforce Investment area staff on the use of this publication that identifies future job opportunities and links them to training programs within the state. The publication presents information in two columns, with the first providing the occupation's code, title, and a Statewide estimated average annual wage. The second column lists the corresponding Classification of Instructional Program training code and title for the occupation. A list is included for the State (which all areas can utilize) and a specialized list for each of the 10 Local Workforce Investment Areas.

The following Methodology is used to determine the Projected Employment Opportunities List:

Determining the state list:

1. Obtain a list of the top five growth occupations within the top 25 growth industries for the state from the short-term projections program. Information from the Arkansas Economic Development Commission is factored into the development of short-term projections. These occupations will automatically be added to the list.
2. Obtain a list of occupations across all industries ranked by the number of projected annual job openings for the state from the short-term projections program. A state demand committee (designated by Workforce Investment Board staff) examines this list for clustering points and determines a cut-off level.
3. The two lists are combined. This produces a list of occupations.
4. Using a crosswalk, the occupations are matched to corresponding CIP Codes.
5. Occupations can be added to the list after its initial release with supporting documentation and the approval of all ten Local Workforce Investment Areas.

Determining the Local Workforce Area lists (determined by each Local Workforce Area with LMI staff working with the local demand committee):

1. Obtain a list of the top three growth occupations within the top 10 growth industries for the Local Workforce Investment Area from the short-term projections program. Information from the Arkansas Economic Development Commission is factored into the development of short-term projections.

2. Obtain a list of occupations across all industries ranked by the number of projected annual job openings for the Local Workforce Investment Area from the short-term projections program. The list is examined for clustering points, and a cut-off level was negotiated with the local area.
3. The two lists are then combined. This produces a list of occupations.
4. The local area has the option of adding up to five locally targeted occupations that are not reflected on the list above.
5. Using a crosswalk, the occupations on the local area list are matched to corresponding CIP Codes.
6. Occupations can be added to the lists after their official release with supporting documentation

This product is distributed by hard copy and can also be viewed and downloaded at: <http://www.discoverarkansas.net/article.asp?ARTICLEID=407> or through the Arkansas Consumer Reports System (ACRS) at: <https://www.employment.arkansas.gov/ACRS/ASP/Public/Home.asp>

In conjunction with using Arkansas's labor market information, the Workforce Investment Areas in Arkansas utilize **TORQ** which is a web-based assessment system. TORQ assists the local areas in identifying a client's key knowledge, skills and abilities, based on their previous work experience, then utilizes that information to rank alternate demand occupations based on the ability to easily move into that occupation by identifying any skills gap the client may have. The system combines Arkansas's state and local labor market information, which includes median wage and job outlook in the area for the suggested occupations; O*Net knowledge, skills and abilities; current job posting information (from Job Central, Simply Hired, Indeed and Arkansas Job Link) to provide the client with the most relevant and up-to-date information to assist in identifying any possible career change. TORQ can also be utilized with local employers to determine their occupational skill needs and close skill gaps as new technology is implemented.

Due to increased skill interest within the State of Arkansas, the Labor Market Information Department analyzed what the top five O*Net skills in Arkansas were and then determined the top occupations within those skills by a scale of high skills, moderate skills, or basic skill levels.

The top five skills are:

1. Active Listening
2. Speaking
3. Critical Thinking
4. Coordination
5. Reading Comprehension

A full report of the top 15 occupations requiring each of the skills above for high skill (occupations that require a degree), moderate skill, (post-secondary and some college, no degree), and basic skills (high school or less) is available as Attachment G to this plan.

Affirmative Action

In support of the State and Local Workforce Investment Boards, business, education, economic development, other agencies, and the general public, the Labor Market Information Department has provided Affirmative Action data on the "Discover Arkansas" Web site that contains statewide, MSA, and county tables that can be printed or downloaded onto the user's computer. This information can be found at:

<http://www.discoverarkansas.net/?PAGEID=67&SUBID=125>

Workforce Area Statistics and Profiles

The Arkansas LMI Department has created Workforce Area Statistics and Profiles on "Discover Arkansas" for each of its Local Workforce Investment Areas. The profiles contain many aspects of local labor market information that has been requested by the local workforce area, employers, educators and local chambers of commerce. The information includes: Long-term and Short-term Industry and occupational projections growth, top ten growth industries and occupations by Long-term and Short-term projections, wages of the local areas' 10 largest occupations, employment and earnings by industry, county census population, and three income indicators by personal income, per capita income, and median household income. This information, which we include in all LMI training, can be found at:

www.discover.arkansas.gov or www.discoverarkansas.net (as a left column heading of "Local Workforce Investment Area Statistics")

Local Workforce Investment Area Summaries

Per the U.S. Department of Labor/Employment and Training Administration's Workforce Information Grant instructions, Arkansas's Labor Market Information Department produces a yearly Arkansas Labor Market and Economic Report that includes both a State and Local area profile on each Workforce Investment Area. A brief look/summary for each local area is included as Attachment F to this plan. The complete Economic Report with state and all area data is available online at:

http://www.discoverarkansas.net/admin/uploadedPublications/2109_2012_Economic_Report.pdf

State Population and Unemployment Rate

The State of Arkansas's population continues to grow, adding 16,391 to bring the population to 2,937,979 residents in 2011. The labor force and employment increased between 2010 and 2011. The labor force increased by 13,225 workers between 2010 and 2011, while employment increased by 10,950. The number of unemployed increased by 2,275 workers from 2010 to 2011, and the unemployment rate rose one-tenth of a percentage point during the same period to total 8 percent of the labor force in 2011. However, the State's unemployment rate has declined throughout 2012, with an unemployment rate of 7.2 in June 2012.

State Strategies

Through the Governor's Workforce Cabinet and the Arkansas Workforce Investment Board, the state is able to effectively coordinate programs amongst all agencies involved. With state

agency representation on both bodies, duplication of effort is able to be minimized, and the private sector membership of the Arkansas Workforce Investment Board ensures that programs are targeted towards meeting employer needs.

A summary of the on-going projects of the Governor's Workforce Cabinet are below and represent cross-program strategies, partnerships, leveraging of resources, and alignment of agency policies and procedures.

- ***Career Readiness Certificate Program***

The Arkansas Career Readiness Certificate Program is a portable credentialing system based upon the WorkKeys® assessments that demonstrates to employers that an individual possesses the basic workplace skills required for 21st century jobs. Earning a CRC will allow an individual to show prospective employers that he or she possesses the basic skills they are looking for in job applicants.

Even if a job seeker has a GED, high school diploma or post-secondary degree, the Arkansas CRC further verifies that he/she can handle tasks such as finding information, reading instructions and directions, and working with numbers - that are common in today's workplaces. This project is a partnership of the Arkansas Department of Workforce Services, Arkansas Workforce Investment Board, Arkansas Economic Development Commission, Arkansas Association of Two-Year Colleges, Arkansas Department of Education, Arkansas Department of Higher Education, Arkansas Department of Career Education, and the Arkansas Science and Technology Authority. Over 40,000 Arkansans have been awarded the Career Readiness Certificate. Funding for this project is provided by the Arkansas Training Trust Fund for purchase of new assessments as needed.

- ***Arkansas Works***

In 2009, the Governor's Workforce Cabinet, together with the Arkansas State Chamber of Commerce, implemented **Arkansas Works**, a comprehensive web-based college and career planning system to provide education, job training and career planning tools and information to students, job seekers and prospective employers. Arkansas Works was expanded in 2010 to include a pilot program that has placed 43 full-time College and Career Coaches in 21 of Arkansas' most economically-challenged counties. This program is administered by the Arkansas Department of Career Education through funding awarded by the Department of Workforce Services from the state's Temporary Assistance for Needy Families block grant. The current budget for Arkansas Works is \$2.8 million.

- ***STEM Works***

The Governor's Workforce Cabinet is working to implement **STEM Works**, a pilot program which will foster science, technology, engineering and mathematics (STEM) education. STEM Works will employ integrated problem-based learning throughout high-school curriculum and incorporate supportive strategies in the pre-service

preparation of new STEM teachers through the UTeach Teacher Preparation Program. STEM Works will support STEM workforce development specifically, and economic development generally, by focusing secondary STEM education on existing and emerging clusters which drive productivity gains and introduce innovations in regions around the state. Initial clusters associated with this project include:

1. Computer and Information Technology
2. Nano-related and Advanced Materials and Applications
3. Biotechnology, Bioengineering, and Life Sciences
4. Agriculture, Food, and Environmental Sciences

The STEM Works project, a multi-agency funded project, is supported by Governor Mike Beebe's office with \$500,000 in General Improvement Funds, \$500,000 project-based learning program start-up funds from the Arkansas Department of Career Education, \$500,000 in Technology Grants from the Department of Education, \$250,000 from the Arkansas Department of Higher Education's federally-funded College Access Challenge Grant, and \$1,499,999 from the Arkansas Department of Workforce Services Training Trust Fund for a total project budget of \$3,249,999.

- ***Microsoft IT Academy***

The Microsoft IT Academy includes Web-based instruction and opportunities to earn industry-recognized certifications, including Microsoft Office Specialist, Microsoft Technology Associate or Microsoft Certified Professional. Topics range from computer basics to high-level programming, along with information and communications technology management.

In the first year, the Microsoft IT Academy will be a pilot program in approximately 20 Arkansas high schools, 24 adult education centers and 25 Arkansas Workforce Centers, with the expectation that more high-school sites will be added during the first year. It is planned that all public high schools and adult education centers will eventually offer the program. Arkansas is the first state in the nation to offer the Microsoft IT Academy to adult learners, who can access services at adult education centers and Arkansas Workforce Centers. This project was funded in partnership by the Arkansas Department of Education, Arkansas Department of Career Education, and the Arkansas Department of Workforce Services. The state's investment of \$469,635 provides a variety of curricula, lab resources, teacher training and certification materials for an anticipated 343 sites. Pilot sites will be implemented in fall 2012 and most other sites will be implemented in 2013.

- ***Arkansas Workforce Data Quality Initiative***

The Arkansas Workforce Data Quality Initiative will create a workforce statewide longitudinal database (SLDS) that will link with the existing education SLDS. The education SLDS links data between the Arkansas Departments of Education, Higher Education, Human Services, Career and Technical Education, Corrections, the University

of Arkansas for Medical Sciences, and one workforce system database. Funding requested in this proposal will support development of a workforce SLDS for Arkansas that will link with the education SLDS to improve training providers' access to more detail on participant outcomes; incorporate existing multi-agency data from WIA, and Wagner-Peyser; improve capacity to track participants who find employment outside Arkansas; and increase the level of detail concerning individual occupation codes and employment for wage outcome reports. This project also supports a transactional system that will provide stakeholders user-friendly access to inputs and outputs of the SLDS that will be the basis for a future statewide system. This project is funded by a grant from the U.S. Department of Labor in the amount of \$928,796 through June 2015.

Other projects of the Governor's Workforce Cabinet included creating a "Middle Skill Jobs" program to provide training specific for jobs in high-demand occupations such as transportation, health care and information technology which require more than a high-school education but less than a baccalaureate degree and establishing Centers for Excellence Green-Job Training Centers at two community/technical colleges.

Some new projects that the Governor's Workforce Cabinet is exploring include:

- Determining how to keep top high-school and college graduates in Arkansas.
- Addressing remediation.
- Connecting adult basic education to post-secondary degree programs.
- Connecting businesses more effectively to two- and four-year post-secondary educational institutions via internships, company visits, etc.

Other successful cross-agency programs include:

- ***Arkansas Career Pathways Initiative***

Through the Arkansas Career Pathways Initiative (CPI), the state has sought to coordinate publicly funded higher education with social services and workforce and economic development programs to produce a better-trained workforce and promote economic growth. "Career pathways" is the term for a series of connected education and training programs and support services that enable individuals to secure employment within a specific industry or occupational sector and to advance over time to successively higher levels of education and employment in that sector. Each step on a career pathway is designed explicitly to prepare workers and students for the next level of employment and education. Using the career pathways framework, the workforce system seeks to target jobs in industries of importance to local economies and create avenues of advancement for current workers, jobseekers, and future labor market entrants, as well as a supply of qualified workers for employers. The initiative seeks to improve the earnings through postsecondary education attainment of Arkansas' low-income TANF-eligible adults by enabling them to work in industries of regional importance. Administered by the Arkansas Department of Higher Education with funding from the Department of Workforce Services, CPI provides an opportunity for 25 campuses to develop Career Pathways Initiatives. The project is funded by the

Temporary Assistance for Needy Families block grant in the amount of \$11 million annually.

- ***Arkansas Energy Sector Partnership***

The Department of Workforce Services and the Arkansas Workforce Investment Board received a \$4.8 million grant from the U.S. Department of Labor to train participants in energy efficiency, green construction, and renewable energy skills. Through this grant, DWS has significantly strengthened its partnerships with key training providers-- two year colleges and apprenticeship programs throughout the state. DWS also enhanced internal partnerships using the resources of Arkansas Job Link, Work Opportunity Tax Credit, the local workforce centers, and Trade Adjustment Assistance to provide wrap-around services to participants and thus increase the likelihood of their success. In addition, DWS has worked closely with relevant business and industry to design trainings that meet their needs and result in real employment opportunities. For example, AESP has worked closely with the state's largest utility to train participants in specific skills needed for their energy efficiency programs. These trainings have resulted in jobs as well as success for the utility in reaching its energy efficiency goals.

The Department of Labor Statistics released a report that over 75% of businesses used at least one energy efficiency practice during the month of August, 2011. This detailed survey provided confirmation that the need for energy efficiency training will continue well into the future. Over 92 courses have been created or enhanced through the AESP, leaving a legacy of sustainable curriculum that will endure beyond the grant. The in-depth partnerships with two-year colleges and apprenticeship training providers have already led to further partnerships through the Training Trust Fund and the Arkansas Partnership for Nursing's Future. Most importantly, AESP has resulted in success for its participants, AESP has exceeded its initial goals, achieving over a 100% success rate and still has a year remaining in the grant. To date, over 1400 Arkansans that have gone through AESP training have jobs. The AESP process of extensive partnership and wrap around services has led to real results for its participants. This project is funded by a grant from the U.S. Department of Labor in the amount of \$4,866,479 through June 2013.

- ***Partnership with Registered Apprenticeship***

The Arkansas workforce system has strengthened its partnership with Registered Apprenticeship in recent years, through collaboration with the Arkansas Apprenticeship Coalition to implement the Arkansas Energy Sector Partnership grant. Through this collaboration, the state now has a mobile training center which is operated by the Arkansas Apprenticeship Coalition to provide "green" skills education to apprentices statewide.

In addition, through a financial commitment of the Department of Workforce Services Training Trust Fund, the Arkansas Apprenticeship Coalition will train 100 new apprentices in various career paths, including electrical, painting, pipefitting, plumbing,

sheet metal work, and welding over a three to five year period depending on the length of time it takes to reach the Master or Journeyman level. This project is funded by the Arkansas Training Trust Fund in the amount of \$1,179,500 through state fiscal year 2018.

Additionally, the state is exploring ways to better connect veterans seeking employment with Apprenticeship opportunities.

- ***Arkansas Partnership for Nursing's Future (APNF)***

In April, 2012, the Arkansas Department of Workforce Services and the Arkansas Workforce Investment Board received an over \$5 million H1-B grant to train nurses and health care professionals along the nursing career pathway. The grant is the result of a partnership with the Arkansas Association of Two-Year Colleges and the University of Arkansas for Medical Sciences. In addition, APNF has as partners the Arkansas Hospital Association and the Arkansas Healthcare Association, the trade group for long-term care facilities--the two largest employer groups of nursing health care professionals. Local Workforce Centers will provide participant referrals and services. The Career Pathways program will also provide services to many of the participants.

APNF's goal is to train 1500 participants as CNA's, LPN's, and RN's as well as move those already in those professions up the career ladder. APNF will increase the number of students entering these professions by 1500 and increase the capacity to train additional students. The grant targets priority populations such as Veterans and hard to serve populations. Through using the innovation of a high speed high resolution statewide distance learning network, the APNF will provide training in rural areas of the state to enable students to learn in their home communities while retaining employment as health care providers in those rural communities. This high speed network was constructed with federal funding. In addition, the APNF will increase the number of instructors in clinical settings to allow for more clinical training opportunities for participants. APNF capitalizes on DWS's already successful model of partnering with training providers and other key stakeholders and leveraging other DWS, state and federal services and funds to create a successful sustainable program. This project is funded by a grant from the U.S. Department of Labor in the amount of \$4,952,848 through April 2016.

AWIB Strategic Planning

In December 2010, the Arkansas Workforce Investment Board, in consideration of the Governor's Strategic Plan for Economic Development, began a strategic planning process to identify objectives, strategies and tactics to fully realize the Governor's goals for the state's workforce development system. Over the series of several brainstorming and planning sessions, the board identified seven objectives that will be accomplished during the next five years.

A summary of the objectives are below. The detailed matrix containing the objectives, tactics, metrics and responsible parties is included as Attachment D to this plan.

Objective 1: Serve the Range of Job Seekers

The purpose of this objective is to identify the workforce needs of each community, identify the services available through all service providers, institutions of learning, agency providers, and prioritize the delivery of those services according to local and regional economic development plans to make the jobseekers in those communities job ready.

- Strategy 1: Within every community identify, provide and leverage services for adults, youth (high-school graduates, current students, out-of-school youth), dislocated workers, incumbent workers, people with disabilities, ex-offenders, mature workers, returning military, and English-language learners that will make them work ready.
 - Tactic 1: Map the availability of workforce services through all partners/providers in each local region and match to service needs of the service area. Identify service gaps based on the match of available services versus needs.
 - Tactic 2: Prioritize services based on local/regional economic development plans and needs of the service area and employers and align services to those plans

Objective 2: Serve the Range of Employers

The purpose of this objective is to understand Arkansas' industry skill needs on a local, regional, and statewide basis throughout all sizes of companies, including small businesses, and develop and deliver services based on those needs. Additionally, align the development and delivery of training programs with industry needs and track the impact that services and training have on business.

- Strategy 1: Develop and deliver services in support of Small Businesses, regional priority sectors, existing companies
 - Tactic 1: Identify sectors/industries that are critical to the state's economy
 - Tactic 2: Help locals identify priority sectors
- Strategy 2: Understand industry skills needs locally, statewide, regionally
 - Tactic 1: Create industry-specific task force for each target industry at the local workforce investment area level
 - Tactic 2: Match industry needs with education and training, statewide and locally
- Strategy 3: Track business impact
 - Tactic 1: Create diverse set of metrics that track impact on businesses that mirror metrics used by employers
 - Tactic 2: Evaluate services to employers and develop and implement continuous improvement plan. Annual review and reporting.

Objective 3: Serve the Range of Economies

The purpose of this objective is to identify strategies and tactics that will use input from business and industry to assist the workforce system in addressing skills needs and gaps between skills needs and skill development tools available, including the identification of target sectors and priority sectors of industry.

- Strategy 1: Address Local Businesses' Skills Needs
 - Tactic 1: Identify Business Priorities - new and existing businesses, priority sectors
 - Tactic 2: Develop skills intelligence for target sectors
- Strategy 2: Support Skill Development Infrastructure
 - Tactic 1: Inventory and Assess local skill development assets
 - Tactic 2: Identify gaps between skills needs and skills development assets
- Strategy 3: Create Industry Skills Task Forces in each Workforce Investment Area
 - Tactic 1: Convene industry partners in each local area for target industry including local business, economic development, chambers of commerce, LWIA representation, high school educators/career coaches, education providers, occupational training institutions, staffing agencies, and agencies that serve persons with disabilities
- Strategy 4: Certify Arkansas communities as "Career Ready"
 - Tactic 1: Create and promote "Career Ready" Communities designation

Objective 4: Increase the effectiveness of local WIBs

Identify strategies and tactics to improve the effectiveness of local boards and build the capacity of workforce center staff to deliver services to customers in their communities.

- Strategy 1: Consistently monitor and measure performance goals and outcomes across the state and the impact that delivery of services has on local communities
 - Tactic 1: Explore new indicators beyond WIA common measures
- Strategy 2: Provide additional flexibility to local areas persons with disabilities
 - Tactic 1: Encourage local selection of priority sectors, priority populations
 - Tactic 2: Provide guidance on use of and process for obtaining waivers
- Strategy 3: Increase Availability of Services
 - Tactic 1: Increase/leverage funding
- Strategy 4: Measure and Increase Effectiveness of Services
 - Tactic 1: Determine satisfaction of users of the workforce system
 - Tactic 2: Develop and implement continuous improvement plan.
- Strategy 5: Develop Staff

- Tactic 1: Articulate Professional Development Goals, Priorities, Needs. Provide cross-training across partner agencies
- Tactic 2: Provide customer services training to all staff
- Strategy 6: Leverage the expertise of Local Workforce Investment Boards
 - Tactic 1: Provide mentorship for Local Workforce Investment Boards and One-Stop Career Center staff

Objective 5: Gain efficiencies across the system

The purpose of this objective is to have a better understanding of all workforce development services and innovative programs across the state and establishing an effective communication method between agencies to share ideas and information and referral and tracking of customers. Additionally, the purpose is to establish a more effective method of communicating with the plethora of customers of the workforce system in Arkansas about the many services that are available.

- Strategy 1: Create Statewide Workforce Asset Inventory
 - Tactic 1: Communicate across programs, agencies, departments
 - Tactic 2: Identify best practices and replicate innovative programs
- Strategy 2: Create joint diversified communication strategy
 - Tactic 1: To the public
 - Tactic 2: To Site Selectors
 - Tactic 3: To Business Investors
 - Tactic 4: To Community- and Faith-Based Organizations
- Strategy 3: Create joint tracking function
 - Tactic 1: Track participants across programs
 - Tactic 2: Create reverse referral mechanisms

Objective 6: Re-Imagining Learning and Work

The purpose of this objective is to identify strategies and tactics that will more quickly prepare jobseekers for work through alternative learning mechanisms including on-the-job training, credit for prior work experience, reducing the need for remediation, and providing new learning opportunities.

- Strategy 1: Create mechanisms to integrate learning and work
 - Tactic 1: Promote and utilize internships as a learning model
 - Tactic 2: Support Credit for Prior Learning
 - Tactic 3: Utilize Apprenticeships
- Strategy 2: Reduce the need for academic remediation
 - Tactic 1: Increase the academic capabilities of participants
- Strategy 3: Provide new learning opportunities
 - Tactic 1: Increase on-line learning

- Tactic 2: Provide supported Work-Based-Learning
- Tactic 3: Provide supported employment services
- Tactic 4: Increase reverse referrals
- Strategy 4: Improve Readiness Tools
 - Tactic 1: Map CRC Earners by region
 - Tactic 2: Track placement of CRC holders by region
 - Tactic 3: Expand number and type of assessments

Objective 7: Diversify Funding

In light of constant and recent budget reductions of federal funding, the purpose of this objective is to identify, leverage, and link new and additional resources to support the workforce system in Arkansas.

- Strategy 1: Identify, Leverage, and Link Additional Funding Sources
 - Tactic 1: Build relationships with corporate and philanthropic foundations
 - Tactic 2: Explore cost sharing approaches with cities and counties, the State Legislature, and other federal agencies
- Strategy 2: Explore cost sharing with job seekers and employers.
 - Tactic 1: Develop models, conduct market acceptance testing.
- Strategy 3: Link Funding Resources
 - Tactic 1: Create Resource Guide. Eliminate duplication of resources to the extent possible

Policy Alignment

It is imperative that agencies coordinate and align policies to ensure coordination of the workforce programs and activities and avoid duplication. In Arkansas, the Governor's Workforce Cabinet and the Arkansas Workforce Investment Board are effective mechanisms for ensuring coordination and policy alignment.

The Governor's Workforce Cabinet includes representation at the highest level as the agency directors from education, economic development and workforce development agencies are members. The Workforce Cabinet meets routinely and reviews new and existing programs and initiatives of all member agencies to ensure coordination of efforts and to leverage resources available to the state. The Workforce Cabinet has effectively coordinated efforts of economic and workforce development in identifying workforce needs and better serving existing and prospective employers.

The Arkansas Workforce Investment Board reviews and approves all workforce system policies. With representation from higher education, economic development, higher education, organized labor, elected officials, rehabilitation services, workforce development, and the Governor's office, the state is able to better align program policies amongst all programs and agencies.

Section II. State Operational Plan

Overview of the Workforce System

Arkansas Workforce Centers - *The One-Stop Delivery System*

The cornerstone of the Workforce Investment Act is the establishment of a One-Stop delivery system for workforce development services. This system consists of centers designed by employers for employers and is a single point of contact for employment, training, education, and supportive services. The centers find and train qualified workers, then assist them in locating jobs in business and industry. Located throughout the state, the centers integrate multiple workforce development programs and resources.

Key Principles of Operation

- P Streamline services
- P Empower individuals
- P Provide universal access
- P Increase accountability
- P Provide integrated and coordinated services
- P Provide state and local flexibility
- P Improve youth services

Responsibilities of the Arkansas Workforce Centers

The Arkansas Workforce Centers provide “value-added” services to the citizens and employers of Arkansas, elevating the quality of life, skills, and employability through workforce development for all Arkansans. A significant key to the success of the Arkansas One-Stop System is its “no wrong door” approach to providing services that encompass the principles of universal access, integration, co-location, collaboration, and performance as the building blocks to the system. With the “no wrong door” philosophy, a customer who approaches any One-Stop partner to request assistance with employment and training needs or services in support of employment and training will be referred to all other One-Stop partners.

A network of comprehensive services will be provided including the following:

- tailored and staff assisted job search
- career counseling
- placement assistance
- labor market information for employers, employees, and job seekers
- skill assessment
- central posting of job skill needs
- access to qualified service providers that meet industry skill standards
- financial aid for training
- referrals to other education, training, and social services

One-Stop System Partners and Programs

There are 19 programs or services that are considered mandatory in the One-Stop System. No local mandatory One-Stop partner may opt out of the system, and each is expected to participate and provide financial support. Local partners are expected to do the following:

- make core services available to participants
- provide funds to create and maintain the One-Stop delivery system
- enter into a Memorandum of Understanding (MOU) with the local workforce investment board, detailing the operation, services, cost, funding, and method for referrals
- participate in the operation of the One-Stop System and serve as a representative on the local workforce investment board

A list of Arkansas' one-stop system partners is included in this section of the plan.

Organization

Governor's Administrative Entity

The Arkansas Department of Workforce Services is the Governor's Administrative Entity for Workforce Investment Act Title I and Wagner-Peyser Act funds. Additionally, the agency also administers Unemployment Insurance, Trade Adjustment Assistance, Temporary Assistance for Needy Families, Rapid Response, Career Readiness Certification, and the state's New Hire Registry.

DWS works collaboratively with three separate oversight and/or advisory boards in the operation of its many programs. These boards include the 1) Arkansas Workforce Investment Board, the 2) Temporary Assistance for Needy Families Oversight Board, and the 3) DWS Advisory Council. These boards all have members appointed by the Governor and/or State Legislature that provide recommendations to improve the services we provide to citizens. DWS provides staff support to all three boards.

In 2009, the Arkansas Legislature merged the separate state agency that provided staff support to the Arkansas Workforce Investment Board with the Department of Workforce Services. With this merger, one leadership direction was realized at the state level for workforce development and provided one contact agency for the state, rather than two, for the benefit of our federal awarding agency and local workforce investment boards. An organizational chart for key administrative staff is included in Attachment C to this plan.

Arkansas Workforce Investment Board

The Arkansas Workforce Investment Board, an advisory board to the Governor, coordinates and establishes policy for conducting employment and training activities within the Workforce Investment System, including all activities within the One-Stop centers. The AWIB was created by Arkansas Act 1125 of 1999, which implements the federal Workforce Investment Act in Arkansas.

Through the Board's oversight, the workforce investment system will:

- Enable collaboration at a regional level by engaging education, economic development, business and industry as partners;
- Foster the development of individualized career pathways; and
- Establish an accountable and responsive workforce center network that is sensitive to the needs of a trained and diversified labor market.

As required by federal law, State Board members are representatives from key public and private sector elements across Arkansas. In addition to the public sector stakeholders and their respective involvement as described above, the private sector Board leaders are a crucial component in providing direction in the development of our demand-driven workforce system, thereby creating the success of workforce investment in the state. The diversity of the Board's composition lends itself to an open forum for different perspectives and individuality among the membership. Members are involved in the decision-making and approval process for all policy, action items, and other activities required and/or allowable under the Workforce Investment Act. The role of State Board members is presented in an orientation session to new members.

The State Board has two officers—Chair and Vice-Chair. The Governor selects a Chairperson for the board from among the representatives of business in accordance with State law. The Chairperson presides at all meetings of the Board and Executive Committee and shall have such other duties, powers, and responsibilities as assigned by the Board and its by-laws. The Chair, upon consultation with the Governor, selects a Vice-Chair from among the members of the Board. The Vice-Chair acts as Chair in the absence or disability of the Chair. Through its standing committees, the State Board fulfills its mission of providing workforce initiatives. The Arkansas Workforce Investment Board has three (3) standing committees: Executive, Strategic Planning, and Program and Performance Evaluation.

- **Executive Committee**--Arkansas Act 1125 prescribes the formation of an Executive Committee of the Arkansas Workforce Investment Board. The Executive Committee has the authority of the Arkansas Workforce Investment Board to act during the interim between Board meetings. Executive Committee decisions are implemented immediately and are ratified at the next Arkansas Workforce Investment Board meeting.
- **Strategic Planning Committee**--This committee acts in an advisory capacity to the Board to carry out the functions listed in Section 6(a) (1)(2)(4)(5)(9)(15)(16)(17) and (18) of Arkansas Act 1125.
- **Program and Performance Evaluation Committee**--This committee acts in an advisory capacity to the Board to carry out the functions listed in Section 6(a)(3), (6)(7)(8)(10)(11)(12)(13), and Section 6(f) of Arkansas Act 1125.

The involvement of the Arkansas Workforce Investment Board was critical in the development of this plan, especially in the development of the state strategies that will be implemented

during the period that this plan is active. The Arkansas Workforce Investment Board began holding strategic planning sessions in December of 2010 and completed their work in developing the objectives, strategies, tactics, metrics and responsible parties in July 2012. This was a major undertaking for the committees and the full board.

A list of Arkansas Workforce Investment Board members and their organizational affiliation can be found online at <http://dws.arkansas.gov/AWIB/BoardMembers.htm>.

Local Workforce Investment Areas

On September 30, 1999, in accordance with Section 8 of the Arkansas Act 1125 of 1999 and Section 116(a) of the federal Workforce Investment Act of 1998, ten local workforce investment areas were designated within the state through a collaborative effort with the Arkansas Workforce Investment Board, and many chief elected officials. After consideration of feedback received during the public comment process, the current workforce investment areas were established based on common geographic counties and economic factors and were consistent with the previously designated JTPA service delivery areas.

In each of the areas, chief elected officials submitted written requests to be designated as a local workforce investment area. The proposed geographic area designations were subjected to a public review and hearing before the Governor's approval. Each area has established a One-Stop delivery system and at least one comprehensive center.

Arkansas' Ten Local Workforce Investment Areas



Arkansas' One-Stop System Partners and Programs

<i>Agency</i>	<i>Program</i>	<i>Purpose</i>
Oversight by the Arkansas Workforce Investment Board; Services administered through the Local Workforce Investment Areas	Workforce Investment Act (WIA) Title I Adult Program	Provides employment and training activities to adults who meet certain eligibility requirements.
	WIA Title I Dislocated Worker Program	Provides employment and training activities to workers who lost jobs due to plant closures, company downsizing or some other significant change in market conditions.
	WIA Title I Youth Program	Provides employment and training activities to youth ages 14 to 21 who meet certain eligibility requirements.
Department of Workforce Services	Trade Act Programs	Assists individuals who have become unemployed as a result of increased imports from, or shifts in production to, foreign countries.
	Veterans Programs	Ensures that veterans are provided the range of labor exchange services needed to meet their employment and training needs.
	Unemployment Insurance	Provides benefits to unemployed workers who lose their jobs through no fault of their own.
	Wagner-Peyser Act	Assists job seekers in finding jobs and employers in finding qualified workers.
	Temporary Assistance for Needy Families (TANF) In Arkansas called the Transitional Employment Assistance (TEA) Program	Assists economically-needy families to become more responsible for their own support and less dependent on public assistance. Central to this purpose is helping adults and parents of minors increase their employment potential.
Arkansas Department of Career Education	Perkins III (Secondary and Postsecondary) and Tech Prep	Provides funds to improve technical and vocational education programs.
	Adult Education and Family Literacy	Provides educationally and economically disadvantaged adults with the basic skills they need to become productive members of society.
	Vocational Rehabilitation, Arkansas Rehabilitation Services (ARS)	Assists Arkansans with significant disabilities to go to work and live independently.
Arkansas Department of Human Services	Community Services Block Grant	Provides states and federal- and state-recognized Indian Tribes with funds to provide a range of services to address the needs of low-income individuals and to improve the causes and conditions of poverty.
	Food Stamp Employment and Training Programs	Strives to meet the needs of participants in gaining skills, training, work, and experience that will increase the program participants' ability to obtain total self-sufficiency.
	Vocational Rehabilitation, Division of Services for the Blind (DSB)	Serves blind or severely visually-impaired persons of all ages in Arkansas, providing either direct or purchased services, or referrals to other appropriate agencies to advance their personal and economic independence.
U.S. Department of Housing and Urban Development	Employment and Training Program	Provides career potential for low-income persons by enabling them to work on construction projects that have certain prevailing wage requirements.
AARP Experience Works National Caucus and Center on Black Aged, Inc.	Title V Activities under the Older Americans Act of 1965 Senior Community Service Employment Program	Provides a work-training program for low-income job seekers age 55 and older.
Arkansas Human Development Corporation	National Farmworker Jobs Program	Assists migrant and other seasonally-employed farmworkers and their families achieve economic self-sufficiency through job training and other related services that address their employment-related needs.
Job Corps	Cass Job Corps Center Little Rock Job Corps Center Ouachita Job Corps Center	Job Corps is a no-cost education and vocational training program administered by the U.S. Department of Labor that helps young people ages 16 through 24 get a better job, make more money and take control of their lives.
American Indian Center of Arkansas	Employment and Training Program	Provides employment and training services to Native Americans.

Operating Systems and Policies Supporting the State's Strategies

State Operating System and Common Data Collection Processes

Arkansas JobLink (AJL) is the state's integrated web-based workforce development management information system (MIS) used by the state and local areas to share and manage participant data between the Wagner-Peyser program, the Trade Adjustment Assistance program and the Workforce Investment Act program. AJL provides job seekers, employers, and workforce development professionals with tremendous flexibility and capacity for accessing, tracking, and reporting services: self-directed, staff-facilitated, staff-assisted, and case-management.

All staff has access to and can view all services provided to clients regardless of individual program funding. This approach allows funding streams (regardless of specific target group) to consider the "complete package" of services provided or made available to the client reducing duplication of effort and maximizing outcomes. It also facilitates a single process to extract required data for the generation and submission of performance or demographic client details as required by current mandates. In short AJL provides all workforce partners with a "whole person view" of the services available, or provided to, each client or group.

Arkansas Job Link provides:

- One-stop case management, data collection and reporting
- A single-job placement system, which is used by all partner agencies
- Program management and reporting for WIA adult, dislocated worker, youth programs, labor exchange, and Trade Adjustment Assistance
- A staff assisted and a self-service job match system for job seekers and employers
- An eligibility determination process that leads staff to identify programs for which the individual might be eligible
- Because of this program, job seekers and business clients receive significant benefits affecting opportunity and success. Impacts are:
 - Entry to the system from multiple locations, including home or office
 - Decreased number of times the client has to provide basic information
 - Access to additional useful information (career preparation, labor market, disabilities resources, support services, etc.)
 - Better-prepared and more timely referrals between partner agencies
 - Job seeker access to job listings and employer access to resumes.

Arkansas has taken a lead in the development of a direct electronic interface between our AJL and Unemployment Insurance (UI) systems. Through this interface we ensure that all UI claimants are registered for work and eliminates repetitive information gathering from UI claimants. We have also implemented a proactive approach to Reemployment Services (RES) and Reemployment and Eligibility Assessments (REA) to claimants with the goal of reducing the average length of time a client is out of work. This effort would have been exponentially more difficult if we were not dealing with an integrated service delivery system. Through the use of

electronic wage matching, records are regularly updated with information received from State and other sources to identify those who have obtained employment and calculate average earnings.

Each quarter, quarterly wage record information is loaded into AJL to measure the progress on State and local common performance measures. The quarterly wage information includes wages paid to an individual, the social security account number, the name of the individual, and the Federal employer identification number of the employer paying the wages to the individual. State wage records are available to other member states through the Wage Record Interchange System (WRIS) on a quarterly basis. Likewise, Arkansas is able to track participants that work or move outside of Arkansas for performance measurement purposes through WRIS wage records from member states.

All local WIA Title I service providers have access to the state wage record information for the purpose of measuring local common performance measures.

State Performance Accountability System

The state's Performance Accountability System is outlined in policy established by the Arkansas Workforce Investment Board. The purpose of the policy is to establish a comprehensive performance accountability system that is intended to hold Local Workforce Investment Boards accountable for the results obtained by their workforce investment programs and systems. The policy is also intended to assess the effectiveness of workforce investment activities and promote continuous improvement.

The policy can be found online at <http://dws.arkansas.gov/AWIB/Information.htm> and provides the methods of program review, requirements for corrective action plans, criteria for follow-up reviews, defines findings and management concerns, prescribes local monitoring requirements, and specifies when sanctions may be imposed.

The State also plans to procure licenses to the Performance Matters Quarterly (PMQ) decision support system through FutureWorks, Inc. for the state and each local workforce investment area to more efficiently monitor their performance outcomes. PMQ provides a dynamic window on national, state and local workforce activities using the most recent quarterly WIA data. The analysis and reporting tool is web-based and compares numbers of participants being served by the WIA programs as well as their performance across all workforce investment boards in every state. The information can be further analyzed by any participant characteristic and by any service provided to them.

State Policies that Support Coordination and Alignment of Programs

The Arkansas Workforce Centers Certification Policy was developed to ensure a high level of services in the workforce centers and to support the coordination of services delivered by all partners. In order for centers to become certified and eventually meet excellence standards, partners must come together to coordinate activities, align services, and meet the needs of both jobseekers and employers.

The goal of the certification process is to develop a world-class workforce center network that goes well beyond the minimal requirements established by the federal Workforce Investment Act. It is critical to make the centers user friendly and attractive, creating a public image that is inviting to job seekers, education seekers, and employers seeking skills and talent in the local labor markets.

This document brings all the tools approved by the Arkansas Workforce Investment Board (WIB) into a single reference for Local Workforce Investment Board members involved in certifying or recertifying local Arkansas Workforce Centers. It is the intent of the Arkansas WIB to provide this instrument as a guide to what is expected, not to provide the means of how it is to be accomplished. Ongoing organizing, implementation, and ensuring continuous improvement of the local certification process are the responsibility of the local WIB.

Included are minimum core standards that must be a part of the local certification and recertification process. In a clear, concise manner this guide documents the Arkansas Workforce Board Certification Process needed by the local WIB when conducting certification site visits. It also reviews the Quality Assurance Process to be used by the Arkansas WIB to ensure minimum standards are met and that the Arkansas Workforce Center brand name is protected. It is expected that each local workforce investment area may supplement these core standards with additional locally applicable criteria and performance measures to ensure continuous improvement.

Certification is not just about a one-time designation. It is an ongoing process that keeps all parties involved and achieving at high performance levels. As such, the certification process also allows for achieving excellence standards as continuous improvement planning occurs. This certification process serves as an opportunity to continually re-examine, improve, and revise procedures to ensure that the Arkansas workforce development system is a primary asset in Arkansas' economic growth and subsequent high quality of life.

The following are core principles for building and continually improving the Arkansas Workforce Center system in coordination of all partners:

- **High quality services to employers**, with quality expectations defined by business and industry needs.
- **High quality services to individuals**, with quality expectations defined by system users.
- **Single points of access** for a wide array of integrated and coordinated publicly available services.
- **Customers who are empowered** by information and user-friendly system tools.
- **A variety of access points and services** that attract a broad range of system users.
- **Coordination of funding sources** aimed at addressing identified customer priorities.
- **Reducing unnecessary duplication** of services.
- **Increased accountability** at all levels.
- **Improved youth services** through better career counseling, information, and connections between employers and schools.
- **Infusion of continuous improvement methods** throughout the system.

- **Increased overall value** of the system through new, creative partnerships.

The certification process also requires workforce center partners to coordinate their services to employers through the development of business service liaison teams operating under a common message and clear menu of services among all partners.

The excellence standards of the certification criteria require the following higher levels of coordination:

- coordination with economic development and social service leaders
- coordinated marketing messages among all workforce center partners
- coordination with other workforce centers, especially business service liaison teams from other workforce centers

Rapid Response Activities

The Arkansas Department of Workforce Services is responsible for operating the State Rapid Response Unit, under the Workforce Investment Act. Rapid Response is an early intervention service offered to businesses and workers affected by layoffs and plant closings. The goal is to transition workers to their next employment as soon as possible. This Unit is trained to react quickly to announcements concerning permanent facility closures or substantial layoff situations throughout the State. Rapid Response works closely with the Local Workforce Investment Boards and the Local Elected Official(s) in adversely affected areas to insure that dislocated workers receive program information and services. Rapid Response services are offered at no cost to the business or the participating employees.

The Arkansas Department of Workforce Services operates six Mobile Workforce Centers, which supplement the Rapid Response Unit and are equipped with multiple computers with full satellite internet connectivity. These Mobile Workforce Centers are transported as needed to areas of worker dislocation. Workers are provided assistance in resume writing, application preparation, interviewing techniques and entrance into the Arkansas Job Link system. They are also provided Career Readiness Assessments.

Rapid response activity may be triggered by a variety of information sources such as public announcements or press releases by the employer, and other less formal information developed by early warning networks, individual communications or other sources. A rapid response contact with an employer may confirm a planned plant layoff or closing. It is important to have a credible source of information or confirmation from the employer or some other clearly credible evidence of an imminent dislocation event before triggering rapid response

The Rapid Response Unit is required to develop and maintain a network of contacts within the State and to secure leads on possible dislocation events in order to have the lead-time necessary to activate a layoff aversion process and to initiate an early intervention process to assist workers, their families and their communities.

Upon receiving first notice of a layoff or closure, the Rapid Response Unit verifies the layoff through contact with employer representatives. Contact is made with the employer and union(s) to market rapid response activities, to gather essential facts and to establish a date for a rapid response planning meeting.

The Rapid Response Unit attempts to secure these essential facts during the first telephone contact with the company representatives. Each situation is different and there are times that the fact-finding will be incorporated into the rapid response planning meeting. The goal is to gather the information at the earliest point possible.

The Rapid Response Unit will gather the following information:

- Verify the report of dislocation activity and reason for the dislocation
- Determine the cause, size and timing of dislocation. If the dislocation has already occurred, request worker contact information
- Offer the Trade Act program information and petition if the cause of the layoff is due to a shift in production to another country or the impact of imports
- Obtain the name of the Union Representative and other union officials at the facility
- Determine whether the company has been working with local or state economic development agencies, and if so, determine whether the company would entertain a referral for layoff aversion
- Ask about any disputes between the employer and the union to avoid exacerbating the labor-management rift
- Inquire about what the company does, what products it makes or services it provides and the types of occupations and skills group(s) that are being affected
- Request a skills list or job descriptions and a list of impacted workers
- Inquire about the reemployment prospects for workers in the local community
- Determine the background and probable assistance needs of the affected workers
- Determine the names of local companies that have been their competitors for workers for potential marketing of impacted workers
- Determine if there are collateral suppliers/finishers that may be impacted by the closure or layoff
- Inquire about available resources to meet the short and long-term assistance needs of the affected workers
- Schedule an on-site rapid response planning meeting

Rapid Response planning is a three-part process. Because of economic volatility and business cycles this process may not flow in the exact sequence. However the goal is to develop a timely specific services plan to help manage workers' transition. The first part takes place when the Rapid Response Unit shares information about specific needs gathered during the fact-finding contact in order to make a preliminary assessment of resource availability.

The second part takes place with the Rapid Response Unit, the company, the union (if applicable) and community leaders. At this time the Rapid Response Unit will request that the employer and/or union distribute dislocated worker surveys to gather critical information for

the service planning process. A standard dislocated worker survey has been developed and can be customized to meet the needs of the impacted worker group.

The third part of the service delivery planning occurs after the planning meeting and involves the coordination of a Worker Assistance Workshop for the affected workers. At this event, the workers are informed about reemployment services for which they are potentially eligible, including unemployment compensation, placement assistance, retraining and community services. Subsequent to the Worker Assistance Workshops, the affected workers interested in workforce center and WIA services then follow the WIA Dislocated Worker process for assisted core, intensive and training services.

Ideally the Worker Assistance Workshops are held at the company site and on company time. Multiple sessions can be held in order to accommodate all work shifts. Since dislocated workers may have difficulty recalling all information presented to them, written materials summarizing the information along with a list of the names, addresses, email addresses, websites and phone numbers of relevant agencies are distributed to participants. Partner agency presentations include schedules of programs, workshops and other resources the workers may need.

Additional Rapid Response Services include:

1. The provision of information and access to unemployment compensation benefits, comprehensive workforce center services, and employment and training activities, including information on the Trade Adjustment Assistance (TAA) program. If appropriate, the Rapid Response Unit prepares and files a Trade Act Petition with the Department of Labor.
2. In conjunction with other appropriate Federal, State and Local agencies and officials, employer association, or labor organizations, the Rapid Response Unit may develop prospective strategies for addressing dislocation events that ensure rapid access to the broad range of allowable assistance. These may include identification of strategies for aversion of layoffs and development and maintenance of mechanisms for the regular exchange of information relating to potential dislocations.
3. In collaboration with the appropriate state agency(ies), the Rapid Response Unit may collect and analyze information related to economic dislocations, including potential closings and layoffs, and all available resources in the State for dislocated workers in order to provide an adequate basis for effective program management, review and evaluation of rapid response and layoff aversion efforts in the State.
4. Assist in devising and overseeing strategies for:
 - a. Layoff aversion, such as prefeasibility studies for avoiding a plant closure through an option for a company or group, including the workers, to purchase the plant or company and continue its operations;
 - b. Incumbent worker training

- c. Linkages with economic development activities at the Federal, State and local levels, including Federal Department of Commerce programs, and available State and local business retention and recruitment activities.

In situations where notification of layoffs or plant closing is received after the workers have been terminated from employment, an attempt is made to contact the dislocated workers and explain the services available to them at the Arkansas Workforce Centers.

Services to State Target Populations

Services to the Unemployed

Worker Profiling and Re-Employment Services (RES)

The worker profiling and reemployment services program selects claimants mathematically determined to be most likely to exhaust Unemployment Insurance benefits and requires that they participate in additional services offered at the workforce center to maintain benefits. The goal of the program is to more quickly move claimants on to gainful employment prior to exhausting benefits.

The current process gathers demographic information from the claimants unemployment record: geographic area, amount of time with most recent employer, age, current wage and O-Net code, and based on statistical probability rates each claimant between one and zero, with one being the most likely to exhaust. All claimants with a work search requirement and a score greater than .2 are added to the selection pool for the program. Claimants with the highest score and the lowest number of weeks are selected. Notices are created and mailed to the selected clients informing them of the additional requirements.

A job search workshop is held once a month in each of the workforce centers that handle unemployment claims. The workshop consists of an orientation to the workforce system and partner programs (Adult Education, Workforce Investment Act, Temporary Assistance for Needy Families, etc.), an overview of requirements and optional activities for the program, labor market information, networking, job search, positive attitude, the Career Readiness Certificate (CRC) system, resume and application preparation, dress for success, interview skills and business etiquette.

The Reemployment Services Pilot Program

The RES pilot program's goal is to reduce the number of weeks for unemployment claims. The program is currently being evaluated with Arkansas claimants in eleven local offices across the state. It is a subset of the current RES program, and requires that claimants selected in the participating offices (Benton Blytheville, Camden, Helena, Hope, Jonesboro, Little Rock, Monticello, Paragould, Russellville and West Memphis) receive additional employment services to maintain their unemployment insurance benefits. Clients are required to attend several appointments with the Reemployment Specialists in their local workforce center, including:

- An orientation to the workforce center including a summary of the services provided by partners in the center as well as information on what is required and what is optional in the RES Pilot program.
- Job Search Workshop: The workshop contains an orientation to the one-stop system and partner programs (Adult Education, Workforce Investment Act, Temporary Assistance for Needy Families, etc.) an overview of requirements, optional services, labor market information, networking, job search, positive attitude, the Career Readiness Certification system, proper resume and application preparation, dress for success, interview skills and business etiquette.
- Assessment Interview, a one-on-one appointment to gather information from the client to determine the best next steps to reemployment. An individualized employment plan is developed addressing barriers to employment and identifying resources to overcome those barriers. Referrals are made to both workforce center partners and other organizations in the community. The assessment interview also covers labor market information, assisted job search and a review of the client's job contacts for the prior week.
- Assessment Counseling (five counseling appointments are required): a brief appointment to discuss the current status of the clients job search activity, all referrals, assisted job search, and job contacts are reviewed.
- Key Train© appointment: Clients are required to attempt the KeyTrain program in preparation for the Career Readiness Certificate assessment.

Each appointment is customized to meet the needs of the specific client. The goal of the pilot program is to keep claimants from exhausting their benefits thereby reducing the number of weeks claimed where total benefits paid result in savings for the Unemployment Insurance trust fund.

Re-Employment Eligibility Assessment / Emergency Unemployment Compensation program (REA/EUC)

The Middle Class Tax Relief and Job Creation Act of 2012, mandated four additional requirements for current Unemployment Insurance claimants to continue to qualify for Emergency Unemployment Compensation (EUC).

1. Orientation to the One-Stop Center: a summary of the services provided by partners in the one-stop.
2. Dissemination of Labor Market information: An overview of the labor market in Arkansas and how data collected and created can be used to explore career options.
3. Assessment of Skills using the TORQ system, which uses client's previous occupations and work experience and generates a list of job openings/occupations for consideration. The TORQ program also gives the client up-to-date Labor Market information (Median wage for occupations), current job postings, and information on Knowledge Skills and Abilities, and skills gaps that need to be addressed before moving into a new career.
4. Review of Eligibility: Job search contacts for the initial claim must be reviewed for any potential issues with eligibility.

The above listed services are provided by a combination of Unemployment Insurance, Employment Services, Veterans representatives, and RES staff members.

Serving Low-Income Individuals

The State is committed to ensuring that the programs, services, and facilities of each Arkansas Workforce Center are accessible to all Arkansans, including low-income individuals and recipients of public assistance.

Arkansas' network of workforce centers includes staff that provides case management services for Temporary Assistance for Needy Families (TANF) recipients. These TANF recipients have access to a variety of services intended to address their needs, including assistance with job searches utilizing the Arkansas Job Link system, resume writing, and using labor market information.

Additionally, low-income individuals and TANF recipients are able to connect with the workforce center system that is building a network of industry-linked partnerships that combines the workplace and the classroom. This innovative system links these populations into the Arkansas Career Readiness Certificate (CRC) Program.

Low-income individuals and TANF recipients are provided access to the Key Train Assessment system and CRC program in order to: assess their current abilities and interests; provide these job seekers an objective assessment of their job specific skills; and to provide a pre-assessment tool for businesses to fill job openings with qualified workers.

Migrant and Seasonal Farmworkers

Staff at the Arkansas Workforce Centers works collaboratively with the Arkansas Human Development Corporation (AHDC) to assist Migrant and Seasonal Farmworkers (MSFWs) and their families to attain greater economic stability by helping them acquire new job skills in occupations that offer higher wages and a more stable employment outlook. AHDC coordinates needed training through community and technical colleges and a host of private training organizations around the state. The Department of Workforce Services also provides supportive services that help farmworkers remain in and stabilize their employment in agriculture. A state-wide network of vendors provides housing, medical, emergency, nutritional and childcare assistance on a reimbursement basis. AHDC also facilitates the coordination of services through the Arkansas Workforce Center system for MSFWs so they can access other services available through the workforce system.

The Hope Migrant Farm Labor Complex (MFLC) is a combined effort by a group of organizations dedicated to providing quality services to MSFWs, committed to providing programs and services that improve the employment, educational, health and housing opportunities for the migrant community. The Hope Migrant Complex provides services that fall into four components: Short-term housing assistance, educational services, emergency and retraining assistance; and healthcare services. For more information on serving the MSFW population, see the Wagner-Peyser Agricultural Outreach section of this plan.

Veterans Services

Services for veterans are integrated within our delivery network through a variety of means. Primarily, most veteran staff is co-located with the service delivery points and are an integral part of the employer outreach teams. This assignment also makes them available to directly provide assistance to veteran clients that may have other serious barriers to employment such as offender status, physical disability, or those that are educationally disadvantaged. In addition to these activities, veteran staff conduct outreach to and network with local veterans service organizations both as a means of developing additional referral contacts for services outside the scope of employment, and promoting our available services targeted to veterans. Veterans staff also serve as the subject matter expert for the implementation of Priority of Service to all members and partners of our workforce system, regardless of program.

Finally, we have two veteran staff members that are out-stationed at federal Veterans Administration (VA) facilities. One is co-located at a “Vet Center” which serves as an initial counseling and intake service for veterans that need assistance or counseling in coping with their experiences. The other is located with the rehabilitation services of the Veterans Hospital Administration and is as an integral partner of their Compensated Work Therapy, Workforce Alliance for Growth in the Economy (WAGE) program, Vocational Rehabilitation and Employment programs.

With regard to offender programs, we promote the Federal Bonding Program among all of our partners and staff to increase awareness of this tool to improve outcomes for this population. We also routinely include discussion of this program with the Work Opportunity Tax Credit (WOTC), and veterans services when speaking to employers since many eligible job seekers are members of both of these eligible groups.

Services to veterans through the Gold Card Initiative area available at the Arkansas Workforce Centers. The Gold Card Initiative provides unemployed post-9/11 era veterans with the intensive and follow-up services they need to succeed in today's job market. The Gold Card initiative is a joint effort of the Department of Labor's Employment and Training Administration (ETA) and the Veterans' Employment and Training Service (VETS).

An eligible veteran can present the Gold Card at his/her local workforce center to receive enhanced intensive services including up to six months of follow-up. The enhanced in-person services available for Gold Card holders at local workforce centers may include:

- Job readiness assessment, including interviews and testing;
- Development of an Individual Development Plan (IDP);
- Career guidance through group or individual counseling that helps veterans in making training and career decisions;
- Provision of labor market, occupational, and skills transferability information that inform educational, training, and occupational decisions;
- Referral to job banks, job portals, and job openings;
- Referral to employers and registered apprenticeship sponsors;
- Referral to training by WIA-funded or third party service providers; and

- Monthly follow-up by an assigned case manager for up to six months.

Arkansas also stands ready to provide employment services to veterans that have been enrolled in the Veterans Retraining Assistance Program (VRAP). The VRAP program offers up to 12 months of retraining assistance to Veterans who meet all the following criteria:

- Unemployed
- At least 35 but no more than 60 years old
- Have an other than dishonorable discharge
- Not eligible for any other VA education benefit programs (e.g., the Post-9/11 GI Bill, Montgomery GI Bill, Vocational Rehabilitation and Employment)
- Not in receipt of VA compensation due to Individual Unemployability (IU)
- Not enrolled in a federal or state job training program

In order to promote both the Gold Card Initiative and VRAP services, we have modified the management information data system to place notifications to all staff members as they log in, notifying them of those programs and providing a live link for more details. This same message is also provided to all veteran job seekers each time they log into the system. Additionally to aid in identifying and reaching out to Gold Card eligible veterans, the state has set up a questionnaire as the first step after logging into the system, asking if they have served on (or since) 9/11 as well as if they are aware of the Gold Card Initiative.

The state also has active partnerships with a number of community-based organizations relating to veterans that provide or coordinate an array of services. Some of these are targeted specifically to homeless, while others, such as ARVets, Inc. (Arkansas Veterans) is an organization with state level support that has been positioned to serve as a "clearing house" to provide veterans across the state with a "one stop shop" that can refer them to a specific organization or agency which can provide them with services they seek, based on their needs and eligibility. Fundamentally, the partnership should remove many of the obstacles veterans face when seeking help for a specific issue from an agency or provider that does not offer those specific services.

Limited English Proficiency

Through the Arkansas Workforce Centers, partnerships and collaborative efforts involving faith-based and community organizations, economic development officials, educators, and employers, individuals with limited English proficiency can access English as a Second Language (ESL) classes, Vocational ESL (VESL) classes, and job search assistance. Additionally, the Arkansas Career Readiness Certificate KeyTrain© curriculum is available in Spanish at the workforce centers.

Access to interpreters is available in all workforce centers, and when possible, bilingual staff are hired as front-line staff. Additionally, the pay system established for merit staff has pay incentives for tested bilingual staff.

Ex-Offenders

The Arkansas Workforce Investment Board has identified ex-offenders as a target population in their state strategies to assist in getting these individuals into meaningful employment as soon as possible. In addition to a plethora of services available at the workforce centers, the state consistently encourages ex-offenders to utilize the Work Opportunity Tax Credit (WOTC) program as an incentive to market themselves to potential employers. The WOTC provides a tax credit to employers for hiring individuals from several target groups, ex-offenders being one.

Additionally, the state is a supporter of the Federal Bonding Program and provides fidelity bonds free of charge to employers. The Federal Bonding Program provides fidelity bonds that guarantee honesty for “at-risk”, hard-to-place job seekers. The bonds cover the first six months of employment. There is no cost to the job applicant or the employer.

Information on the federal bonding program is also shared with contacts with homeless shelters, since a high percentage of that population are also ex-offenders.

Mature Workers

Local WIA Title I providers partner with the Senior Community Service Employment Program (SCSEP) to assist in the provision of services to older workers. In many workforce centers, participants of the SCSEP are providing part-time staffing assistance in the resource rooms or receptionist desk.

The Arkansas Mature Worker Initiative, led by the Arkansas Department of Workforce Services and the Arkansas Workforce Investment Board, partnered with the Governor’s Work-Life Balance Initiative to add a component to the Governor’s Work-Life Balance Awards to recognize employers for their commitment to hiring and retaining mature workers (those age 50+). This project has helped to increase awareness among Arkansas employers of the benefits of hiring mature workers. The Governor’s Work-Life Balance Initiative recognizes Arkansas employers for establishing and providing resources that support employees in balancing the needs of both work and family.

Services to Individuals with Disabilities

Arkansas has one of the highest rates of disability in the nation. At the end of 2010, one out of ten working-age Arkansans received Social Security (SSDI) and/or Supplemental Security Income (SSI) disability benefits from the federal government. This has been a long-term trend rather than a result of the recession, and the growth has been steadily upward. Increased rates of disability have an impact on the State as well as the federal government, because the State provides a wide range of services, including Medicaid, disability services, education, vocational rehabilitation, and workforce services.¹⁰

Surveys have found that a significant share of disability beneficiaries want to work -- to escape from poverty, be more active, feel productive, and contribute to society. Many have the ability to work at least part-time in real jobs, despite genuine and significant disabilities. However, they face many barriers, including the fear of losing their safety nets of public benefits, such as

Social Security and SSI disability benefits, Medicare and Medicaid, nutrition assistance (SNAP), housing subsidies, etc. A coordinated effort by the State is needed to reduce dependence on public benefits and increase economic opportunities for Arkansans with disabilities, including those with significant disabilities.¹⁰

In October 2010, Governor Beebe signed Executive Order 10-17, calling on State agencies to take action to increase employment of Arkansans with disabilities.

The recommendations are grouped into seven strategies for encouraging employment and removing barriers within State agency programs:

- Inform Arkansans with disabilities about employment options;
- Develop effective techniques for informing youth with disabilities and their parents about employment;
- Remove barriers to employment within Medicaid;
- Increase the effectiveness of employment services for disability beneficiaries;
- Measure and report the employment rate of Arkansas disability beneficiaries and outcomes of efforts to increase employment;
- Revise State agency procedures to increase hiring and retention of Arkansans with disabilities; and
- Continue collaboration and coordination between State agencies.¹⁰

The Arkansas Department of Workforce Services (ADWS) developed long-term goals, with accompanying strategies to improve services and employment outcomes of targeted populations and plans for the promotion and development of employment opportunities, job counseling, and placement for individuals with disabilities.

Arkansas is one of eighteen states that have entered into a cooperative agreement for the Disability Employment Initiative (DEI) with the U.S. Department of Labor to implement strategic approaches to support exemplary employment services for individuals with disabilities in the public workforce system.

The goals of the DEI program are below. These goals will be accomplished through coordination with all partner organizations within the Arkansas Workforce Center system.

GOAL 1: ADWS will demonstrate a strong commitment to making the agency and its programs a welcoming place for people with disabilities where they can thrive and make the most of their talents and abilities by:

1. Developing a specific plan for promoting employment opportunities for people with disabilities

2. Helping customers identify and develop their abilities, including the marketing of job skills
3. Assisting job seekers to navigate and use the Workforce Centers.

Goal 2: ADWS will re-evaluate its internal hiring process, and encourage and assist other employers to engage in a similar process by:

1. Conducting a job analysis that will include a review of the agency's eligibility criteria and any agency-specific qualification standards for positions
2. Presenting information to the public (business groups, disability groups, other community-based agencies, local government) on employment services, work incentives, job accommodations, and benefits of employment of persons with disabilities

GOAL 3: ADWS will identify qualified people with disabilities through existing resources by:

1. Fostering collaborative recruiting relationships with community and other governmental groups to improve outreach
2. Partnering with Arkansas' Rehabilitation Services (ARS) agencies and other state disability service agencies (e.g. Division of Services to the Blind-DSB) to recruit potential applicants with disabilities
3. Developing an electronic mailing list of disability advocacy groups in the local geographic area
4. Conducting outreach to the disability community and the organizations that serve individuals with disabilities to market workforce services and promote interagency collaboration.

GOAL 4: ADWS will focus on student programs as a means of recruiting persons with disabilities by:

1. Building collaborative efforts with federal Workforce Recruitment Program for College Students with Disabilities (WRP) as a source of candidates
2. Conducting outreach to the disability community and the organizations that serve individuals with disabilities to market workforce services and promote interagency collaboration.

GOAL 5: ADWS will become the model for assisting people with disabilities achieve self-sufficiency through enhancing employment opportunities by:

1. Striving to make every aspect of the ADWS employment experience accessible to people with disabilities. This includes accessible facilities, programs, technology, and websites
2. Serving as a resource to Workforce Center's staff and the business sector on issues and programs related to people with disabilities such as universal design and accessibility, availability of assistive technologies, tax incentives and reasonable accommodations

Youth Services

Arkansas' strategy for providing comprehensive services for youth calls for a collaborative approach to prepare youth for success in a global, demand-driven economy. It is Arkansas' commitment to increase service levels to disconnected youth (youth with disabilities, children

of incarcerated parents, out-of-school youth, youth at risk of dropping out of school, court-involved youth, youth at risk of court involvement, migrant youth, Indian/Native American youth, homeless or runaway youth, and youth in, or aging out, of foster care).

The State of Arkansas delivers comprehensive services for eligible youth, particularly those with significant barriers, to define their educational and career goals. Under the direction of Youth Councils established in each local workforce area, WIA provides comprehensive employment and training services for eligible youth.

Arkansas commits to providing the following services to participants in youth programs:

1. Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies.
2. Alternative secondary school offerings.
3. Summer employment opportunities directly linked to academic and occupational learning.
4. Paid and unpaid work experiences, including internships and job shadowing.
5. Occupational skills training.
6. Leadership development opportunities, including such activities as positive social behavior and soft skills, decision making, team work, and other activities.
7. Supportive services.
8. Adult mentoring for a duration of at least twelve (12) months that may occur both during and after program participation.
9. Follow-up services.
10. Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth.

Local Workforce Investment Areas have discretion to customize specific program services provided to a youth participant, based on an objective assessment and individual service strategy.

WIA Youth activities are coordinated with the three Job Corps programs in the state. Representatives from each of these centers are encouraged to participate on the Local Workforce Investment Board Youth Council. Job Corps admissions counselors and career transitions specialists are called upon to become involved with WIA activities. In addition, the staff of the Disability Employment Initiative project, whose primary focus is youth, are working with the Ouachita Job Corps Civilian Conservation Center (CCC) at Royal, Arkansas to bring about youth opportunities and to increase “green jobs” training and placement programs. The program at Royal is unique. The Ouachita Job Corp CCC partners with the U.S. Forest Service to provide training for certification in trades that are specific to jobs that are available with the U.S. Forest Service, i.e. Urban Forestry and fire fighting (forestry). It is important to note that Arkansas is home to one of the largest federally managed forests in the nation, the Ouachita National Forest.

Specific examples of how the Arkansas Workforce Centers are placing a special emphasis on improving coordination between Job Corps and WIA Youth Programs includes:

Little Rock and Central, Arkansas

- The Job Corps Manager is a member of both the Little Rock and Central Workforce Investment Boards and has participated in developing the Youth Annual plan
- Job Corps representative is located at workforce centers in Little Rock, North Little Rock, Conway, and Lonoke
- Workforce staff refer youth who will benefit from the unique services available through the Job Corps residential training program
- Workforce and Job Corps have an informal reciprocal arrangement that encourages staff to attend the functions of the partner agency
- Workforce staff and Job Corps coordinate youth functions so that staff can fully participate; examples include annual job fairs and "Prep for Success" workshops.
- Workforce staff and Job Corps staff communicate regularly and have worked in tandem to provide co-enrolled youth with high quality comprehensive services
- Workforce staff works with Job Corps graduates who are returning to their local communities following the completion of program.

Northwest, Arkansas

- Workforce Center staff are continuously working to strengthen ties and enhance awareness of the Job Corps' mission and the kinds of programs/services available
- Workforce staff participates in pre-orientation activities and tours of the Cass Job Corps Center. Workforce staff has toured CASS Job Corps Center to become more familiar with its resources and thus be better able to continue planning future collaboration
-
- Workforce staff refer youth who will benefit from the unique services available through the Job Corps residential training program
- Workforce Centers make Job Corps information and brochures readily available to customers by keeping material in resource rooms
- Job Corps representatives use workforce office space to interview candidates and conduct orientation for new recruits
- Workforce staff works with Job Corps graduates who are returning to their local communities following the completion of program.
- Workforce staff and Job Corps collaboration provides at-risk youth with additional opportunities to pursue training in a variety of in-demand occupations.

West Central, Arkansas

- Workforce staff refers youth who will benefit from the unique services available through the Job Corps residential training program
- AJC staff work with youth returning to their local communities following their graduation from the Job Corps program
- Workforce staff provides information on Job Corps in a dedicated space in the Resource Room. This area invites use by young people and has dedicated resources and curriculum for youth.
- The Youth Council and staff have toured the Job Corps Center to become more familiar with its resources and thus be better able to continue planning future collaboration.

- Job Corp students use Workforce Center computers to research employment opportunities
- Workforce staff participates in Job Corps "Job Fairs."

Services will be monitored to ensure that youth, including those most in need, are connected with quality secondary and postsecondary education and in high-growth, high demand employment opportunities. The state will provide technical assistance to support local Youth Councils, and will continue to assist areas in meeting federal and state requirements. The State Youth Program Lead will meet regularly with youth coordinator groups to provide leadership on national and state initiatives and support resolution of common issues.

Wagner-Peyser Agricultural Outreach

In Program Year (PY) 2012, the Arkansas Department of Workforce Services (ADWS) will continue to provide services to migrant and seasonal farmworkers (MSFWs) that are qualitatively equivalent and quantitatively proportionate to services provided to non-MSFWs, in accordance with regulations in *20 CFR 653.107*.

During PY 2012 the major focus will be to locate MSFWs living in the state and inform them of services which are available through Arkansas Workforce Centers; to enhance working relationships and improve conditions for migrant workers through cooperation and coordination with the Arkansas Human Development Corporation (AHDC)*, Arkansas Department of Labor - Wage and Hour Division, Arkansas Land and Farm Development Corporation, Migrant Education, Cooperative Extension Service, Arkansas Farm Bureau and other agriculturally involved organizations; to increase correlation of agricultural employers who need workers and agricultural workers who are in need of a job; to enhance the supportive service network for MSFWs who are in need of assistance to reach work sites or return home.

The Hope Migrant Farm Labor Complex (MFLC) is a combined effort by a group of organizations dedicated to providing quality services to MSFWs, committed to providing programs and services that improve the employment, educational, health and housing opportunities for the migrant community. In order for the Hope Migrant Complex to be able to provide a comprehensive package of services to meet the needs of the migrant family, there are four components required: Short-term housing assistance, educational services, emergency and retraining assistance; and healthcare services. Even though services offered target the migrant and seasonal farmworker, collectively, departments work to assist the surrounding communities as well. The Hope Migrant Complex also serves as a community shelter to those displaced by a disaster.

The Department of Labor's Employment and Training Administration (ETA) will continue phasing out funding for the HMFLC as follows - PY 2012: \$200,000.00; and PY 2013: \$150,000.00.

The Hope Migrant Farm Labor Center (HMFLC) is joined at the Hope Migrant Complex by:

1. **CABUN Rural Health Services** operating the Hope Migrant/Community Health Center, providing migrant and community medical services with a bilingual staff, a Board Certified Family Practice physician and an Advance Nurse Practitioner. The Center provides on-site X-rays, EKGs, laboratory and health education at reduced fees to migrants.
2. **South Arkansas Migrant Education Cooperative** offering migrant education services to migrant children and their families.
3. **Arkansas Human Development Corporation*** offering Emergency Services, pesticide training, entrepreneurial training and job service. The Arkansas Human Development Corporation (AHDC) is a 501 c (3) private nonprofit organization that was originally founded in 1972 to provide Workforce Development and Job Placement Services to seasonal and migrant farmworkers. Eligible agricultural workers receive occupational, on-the-job training, and work experience services that lead to permanent work assignments. Childcare, housing, health and medical, nutritional, and transportation services are provided to support the customer's transition from training to employment.

Assessment of Need

Chart 1 - PY 2011 Agricultural Activity in Arkansas

Crops	Estimated Acres (thousands) Harvested		Duration of Harvest	Geographic Area/County	Estimated Number of Workers	
	PY 2011	PY 2012			PY 2011	PY 2012
Cotton	1,200	1,300	August 15 October 31	Mississippi, Craighead, Crittenden	1500	1600
Rice	1,470	1,500	August 10 October 1	Arkansas, Monroe, Prairie	1600	1700
Soybeans	3,270	3,300	August 15 November 10	Lee, Phillips, St. Francis, Cross	1500	1600
Tomatoes*	1	1.5	June 30 August 1	Bradley, Ashley	2800	3000
Peaches	1.2	1.3	June 25 July 30	Johnson, Pope	800	800

Review of PY 2011 MSFWs Activities in Arkansas

Arkansas does not have a significant number of home-based migrants (as defined by DOL) but serves as a conduit for Texas-based migrants in transit to and from the Great Lakes, Northeast

and the Southeast regions of the United States in search of seasonal employment. During calendar year 2011, the Hope Migrant Farm Labor Center, located at Hope, Arkansas registered 10,328 MSFWs. The decreased number of migrants assisted in PY 2011 was due to the shortened operation period of the center, which was April 1st through October 31st.

Projected Level of Agricultural Activity in PY 2012

See Chart 1

Projected Number of MSFWs in PY 2012

ADWS has a cooperative agreement with AHDC. During PY 2011, there were 2,604 outreach contacts made with MSFWs through AHDC. These contacts required 131 staff days. During PY 2012, an estimated 2,800 contacts will be made by AHDC on behalf of ADWS. Approximately 145 staff days will be required.

The State Monitor Advocate's recommendations for the annual summary as developed under 20 CFR 653.108(t) were considered in the summary.

Outreach Activities

Assessment of Available Resources

State Agency Staff Positions Assigned to Outreach Activities

To the best extent possible, the State Monitor Advocate and workforce center local office staff will contact MSFWs personally. AHDC staff will contact MSFWs in their homes or living areas, gathering places and to the extent possible, follow-up visits will be made. In addition to personal contacts by designated outreach staff, ADWS will publicize employment service programs through state and local newspapers, public service announcements and talk shows on radio and television, as well as through the distribution of posters, brochures, videotapes, and slides.

Number of State Agency Staff Positions Assigned to Outreach Activities

The State Monitor Advocate will continue to perform outreach activities in partnership with the Arkansas Human Development Corporation. Other local office staff, as assigned, will continue to provide outreach services to MSFWs and coordinate outreach activities.

Resources Made Available Through Existing Cooperative Agreements

ADWS plans to participate in meetings with AHDC, the Cooperative Extension Service, growers, workers, and other entities to address labor shortage problems. The purpose of these meetings will be to create a better understanding of the problems faced by farmers and farm workers,

increase coordination among all concerned parties, create new avenues for outreach, disseminate vital information to all concerned parties, and provide a forum for discussion and problem solving related to compliance.

ADWS staff will participate in meetings and workshops, make presentations, and contact the Cooperative Extension Service, the Farm Bureau, and other farm organizations to inform them of services available through ADWS. ADWS will also request that these agencies share this information with farmers during their contacts with them. ADWS staff will coordinate activities with the migrant education program to locate and inform additional migrants about the employment services available to them.

Numerical Goals

ADWS Staff Contacts to MSFWs

The State Monitor Advocate will travel with available AHDC staff to provide outreach services to approximately 300 MSFWs. ADWS plans to improve contacts from 2,604 to approximately 2,800. An agreement has been developed and executed between the Arkansas Human Development Corporation and ADWS to contact MSFWs. AHDC will continue to contact MSFWs personally.

ADWS Staff Days for Outreach

The State Monitor Advocate will use approximately 60 staff days to contact MSFWs.

The total dollar amount will be determined by the number of hours actually used for MSFW outreach in collaboration with AHDC.

Flyers, posters and other bilingual printed materials will be available to MSFWs throughout the state in local workforce centers, the Hope Migrant Center and District Offices of AHDC.

Proposed Outreach Activities

Our goal is to assist MSFWs and their families to attain greater economic stability by helping them acquire new job skills in occupations that offer higher wages and a more stable employment outlook. AHDC coordinates needed training through community and technical colleges and a host of private training organizations around the state. ADWS also provides supportive services that help farmworkers remain in and stabilize their employment in agriculture. A state-wide network of vendors provides housing, medical, emergency, nutritional and childcare assistance on a reimbursement basis. AHDC also facilitates the coordination of services through the One-Stop Career Center system for MSFWs so they can access other services available through the workforce system.

Services Provided to MSFWs through the One-Stop Delivery System

Planning data for the upcoming year

Coordination between ADWS staff and service providers within the One-Stop centers will be implemented to ensure quality service to all MSFWs. ADWS staff will provide a full range of service to MSFWs on a basis that is qualitatively equivalent and quantitatively proportionate to services provided to non-MSFWs. ADWS staff will determine services to be provided to MSFWs. Some of the services being provided through One-Stop centers are referrals to jobs, training, supportive services, full applications, job search, career planning, outreach, counseling and testing. ADWS will develop customer orientations on using electronic self-assistance tools in resource centers. ADWS will continue to provide one-on-one service to MSFWs when needed to ensure equity in the delivery of services.

Arkansas expects to meet at least four of the five MSFW service equity indicators. The counseling indicator is the possible exception. Due to decreased funding levels and the elimination of trained counselors in the local offices, ADWS is not able to assure a significant amount of counseling. ADWS believes that by using veteran representatives with counseling experience in the local offices to identify MSFW veterans, it will make an improvement in the level of counseling effort to MSFWs. This also will increase the other four indicators.

Actual and planned services to Migrant and Seasonal Farm workers

	Actual PY 2011	Planned PY 2012
New Applicants and Renewals	346	360
Referred to Jobs	158	180
Some Service Provided	192	225
Referred to Supportive Service	442	500
Counseled	2	10
Job Development	0	10

For the five equity indicators in PY 2011, the ratios between MSFWs and non-MSFWs were as follows:

	MSFW	Non-MSFWs
Referred to Jobs	42.8%	33.24%
Some Services Provided	52.9%	52.72%
Referred to Supportive Services	92.8%	86.62%
Counseled	.50%	1.36%
Job Development	.00%	.42%

Significant MSFW Local Office Affirmative Action Plans.

Not applicable since Arkansas is not a Significant State.

Services Provided to Agricultural Employers through the One-Stop System

Through the Arkansas Job Link (AJL) computer system, agricultural jobs are listed statewide and are available to all jobseekers in the state as well of out of state by creating an account and searching for suitable employment. An AJL employer account provides the ability to post job

openings, search resumes for qualified employees, receive emails on new jobseeker resumes and receive assistance listing the agricultural job opening.

ADWS will provide agricultural employers with applicants who meet the job-related selection criteria established by the employers. This year's objectives are:

- to increase the percentage of referrals to agricultural employers;
- to increase the percentage of agricultural openings filled; and
- to enhance employer/worker job match through the interstate clearance process.

ADWS will participate in meetings and conferences of agricultural employers and inform them of employment services and the agricultural recruitment system.

Nearly 287,000 Arkansas workers, or 20% of the state's jobs, were employed as a result of agriculture production and processing, receiving \$8.9 billion in wages and salaries – about 19% of the state's total employee income.

The farms in Arkansas are highly mechanized and few require a significant number of manual laborers. Although Arkansas has a relatively large number of farmworkers, many of them are job attached and work year after year for the same employers. They are usually on lay-off during the winter months and return to work in the spring.

Some noteworthy facts about Arkansas agriculture:

- Arkansas farmers harvested over 8 million acres of crops in 2011.
- Arkansas ranks #1 in the United States in rice production.

Other Requirements

Status of Monitor Advocate

In May 2001, ADWS hired a full time State Monitor Advocate, John Newkirk, who works in the Foreign Labor Certification Unit and with the Arkansas Human Development Corporation (AHDC), located in Little Rock. John became a member of the Board of Directors with AHDC in April, 2011. Since 2002, he has attended the MAFO National Farmworker Conference to receive training in accordance with regulations in 20 CFR 653.108(k) and also attends the Association of Farmworker Opportunity Programs (AFOP) National Conference each year. AFOP has been an advocate for MSFWs in the United States since 1971. Their mission is to improve the quality of life for MSFWs and their families by providing advocacy for the member organizations that serve them. That means securing the same rights and benefits for farmworkers that the rest of the American people enjoy.

State Monitor Advocate Approval/Comments

The state Monitor Advocate has been afforded an opportunity to review and comment on the Wagner-Peyser Plan of Service to be delivered by the Arkansas Department of Workforce Services for MSFWs.

Consideration of Previous Year's Annual MSFW Monitor Advocate Report

In preparation of this plan, consideration was given to the 2011 Monitor Advocate recommendations as presented in the annual MSFW summary.

MSFW Affirmative Action Plan (AAP)

Arkansas is not a Significant State as defined; therefore, no Affirmative Action Plan is required.

WIA Section 167/JTPA 402 Review/Comments

The WIA Section 402 Program Operator has reviewed the state Agricultural Service Plan and AHDC, State and Federal Departments of Labor, Wage and Hour, OSHA, and the Southern Migrant Legal Services will all be given the opportunity to comment on the State Agricultural Outreach Plan.

ADWS will coordinate activities with AHDC, State and Federal Departments of Labor, Wage and Hour, OSHA, Migrant Education, and other organizations to gain and share information, which should enhance ADWS's ability to more effectively provide technical assistance to employers.

To provide for an effective labor exchange service delivery system for agricultural communities across the state, the Monitor Advocate will develop strategies to enhance and measure employment services provided through workforce centers. Activities will include assessing the needs of agricultural employers and job seekers, providing outreach services to inform customers of services being provided through workforce centers, and developing customer orientations on the use of electronic self-assistance tools in the workforce centers resource rooms.

Coordination and Integration of Services to Employers

To facilitate integration of services to both job seekers and employers, partners will share resources, technology platforms, job development teams, coordinate case management of co-enrolled customers, job databases, support services, application protocol and forms, assessment, business services, marketing plans, performance and evaluation measures.

Each workforce center will have a business liaison team as the single point of contact for employer services. It is expected that staff involved with initiating employer contacts will participate in the team in a coordinated outreach program under the Arkansas Workforce Center name and marketing approach. Those selected for this team will be an expert in the services their particular agency offers, but also knowledgeable of services provided by the partnering agencies. The team will also be current with the labor market information for their area, as well as for the entire state. They will be respected in the community, working with and being members of the local Chamber of Commerce and other personnel groups to keep them informed of the area employers needs. By developing and maintaining a positive rapport with

these groups, the team will be able to identify community needs – both now and in the future. The team will consist of business contact staff from all partner programs and will, at a minimum, provide the following structure and coordination in approaching the business community:

- A team leader to coordinate the activities of the team.
- A coordinated “script” to market the system to employers to include a brief description of services each partner provides.
- Use of the Arkansas Workforce Center name as the primary marketing approach, with agency specialty areas (i.e. Arkansas Rehabilitation Services, Services for the Blind, DVOP/LVER Veterans Services) presented as a part of the overall system as needed.
- An information sharing strategy that makes contact results available to all team members and a consistent process for sharing these results with all partners in the Center.
- A clear menu of services across all partners consisting of a listing of all programs, assessments and services administered in the Center.
- A division of duties with employer sector specializations as deemed appropriate for quality customer service.
- Multiple agency participation with clear cost and information sharing commitments.
- At a minimum, Job Search, Employer Contacts, Job Orders, or Job Development leads performed by any center staff as a result of outreach and all services offered and/or provided will be entered into the Wagner-Peyser database. Note this also applies to both the satellite and affiliate locations.

Comprehensive centers are also encouraged to create opportunities to establish additional points of access. These are viewed as additional, free, mutually beneficial services provided to the community that provide evidence of continuous improvement in serving employer and workforce needs.

The Arkansas Workforce Investment Board will, in conjunction with the Department of Workforce Services, provide or make available to the workforce centers a web-based operating system that will provide a system of record for these services. This system should incorporate:

- One common database for the State
- Common intake into program systems
- Virtual One-Stop entry (can be accessed by customers from any computer that is internet connected)
- Pathways to labor market information/job searches/information for job seekers and employers

Examples of the services available to employers are below:

Core

- Orientation to the Arkansas Workforce Center system and services.
- Self-enrollment and common application for services.
- Basic orientation on the capabilities of the internet based automated job matching.

- Screening and referral of qualified jobseekers.
- Training programs, providers, and consumer reports on effectiveness of specific providers.
- Labor market information to bridge economic and workforce development.
- Human resource information, i.e., tax credits, unemployment insurance, and access to labor law and compliance information.
- Initial skills assessment and/or occupational profile of positions.
- Access to computerized training to upgrade incumbent basic skills.
- Rapid response, initial contacts. Coordinated outreach to employers with particular attention being paid to federal contractors.
- Availability of the Career Readiness Certificate program.

Intensive

Account executive services, including brokering with other service providers/resources.

Job profiling.

Rapid response services, including outplacement.

Seminars and informational workshops.

Customized assessment for new hires/exiting staff.

Linkages with other employers that have similar needs.

Individualized recruitment plans.

Access to entrepreneurial assistance.

Access to economic development programs and services.

Training

Incumbent worker training.

On the job training.

Customized job training funded under WIA or TAA.

Advanced skills training.

WIA Waiver Requests

The State of Arkansas is requesting the following waivers of statutory or regulatory requirements. A full waiver plan is included as Attachment B.

- Waiver WIA Section 133(b)(4) for the funds transfer limit between WIA adult and dislocated worker programs to allow the State to approve local area requests to transfer up to 50 percent of local area allocations between the two programs.
- Waiver of WIA Section 136(b) to permit implementation of (and reporting only) common measures in place of statutory measures.
- Waiver of 20 CFR 664.510 to allow the use of Individual Training Accounts (ITAs) for older youth and out-of-school youth.

- Waiver of WIA Section 122(c) and (d) on the process used to determine subsequent eligibility of Eligible Training Providers (ETP).
- Waiver of WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d) requiring the conduct of evaluations of workforce investment activities for adults, dislocated workers, and youth.
- Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) requiring provision of incentive grants to local areas.
- Waiver of 20 CFR 665.200(b)(3) requiring dissemination of training provider performance and cost information.
- Waiver of 20 CFR 665.200(h) requiring provision of additional assistance to local areas that have high concentrations of eligible youth.
- Waiver of WIA Section 134(a)(2)(B)(v) and 20 CFR 665.200(g) requiring assisting in the establishment and operation of One-Stop delivery systems, in accordance with the strategy described in the State workforce investment plan.

Coordination of Trade Adjustment Assistance (TAA) with WIA and W-P

The Governor's Dislocated Worker Task Force provides rapid response services to dislocated workers. The goal is to transition workers to their next employment as soon as possible. This Unit is trained to react quickly to announcements concerning permanent facility closures or substantial layoff situations throughout the State. They provide information and access to unemployment compensation benefits, comprehensive workforce center services, and employment and training activities, including information on the Trade Adjustment Assistance (TAA) program. If the layoff appears to be related to shifts in production to foreign countries or due to competition from foreign trade, the Rapid Response Unit prepares and files a Trade Act Petition with the U.S. Department of Labor.

At the first meeting with the trade certified worker at the workforce center, the worker is provided an orientation of the services available at the workforce center and is assessed for the best services to assist them in gaining employment. Staff will obtain sufficient information through the assessment process to support a review and decision concerning the worker's ability to re-enter the existing job market, to include outside the local area if the worker is willing to relocate. Adversely affected workers who have marketable skills and are considered job ready will be immediately referred to employment services. All TAA participants are enrolled in the Arkansas Job Link system. The Arkansas Job Link system is used by the Workforce Investment Act (WIA), Wagner-Peyser (W-P) and TAA programs. This facilitates case management in a holistic way as each program serving the client is able to see all wrap-around services being provided. All TAA participants are referred to WIA for co-enrollment purposes.

Staff ensures that each TAA participant has registered in Arkansas Job Link for employment services. Additionally, they verify that the participant has applied for Trade Readjustment Allowance so that their eligibility will be reported to the Internal Revenue Service for the Health

Care Tax Credit (HCTC) program. TAA participants are also encouraged to take the necessary steps to obtain the Arkansas Career Readiness Certificate.

TAA participants are assessed to determine if retraining is appropriate. The six criteria used to make that determination are:

1. *Suitable employment is not available*
A determination is made that the workers has a barrier to employment and their job skills are obsolete or no longer needed in the workplace. During core and intensive services, the Arkansas Job Link system will be used to determine if there are open job orders or recently closed job orders for jobs requiring the worker's current skills.
2. *The worker would benefit from appropriate training*
There is a direct relationship between the worker's need for skills training and/or remedial education and what the proposed training program would provide, and the worker has the mental and physical capabilities to undertake, make satisfactory progress and complete the training.
3. *Reasonable expectation of employment exists following completion of the training*
Given job market conditions expected to exist at the completion of training, there is a reasonable expectation the worker will be able to find a job using the skills and education obtained in training. The state's projected employment opportunities list is used to make this determination.
4. *Approvable training is available*
The training is reasonably accessible within the worker's commuting area at a governmental or private training institution or facility, particularly on-the-job training. Also, the training is suitable and meets all other approval criteria.
5. *The worker is qualified to undertake and complete such training*
Evaluation of the worker's personal qualifications must include the worker's physical and mental capabilities, educational background, work experience and financial resources, as adequate to undertake and complete the specific program being considered. If the training provider has published entrance requirements, the worker must meet those entrance requirements.

6. *The training is suitable and available at a reasonable cost*

The training is appropriate for the worker given the worker's capabilities, background and experience and comparable in price to other providers.

TAA program staff formally addresses each of the six criteria during the assessment phase and training will be approved if all six criteria are met.

Desired Outcomes

The programs and initiatives highlighted in this plan reinforce the State's commitment to helping people find jobs and to connect employers to workers. The goal of the workforce investment system is to improve the quality of the workforce and to strengthen the state's competitiveness in the 21st century global economy.

The Arkansas Workforce Investment Board has identified seven objectives with 24 strategies and 42 tactics to be accomplished during the course of this plan in the following areas:

- Serving jobseekers
- Serving employers
- Serving economies
- Increasing the effectiveness of local workforce boards
- Gaining system efficiencies
- Re-imagining learning and work
- Diversifying and linking resources

A matrix of tactics identified by the board, which includes metrics established, is included in Attachment D. The strategies listed below related to improving performance management of the system will be implemented during the effective period of this plan.

- Track business impact by creating a diverse set of metrics that track impact on businesses that mirror metrics used by employers
- Evaluate services to employers and develop and implement a continuous improvement plan
- Explore new indicators beyond WIA common measures
- Determine satisfaction of users of the workforce system through meaningful assessments
- Track participants across programs and develop and implement joint protocols and policies
- Increase the academic capabilities of participants
- Increase on-line learning opportunities
- Increase partner referrals
- Track Career Readiness Certificate holders by regions and determine impact on job attainment and retention

Table I below demonstrates the performance targets for the Workforce Investment Act and Wagner-Peyser programs for Program Year 2012.

Table 1: Workforce Investment Act and Wagner-Peyser Performance Targets

WIA Requirement at Section 136(b)	PY 2010 Year Performance	PY 2012 Performance Goal
Adults: Entered Employment Rate Employment Retention Rate Average Six-Months Earnings Certificate Rate	89.9% 95.2% \$12,583	91.0% 92.0% \$12,530
Dislocated Workers: Entered Employment Rate Employment Retention Rate Average Six-Months Earnings Certificate Rate	94.5% 97.1% \$13,651	94.0% 96.0% \$13,500
Youth Common Measures: Placement in Employment or Education Attainment of a Degree or Certificate Literacy and Numeracy Gains	86.4% 83.1% 75.3%	81.0% 81.0% 75.5%
W-P Requirement at Section 13(a)	PY 2010 Year Performance	PY 2012 Performance Goal*
Entered Employment Rate Employment Retention Rate Average Six-Months Earnings	58.0% 78.0% \$11,332	63.0% 80.5% \$11,350

American Job Center Brand

Arkansas branded the state's one-stop centers in 2001 as the Arkansas Workforce Centers. Since that time, the brand has had two major statewide media campaigns to inform the public of the services available through the centers. In addition, the state has numerous advertisements, public service announcements, editorials, branded six mobile workforce centers, and participated in countless job fairs and other community events, all under name Arkansas Workforce Centers. The state has worked very hard to change the image of the workforce delivery system from the "unemployment office" of years ago to the workforce center of today.

In June 2012, the U.S. Department of Labor announced a new brand entitled the American Job Center network and requested that states rebrand their existing one-stop centers to this name.

Due to declining funding and the already large investment made by Arkansas to familiarize our citizens with the Arkansas Workforce Center brand, Arkansas will co-brand using “a proud partner of America’s Job Center network” on future publications and materials produced for outreach of the Arkansas Workforce Centers. In addition, the state will explore free avenues of co-branding such as placement of the logo on state and local websites.

The cost to rebrand to the American Job Centers network is determined at this time to be cost prohibitive and the funds used to do such would be better used serving clients most in need. Arkansas will consider a full rebranding effort when funding is provided by USDOL specifically for this purpose.

The cost to co-brand will not increase the cost of the programs as the state will only add the co-brand phrase to future outreach efforts that would have otherwise been made or placed in locations such as websites that will not have an additional cost. The existing supply of materials, such as brochures, job fair materials, job search workbooks, forms, business cards, letterhead, etc. will be exhausted prior to ordering new materials with the American Job Center logo attached.

Resources and Citations

- ¹ University of Arkansas at Little Rock, Institute for Economic Advancement, *Labor Market Information Report for Arkansas* (Dr. Michael Pakko, July 2012).
- ² Arkansas Research Center, *Arkansas Education to Employment Report 2011*, (Dr. Jake Walker, Dr. Greg Holland, 2011).
- ³ The National Center for Higher Education Management Systems, *Increasing the Competitiveness of the Arkansas Workforce for a Knowledge-Based Economy: How Do Current Higher Education Policies Help or Get in the Way? A Comprehensive Analysis of Higher Education Policy* (January 12, 2011).
- ⁴ Arkansas Economic Development Commission (<http://www.arkansasedc.com/bring-your-business-to-arkansas/targeted-business-opportunities.aspx>).
- ⁵ Workforce Planning Document, Supplemental Information for State Workforce Development Plan, July 20, 2012 (derived from Arkansas Department of Workforce Services, Labor Market Information, <http://www.discoverarkansas.net/>).
- ⁶ National Skills Coalition, *Middle-Skill Jobs State-By-State*, (http://www.nationalskillscoalition.org/resources/fact-sheets/state-fact-sheets/middle-skill/nsc_middleskillfs_arkansas.pdf).
- ⁷ Arkansas Department of Higher Education, *Arkansas Career Pathways Initiative Progress Report of Activities and Outcomes*, (Program Year Six, July 1, 2010 – June 30, 2011).
- ⁸ Georgetown University, Center on Education and the Workforce, *Projections of Jobs and Education Requirements through 2018*, (June 2010).

- ⁹ Governor Mike Beebe's Strategic Plan for Economic Development. The full plan and biennial update can be found online at the following link. <http://www.arkansasedc.com/arkansas-edc/the-governors-strategic-plan.aspx>
- ¹⁰ Arkansas Employment First Task Force Final Report December 2011

Section III. Integrated Workforce Plan Assurances and Attachments

ASSURANCES AND ATTACHMENTS – PLANNING PROCESS AND PUBLIC COMMENT

All policies and procedures for Arkansas are available at the following website: <http://dws.arkansas.gov/AWIB/Information.htm>

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
1. <input checked="" type="checkbox"/>	The state established processes and timelines, consistent with WIA Section 111(g) – and, where appropriate, 20 CFR 641.325 (g) – to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f), (g), (h), 20 CFR 641.335	A copy of the public comments received can be found at the following link: http://dws.arkansas.gov/AWIB/pdfs/stateplan/PY%202012-2016%20State%20Plan%20Public%20Comments.pdf
2. <input checked="" type="checkbox"/>	The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)	The Integrated Workforce Plan was made public online via the Arkansas Department of Workforce Services website on August 13, 2012 for a 30-day public comment period.

3. <input checked="" type="checkbox"/>	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.		The Integrated Workforce Plan is available online at the following weblink: http://dws.arkansas.gov/AWIB/pdfs/stateplan/PY%202012-2016%20Arkansas%20State%20WIA%20W-P%20Plan.pdf
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4.	<input checked="" type="checkbox"/>	<p>The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farmworker Jobs Program grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.</p>	<p>WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20CFR 661.220(d) 20 CFR 653.107 (d) 20 CFR 653.108(f)</p>	<p>No comments were received regarding the Agricultural Outreach Plan.</p>
5.	<input checked="" type="checkbox"/>	<p>In the development of the plan, the state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farmworkers.</p>	<p>20 CFR 653.108(t)</p>	<p>The State Monitor Advocate developed the annual summary of services to Migrant and Seasonal Farmworkers.</p>

6.	<input checked="" type="checkbox"/>	The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207	See Open Public Meetings Policy under Policies and Procedures at the following weblink: http://dws.arkansas.gov/AWIB/pdfs/policies/Open%20Public%20Meetings%20Policy.pdf
7.	<input checked="" type="checkbox"/>	Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the State and area agencies on aging; State and local boards under the WIA; public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state, except as provided under section 506 (a)(3) of OAA and 20 CFR 641.320(b); Social service organizations providing services to older individuals; Grantees under Title III of OAA, Affected Communities, Unemployed older individuals, Community-based organizations serving older individuals; business organizations and labor organizations	20 CFR 641.315(a)(1-10), 641.325 (f), (g), (h)	The SCSEP is not included in the Integrated Workforce Plan; however, the SCSEP plan was forwarded to the state and local boards for review and public comment.

ASSURANCES AND ATTACHMENTS - REQUIRED POLICIES AND PROCEDURES

	STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
8. <input checked="" type="checkbox"/>	The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public workforce system, including policy for the use of WIA title I statewide funds.	WIA Sections 112(b)(2), 129, 134 20 CFR 665.100	Policies issued for use by the public workforce system are available online at the following weblink: http://dws.arkansas.gov/AWIB/Information.htm
9. <input checked="" type="checkbox"/>	The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).	WIA Sections 112(b)(13), 111(f), 117(g)	State rules on conflict of interest can be found at the following website: http://www.arkansasethics.com/rules.htm
10. <input checked="" type="checkbox"/>	The state has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.	WIA Sections 112(b)(15), 116(a)(5) 20 CFR 661.280 20 CFR 667.700	See Grievance and Appeals Policy under Policy and Procedures at the following weblink: http://dws.arkansas.gov/AWIB/pdfs/policies/Grievance%20and%20Appeals%20Policy.pdf
11. <input checked="" type="checkbox"/>	The state established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	20 CFR 667.640 20 CFR 662.280	See Grievance and Appeals Policy under Policy and Procedures at the following weblink: http://dws.arkansas.gov/AWIB/pdfs/policies/Grievance%20and%20Appeals%20Policy.pdf
12. <input checked="" type="checkbox"/>	The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	WIA Sections 112(b)(6), 117(b) 20 CFR 661.300(a), 20 CFR 661.325	Available online at the following weblink: http://dws.arkansas.gov/AWIB/pdfs/policies/Local%20Board%20Maintenance%20&%20Certification.pdf

13.	<input checked="" type="checkbox"/>	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sec 117(c) 20 CFR 661.325	Available online at the following weblink: http://dws.arkansas.gov/AWIB/pdfs/policies/Local%20Board%20Maintenance%20&%20Certification.pdf
14.	<input checked="" type="checkbox"/>	Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.	WIA Sections 111(e), (b) 20 CFR 661.210	Not Applicable.
15.	<input checked="" type="checkbox"/>	Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system. (Only applicable in cases where a state uses an alternative entity as its SWIB, and that entity does not provide for representative membership by individuals in the categories required by WIA sec. 111(b).)	WIA Sections 111(b), (e) 20 CFR 661.210(c)	Not Applicable.
16.	<input checked="" type="checkbox"/>	When applicable, the state takes any action necessary to assist local areas in developing and implementing the One-Stop system.	WIA Sections 112(b)(14), 134(c) W-P Section 8(c)	The state will continue to provide other federal and non-federal funds to support the operation of the one-stop centers through resource sharing agreements and funding of relocations or needed improvements through non-federal funds as funding is available.
17.	<input checked="" type="checkbox"/>	The state established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections 112(b)(17)(A)(iii), 122, 134(d)(4) 20 CFR 663.515, 663.535	Available online at the following weblink: https://www.employment.arkansas.gov/ACRS/ASP/Public/ETPPcedures.pdf

18.	<input checked="" type="checkbox"/>	All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	WIA Section 188 W-P Section 8(b) 29 CFR part 37 20 CFR 652.8(j)	Available at the following weblink: http://dws.arkansas.gov/AWIB/MOA.htm
19.	<input checked="" type="checkbox"/>	The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.	WIA Section 188 29 CFR 37	The state's management information system captures this information.
20.	<input checked="" type="checkbox"/>	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section 188 29 CFR 37.42	The state's management information system captures this information.
21.	<input checked="" type="checkbox"/>	The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.	WIA Section 188 29 CFR 37.20	Available at the following weblink: http://dws.arkansas.gov/AWIB/MOA.htm
22.	<input checked="" type="checkbox"/>	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.	WIA Section 185	The state's management information system captures this information.
23.	<input checked="" type="checkbox"/>	For WIA Single-Area States only, the state has memorandums of understanding between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the local area.	WIA Sections 112(b)(5), 116(b), 118(b)(2)(B), 20 CFR 661.350(a)(3)(ii)	Not Applicable

ASSURANCES AND ATTACHMENTS - ADMINISTRATION OF FUNDS

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
24	<input checked="" type="checkbox"/> The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.	WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128 (b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)	Available at the following weblink: http://dws.arkansas.gov/AWIB/pdfs/policies/WIA%20Funding%20Distribution%20Policy.pdf
24a.	<input checked="" type="checkbox"/> For Dislocated Worker funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision.	WIA Section 133(b)(2)(B) 20 CFR 667.130(e)(2)(i)-(ii)	Available at the following weblink: http://dws.arkansas.gov/AWIB/pdfs/policies/WIA%20Funding%20Distribution%20Policy.pdf
25.	<input checked="" type="checkbox"/> The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.	WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B), 133(b)(3)(B), 20 CFR 661.205(e)	Available at the following weblink: http://dws.arkansas.gov/AWIB/pdfs/policies/WIA%20Funding%20Distribution%20Policy.pdf

26.	<input checked="" type="checkbox"/>	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.	WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340	Available at the following weblink: http://dws.arkansas.gov/AWIB/pdfs/policies/WIA%20Funding%20Distribution%20Policy.pdf
27.	<input checked="" type="checkbox"/>	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section 112(b)(16)	Available at the following weblink: http://dws.arkansas.gov/AWIB/pdfs/procurement_and_contract_policy.pdf
28.	<input checked="" type="checkbox"/>	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	WIA Sections 112(b)(18)(B), 123, 129	Available at the following weblink: http://dws.arkansas.gov/AWIB/pdfs/policies/Procedures%20for%20Awarding%20Grants%20for%20Youth%20Activities.pdf
29.	<input checked="" type="checkbox"/>	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.	Available at the following weblink: http://dws.arkansas.gov/AWIB/pdfs/procurement_and_contract_policy.pdf and http://dws.arkansas.gov/AWIB/pdfs/policies/Procedures%20for%20Awarding%20Grants%20for%20Youth%20Activities.pdf
30.	<input checked="" type="checkbox"/>	The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer significant shifts in funding from year-to-year during the period covered by this plan.	WIA Section 112(b)(12)(B)	The state distributes funding utilizing the hold-harmless provision.
31.	<input checked="" type="checkbox"/>	The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and	WIA Sections 112(b)(11), 127, 132, 184	The state has complied with this requirement.

		accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	W-P Sections 9(a), (c) 20 CFR 652.8(b), (c)	
32.	<input checked="" type="checkbox"/>	The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.	WIA Sections 184(a)(3), (4) 20 CFR 667.200, .400(c)(2), 667.410	See Issuance PY05-15 at the following weblink: http://dws.arkansas.gov/AWIB/pdfs/issuances/py05/PY%2005-15%20Arkansas%20Workforce%20Investment%20Act%20Title%20I-B%20Program%20Financial%20Monitoring%20Instrument.pdf
33.	<input checked="" type="checkbox"/>	The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.	WIA Sections 136(f)(2), (f)(3), 122, 185(a)(4)(B) 20 USC 1232g 20 CFR 666.150 20 CFR part 603	The state complies with FERPA.
34.	<input checked="" type="checkbox"/>	The state will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7) 20 CFR 663.730	The state does not use funds received under WIA to assist, promote, or deter union organizing.

ASSURANCES AND ATTACHMENTS - ELIGIBILITY

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENT
35. <input checked="" type="checkbox"/>	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding the “deficient in basic literacy skills” criterion.	WIA Sections 101(13)(C)(i) CFR 664.205(b)	See Issuance PY01-17 at the following weblink: http://dws.arkansas.gov/AWIB/pdfs/issuances/py05/PY%2005-15%20Arkansas%20Workforce%20Investment%20Act%20Title%20I-B%20Program%20Financial%20Monitoring%20Instrument.pdf
36. <input checked="" type="checkbox"/>	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding “requires additional assistance to complete and educational program, or to secure and hold employment” criterion.	WIA Sections 101(13)(C)(iv) 20 CFR 664.200(c)(6), 664.210	See Issuance PY01-17 at the following weblink: http://dws.arkansas.gov/AWIB/pdfs/issuances/py05/PY%2005-15%20Arkansas%20Workforce%20Investment%20Act%20Title%20I-B%20Program%20Financial%20Monitoring%20Instrument.pdf
37. <input checked="" type="checkbox"/>	The state established policies, procedures, and criteria for prioritizing adult title I employment and training funds for use by recipients of public assistance and other low-income individuals in the local area when funds are limited.	WIA Section 134(d)(4)(E) 20 CFR 663.600	Available at the following weblink: http://dws.arkansas.gov/AWIB/pdfs/policies/Guideline%20for%20Establishing%20Priorities%20for%20Adult%20Activities.pdf

38. <input checked="" type="checkbox"/>	<p>The state established policies for the delivery of priority of service for veterans and eligible spouses by the state workforce agency or agencies, local workforce investment boards, and One-Stop Career Centers for all qualified job training programs delivered through the state's workforce system. The state policies:</p> <ol style="list-style-type: none"> 1. Ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service; and 2. Ensure that covered persons are aware of: <ol style="list-style-type: none"> a. Their entitlement to priority of service; b. The full array of employment, training, and placement services available under priority of service; and c. Any applicable eligibility requirements for those programs and/ or services. 3. Require local workforce investment boards to develop and include policies in their local plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers. 	<p>WIA Sections 112(b)(17)(B), 322 38 USC Chapter 41 20 CFR 1001.120-.125 Jobs for Veterans Act, P.L. 107-288 38 USC 4215 20 CFR 1010.230, 1010.300-.310</p>	<p>See Issuances PY09-08, PY06-06, and PY02-07 for guidance on priority of service for Veterans. These can be found at the following weblinks.</p> <p>http://dws.arkansas.gov/AWIB/pdfs/issuances/py09/PY%2009-08%20Priority%20of%20Service%20to%20Veterans%20and%20Eligible%20Spouses%20with%20Attachment%20No.10-09.pdf</p> <p>http://dws.arkansas.gov/AWIB/pdfs/issuances/py06/PY%2006-06%20Priority%20of%20Service%20to%20Veterans.pdf</p> <p>http://dws.arkansas.gov/AWIB/pdfs/issuances/py02/PY%2002-07%20Veterans%20Preference%20in%20Hiring%20Workforce%20Center%20and%20.pdf</p>
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ASSURANCES AND ATTACHMENTS - PERSONNEL AND REPRESENTATION

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
39. <input checked="" type="checkbox"/>	<p>The state assures that Migrant and Seasonal Farmworker (MSFW) significant office requirements are met.</p> <p>Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity.</p> <p>If a state proposes that its State Monitor Advocate work less than full-time, the state must submit, for approval by the Department, a plan for less than full-time work, demonstrating that the state MSFW Monitor Advocate function can be effectively performed with part-time staffing.</p>	<p>WIA Section 112(b)(8)(A)(iii), 112(b)(17)(A)(iv)</p> <p>W-P Sections 3(a), (c)(1)-(2)</p> <p>20 CFR 653.107(a), 107(i), 653.112(a), 653.108(d)(1)</p>	<p>The Arkansas Monitor Advocate is a full-time position.</p>
40. <input checked="" type="checkbox"/>	<p>Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Departmental regulations.</p>	<p>W-P Sections 3(a), 5(b)</p> <p>20 CFR 652.215</p> <p>Intergovernmental Personnel Act, 42 USC 4728(b)</p>	<p>The state complies with this requirement.</p>
41. <input checked="" type="checkbox"/>	<p>The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling, and placement for individuals with disabilities.</p>	<p>W-P Section 8(b)</p> <p>20 CFR 652.211</p>	<p>The state complies with this requirement.</p>

42.	<input checked="" type="checkbox"/>	If a SWIB, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services.	W-P Section 8(b) 20 CFR 652.211	The state complies with this requirement.
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STATEMENT OF ASSURANCES CERTIFICATION

The State of Arkansas certifies on the 13th day of September month in 2012 year that it complied with all of the required components of the Workforce Investment Act, Wagner-Peyser. The State also assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written U.S. Department of Labor guidance implementing these laws, and all other applicable Federal and state laws and regulations.


Governor

9-13-12
Date

ATTACHMENT A
PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of WIA Title I Grant Recipient Agency: Department of Workforce Services

Address: P.O. Box 2981

Little Rock, Arkansas 72203

Telephone Number: 501-683-1889

Facsimile Number: 501-682-2273

E-mail Address: artee.williams@arkansas.gov

Name of State WIA Title I Administrative Agency: Department of Workforce Services

Address: P.O. Box 2981

Little Rock, Arkansas 72203

Telephone Number: 501-371-1028

Facsimile Number: 501-683-5858

E-mail Address: cindy.varner@arkansas.gov

Name of WIA Title I Signatory Official: Department of Workforce Services

Address: P.O. Box 2981

Little Rock, Arkansas 72203

Telephone Number: 501-683-1889

Facsimile Number: 501-682-2273

E-mail Address: artee.williams@arkansas.gov

Name of WIA Title I Liaison: Cindy Varner, Assistant Director, Dept. of Workforce Services

Address: P.O. Box 2981

Little Rock, Arkansas 72203

Telephone Number: 501-371-1028

Facsimile Number: 501-683-5858

E-mail Address: cindy.varner@arkansas.gov

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

Department of Workforce Services

Address: P.O. Box 2981

Little Rock, Arkansas 72203

Telephone Number: 501-683-1889

Facsimile Number: 501-682-2273

E-mail Address: artee.williams@arkansas.gov

Name and Title of State Employment Security Administrator (Signatory Official):

Artee Williams, Director, Department of Workforce Services

Address: P.O. Box 2981

Little Rock, Arkansas 72203

Telephone Number: 501-683-1889

Facsimile Number: 501-682-2273

E-mail Address: artee.williams@arkansas.gov

As the governor, I certify that for the State of Arkansas, the agencies and officials designated above have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this plan and the assurances herein.

Typed Name of Governor Mike Beebe, Governor

Signature of Governor



Date

9-13-12

Workforce Investment Act Waiver Plan Program Years 2012-2016

DATE: September 15, 2012

STATE: Arkansas

AGENCY: Arkansas Department of Workforce Services

1. Waiver Requested – Funds Transfer Limit

Waiver of funds transfer limit between WIA adult and dislocated worker programs to allow the State to approve local area requests to transfer up to 50 percent of local area allocations between the two programs.

Statutory and/or regulatory requirements to be waived

Waiver of WIA Section 133(b)(4)

Actions undertaken to remove state or local statutory or regulatory barriers

There are no existing state or local statutory or regulatory barriers to implementing this waiver.

Goals and expected programmatic outcomes of waiver

The goals of the waiver are:

- To provide greater flexibility in the design of local area adult and dislocated worker service delivery plans
- To enhance the ability of local boards to respond to changing workforce and economic dynamics within their local areas
- To increase the ability of local boards to provide targeted assistance in response to customer needs
- To enhance the local board's ability to respond to employer needs for workers trained in employer-specific skills.

The expected outcomes are improved performance measures.

Individuals impacted by the waiver

Unemployed and under-employed adults and dislocated workers

Process for monitoring progress in implementation

The Governor of Arkansas will approve all funds transfer requests from local boards. The Department of Workforce Services' Office of Financial Management and Administrative Services will track and record all funds transfers, and the Department of Workforce Services' Office of Employment Assistance will monitor local level implementation and expenditures. The ability to

transfer funds has historically enabled our local areas to help more low-income and underemployed adults due to the fact that many of our dislocated workers have been eligible for Trade Adjustment Assistance for their re-training needs.

The state will continue to monitor the transfer of funds through monthly grants management meetings between financial and programmatic staff and through state monitoring of local workforce investment areas.

The Arkansas Department of Workforce Services will monitor the implementation and progress of this waiver through monthly grants management meetings, state monitoring reviews of local areas, and through the provision of technical assistance to local areas.

Notice to affected local boards

Local workforce administrative entities will be provided a copy of this proposed waiver request as well as USDOL/ETA's reply to this request. Affected local boards will be notified by state issuance to the workforce system or direct communication, as applicable.

Public Comment

The public was notified of the request through public notice and a 30-day public comment period. The proposed waiver request was posted on the agency's official website with instructions regarding the submittal of comments and closing date for comments.

2. Waiver Request – Common Measures

Waiver to permit implementation of (and reporting only) common measures in place of statutory measures.

Statutory and/or regulatory requirements to be waived

WIA Section 136(b)

Actions undertaken to remove state or local statutory or regulatory barriers

There are no existing state or local statutory or regulatory barriers to implementing this waiver.

Goals and expected programmatic outcomes of waiver

The common measures provide a simplified and streamlined performance measurement system and have become the basis of the workforce system's performance accountability.

Individuals impacted by the waiver

Approval of this waiver will positively impact all customers of the workforce investment system by simplifying program management and performance measurement.

Process for monitoring progress in implementation

The Arkansas Workforce Investment Board and Department of Workforce Services will monitor the implementation and impact of the waiver, as well as progress toward expected outcomes, through a combination of performance reporting from the local workforce investment areas and discussion with stakeholders. Employer and Participant Customer Satisfaction Surveys have been and will continue to be conducted with the results published in Arkansas' WIA annual report. In addition, the State will continue to report both older and younger youth participant and exiter counts via the WIASRD.

The Arkansas Department of Workforce Services will monitor the implementation and progress of this waiver through monthly grants management meetings, state monitoring reviews of local areas, and through the provision of technical assistance to local areas.

Notice to affected local boards

Local workforce administrative entities will be provided a copy of this proposed waiver request as well as USDOL/ETA's reply to this request. Affected local boards will be notified by state issuance to the workforce system or direct communication, as applicable.

Public Comment

The public was notified of the request through public notice and a 30-day comment period. The proposed waiver request was posted on the agency's official website with instructions regarding the submittal of comments and closing date for comments.

3. Waiver Request – ITAs for Youth Participants

Waiver to allow the use of Individual Training Accounts (ITAs) for older youth and out-of-school youth.

Statutory and/or regulatory requirements to be waived

20 CFR 664.510

Actions undertaken to remove state or local statutory or regulatory barriers

There are no existing state or local statutory or regulatory barriers to implementing this waiver.

Goals and expected programmatic outcomes of waiver

This waiver will allow older youth and out-of-school youth, if deemed appropriate, to select approved ITA programs from Arkansas' Eligible Training Provider (ETP) List, while retaining their youth classification. Additionally, the waiver:

- Provides to local areas a mechanism for improving the comprehensive services available by providing an additional service option.
- Ensures that local areas have enough flexibility to deliver services based on the individual needs of participants as intended under WIA.
- Reduces the paperwork and tracking requirements of dual enrollment for older youth to access occupational skills training through an Individual Training Account (ITA).
- Offers older youth an opportunity to make informed decisions that have direct impact on his/her future.
- Improves services through increased customer choice in assessing training opportunities.

Individuals impacted by the waiver

Approval of this waiver will positively impact all older WIA eligible youth. These customers will receive the type of services that most closely and quickly meet their individualized needs without dual paperwork, tracking, and delay.

The waiver can positively impact Local Boards, as they will benefit by not having to direct limited administrative resources to costly and time-consuming competitive procurements.

Training providers will benefit, because they will not have to follow two separate processes to provide services to adults versus older and out-of-school youth.

Process for monitoring progress in implementation

The Department of Workforce Services will monitor the implementation and impact of the waiver and ensure that funds used for ITAs are tracked and reflected in the individual service strategies for these youth.

The Arkansas Department of Workforce Services will monitor the implementation and progress of this waiver through monthly grants management meetings, state monitoring reviews of local areas, and through the provision of technical assistance to local areas.

Notice to affected local boards

Local workforce administrative entities will be provided a copy of this proposed waiver request as well as USDOL/ETA's reply to this request. Affected local boards will be notified by state issuance to the workforce system or direct communication, as applicable.

Public Comment

The public was notified of the request through public notice and a 30-day comment period. The proposed waiver request was posted on the agency's official website with instructions regarding the submittal of comments and closing date for comments.

4. Waiver Request – ETP Initial Eligibility

Waiver on the process used to determine subsequent eligibility of Eligible Training Providers (ETP).

Statutory and/or regulatory requirements to be waived

WIA Section 122(c) and (d)

20 CFR 663.530

Actions undertaken to remove state or local statutory or regulatory barriers

There are no existing state or local statutory or regulatory barriers to implementing this waiver.

Goals and expected programmatic outcomes of waiver

The state wishes to waive the subsequent eligibility requirements for Eligible Training Providers. Arkansas fully supports the concepts of consumer choice and program accountability as provided for in the Workforce Investment Act of 1998. The State also recognizes that performance information is important to meeting the WIA principles of consumer choice and program accountability.

However, most of Arkansas' training providers have found it difficult or impossible to collect the required data for subsequent eligibility due to the different reporting requirements for the Department of Education and WIA. In the past, this has caused many schools to be disqualified as Eligible Training Providers in Arkansas or to quit participating in the process altogether. Attempts were made to assist schools in obtaining the necessary information for subsequent eligibility by matching student social security numbers with Unemployment Insurance wage records. Due to FERPA law and the realization that not all schools collect and/or use actual social security numbers for enrollment, the process was not successful. The few training providers who did collect the required data also found it difficult to meet the State minimum levels. In many instances, one poor performing WIA participant disqualified a program due to the small number of WIA participants served by the training provider.

Therefore, in an effort to maintain an adequate number of training providers and programs on Arkansas' Eligible Training Provider List, Arkansas is requesting to continue the process of annually recertifying providers on the initial eligibility requirements.

With this waiver, Arkansas seeks to:

- Continue to increase the number of eligible training providers and retain those already approved to ensure maximum customer choice.
- Alleviate providers' concerns with the types and amount of required information that is impossible to produce or cost-prohibitive to produce.
- Continue to ensure customers have accurate data in order to make informed decisions.

Individuals impacted by the waiver

The approval of this waiver would enable the state to enroll and maintain more eligible training providers and provide more choices for participants in their career decisions. The mandated

reporting requirements are so burdensome and costly that some providers would end their WIA participation if required to submit the required data. This waiver will have a system-wide impact either directly or indirectly on all training customers, training providers, and all WIA boards.

Process for monitoring progress in implementation

The Department of Workforce Services Labor Market Information Division will continue to monitor the progress of the above-mentioned actions and related activities. Local workforce investment boards will continue to assess the effectiveness of their approved programs and training providers by monitoring the outcomes of their participants in terms of entered employment, employment retention, and earnings. Ineffective providers are denied recertification.

Notice to affected local boards

Local workforce administrative entities will be provided a copy of this proposed waiver request as well as USDOL/ETA's reply to this request. Affected local boards will be notified by state issuance to the workforce system or direct communication, as applicable.

Public Comment

The public was notified of the request through public notice and a 30-day comment period. The proposed waiver request was posted on the agency's official website with instructions regarding the submittal of comments and closing date for comments.

5. Waiver Request – Statewide Activities

Waiver of requirement to conduct evaluations of workforce investment activities for adults, dislocated workers, and youth.

Waiver of requirement to provide incentive grants to local areas.

Statutory and/or regulatory requirements to be waived

WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d)

WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e)

20 CFR 665.200(b)(3)

Actions undertaken to remove state or local statutory or regulatory barriers

There are no existing state or local statutory or regulatory barriers to implementing this waiver.

Goals and expected programmatic outcomes of waiver

The reduction to five percent in the WIA allotment for Program Years 2011 and 2012 Governor's Reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor's Reserve is insufficient to cover the cost of evaluations, incentive grants to local areas, and dissemination of training provider performance and cost information. The state's reduced funds are being used to cover the following required activities:

§ 665.200

(b) Disseminating:

- (1) The State list of eligible providers of training services (including those providing non-traditional training services), for adults and dislocated workers;
- (2) Information identifying eligible providers of on-the-job training (OJT) and customized training;
- (4) A list of eligible providers of youth activities as described in WIA section 123
- (f) Providing technical assistance to local areas that fail to meet local performance measures;
- (i) Operating a fiscal and management accountability information system, based on guidelines established by the Secretary after consultation with chief elected officials, and One-Stop partners, as required by WIA section 136(f). (WIA sections 129(b)(2), 134(A)(2), and 136(e)(2))

Our goal in seeking this waiver is to ensure that the state may prioritize the use of Governor's Reserve funds for the required activities we deem most essential to the basic functions of the workforce investment system.

Individuals impacted by the waiver

The waiver will provide the state agency more flexibility in directing Governor's Reserve funds to those activities that best preserve basic functions of the statewide workforce investment system.

Process for monitoring progress in implementation

The state will monitor progress and ensure accountability for Federal funds in connection with these waivers by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Notice to affected local boards

Local workforce administrative entities will be provided a copy of this proposed waiver request as well as USDOL/ETA's reply to this request.

Public Comment

The public was notified of the request through public notice and a 30-day comment period. The proposed waiver request was posted on the agency's official website with instructions regarding the submittal of comments and closing date for comments.

6. Waiver Request – Statewide Activities, High Concentrations of Eligible Youth

Waiver of the requirement to provide additional assistance to local areas that have high concentrations of eligible youth.

Statutory and/or regulatory requirements to be waived

Waiver of 20 CFR 665.200(h)

Actions undertaken to remove state or local statutory or regulatory barriers

There are no existing state or local statutory or regulatory barriers to implementing this waiver.

Goals and expected programmatic outcomes of waiver

The reduction to five percent in the WIA allotment for Program Years 2011 and 2012 Governor's Reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor's Reserve is insufficient to cover the cost of evaluations, incentive grants to local areas, and dissemination of training provider performance and cost information. The state's reduced funds are being used to cover the following required activities:

§ 665.200

(b) Disseminating:

- (1) The State list of eligible providers of training services (including those providing non-traditional training services), for adults and dislocated workers;
- (2) Information identifying eligible providers of on-the-job training (OJT) and customized training;
- (4) A list of eligible providers of youth activities as described in WIA section 123
- (f) Providing technical assistance to local areas that fail to meet local performance measures;
- (i) Operating a fiscal and management accountability information system, based on guidelines established by the Secretary after consultation with chief elected officials, and One-Stop partners, as required by WIA section 136(f). (WIA sections 129(b)(2), 134(A)(2), and 136(e)(2))

Our goal in seeking this waiver is to ensure that the state may prioritize the use of Governor's Reserve funds for the required activities we deem most essential to the basic functions of the workforce investment system. Funds are insufficient to support all required activities and the limited funding must be directed to functions that preserve the fiscal and programmatic integrity of the program. A list of prioritized statewide activities is provided at the end of the waiver plan.

Individuals impacted by the waiver

In 2009 and 2010, the Governor budgeted \$250,000 cumulatively to assist eligible local areas that have been identified as having a high concentration of eligible youth. Percentage of at-risk youth has been the weighing factor for local areas to receive additional funds for high concentration of eligible youth. However, due to continued emphasis on serving the “hardest to serve”, formula funds and leveraged resources are currently serving this population. If this waiver is granted, high concentration youth grants will not be awarded during the current program year.

The waiver will provide the state agency more flexibility in directing Governor’s Reserve funds to those activities that best preserve basic functions of the statewide workforce investment system.

Process for monitoring progress in implementation

The state will monitor progress and ensure accountability for Federal funds in connection with this waiver by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Notice to affected local boards

Local workforce administrative entities will be provided a copy of this proposed waiver request as well as USDOL/ETA’s reply to this request.

Public Comment

The public was notified of the request through public notice and a 30-day comment period. The proposed waiver request was posted on the agency’s official website with instructions regarding the submittal of comments and closing date for comments.

7. Waiver Request – Statewide Activities, One-Stop Delivery Systems

Waiver of the requirement for statewide funding to be used to assist in the establishment and operation of the One-Stop delivery systems.

Statutory and/or regulatory requirements to be waived

WIA Section 134(a)(2)(B)(v)

20 CFR 665.200(g)

Actions undertaken to remove state or local statutory or regulatory barriers

There are no existing state or local statutory or regulatory barriers to implementing this waiver.

Goals and expected programmatic outcomes of waiver

The reduction to five percent in the WIA allotment for Program Years 2011 and 2012 Governor’s Reserve funds restricts the state’s ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor’s Reserve is

insufficient to cover the cost of evaluations, incentive grants to local areas, and dissemination of training provider performance and cost information. The state's reduced funds are being used to cover the following required activities:

§ 665.200

(b) Disseminating:

- (1) The State list of eligible providers of training services (including those providing non-traditional training services), for adults and dislocated workers;
- (2) Information identifying eligible providers of on-the-job training (OJT) and customized training;
- (4) A list of eligible providers of youth activities as described in WIA section 123
- (f) Providing technical assistance to local areas that fail to meet local performance measures;
- (i) Operating a fiscal and management accountability information system, based on guidelines established by the Secretary after consultation with chief elected officials, and One-Stop partners, as required by WIA section 136(f). (WIA sections 129(b)(2), 134(A)(2), and 136(e)(2))

Our goal in seeking this waiver is to ensure that the state may prioritize the use of Governor's Reserve funds for the required activities we deem most essential to the basic functions of the workforce investment system.

Individuals impacted by the waiver

In Program Year 2009, the Arkansas Workforce Investment Boards made \$1,000,000 available for the establishment of Arkansas Workforce Centers in partnership with two-year colleges. Only two applications were received for a total of \$500,000. The remaining \$500,000 was not requested.

The state will continue to provide other federal and non-federal funds to support the operation of the one-stop centers through resource sharing agreements and funding of relocations or needed improvements through non-federal funds.

The waiver will provide the state agency more flexibility in directing Governor's Reserve funds to those activities that best preserve basic functions of the statewide workforce investment system.

Process for monitoring progress in implementation

The state will monitor progress and ensure accountability for Federal funds in connection with this waiver by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Notice to affected local boards

Local workforce administrative entities will be provided a copy of this proposed waiver request as well as USDOL/ETA's reply to this request.

Public Comment

The public was notified of the request through public notice and a 30-day comment period. The proposed waiver request was posted on the agency's official website with instructions regarding the submittal of comments and closing date for comments.

Financial Analysis to Support Required Statewide Activities Waiver

PY 2012 Governor's Set-Aside (5%)	901,351.00		
Amount of Prior Year Carry Over Funds	3,222,491.81		
Estimated PY 2013 Funding (if 5% remains)	901,351.00		
Total Funds Available	\$5,025,193.81		
	PY 2012	PY 2013	Total
Budgeted Expenditures:			
Eligible Training Providers Certification	151,100.00	50,000.00	
Incentive Grants (prior years performance)	500,000.00		
High Concentrations of Eligible Youth (previous years awards)	250,000.00		
Fiscal and Management Information Systems	280,000.00	300,000.00	
Administration, Monitoring, and Program Management	1,750,000.00	1,500,000.00	
Veterans Initiative	520,690.50	-	
Total Expenditures	3,451,790.50	1,850,000.00	5,301,790.50
Shortfall			\$ (276,596.69)

Is the state using any 5% funds to continue funding for discretionary activities? If yes, please describe those activities and costs?

The State is only funding one discretionary program, which is the ARVets Initiative. This project was funded in prior years as a research and demonstration project for enhancing employment and training services to veterans and their families. Funding for this project will end in PY 2012.

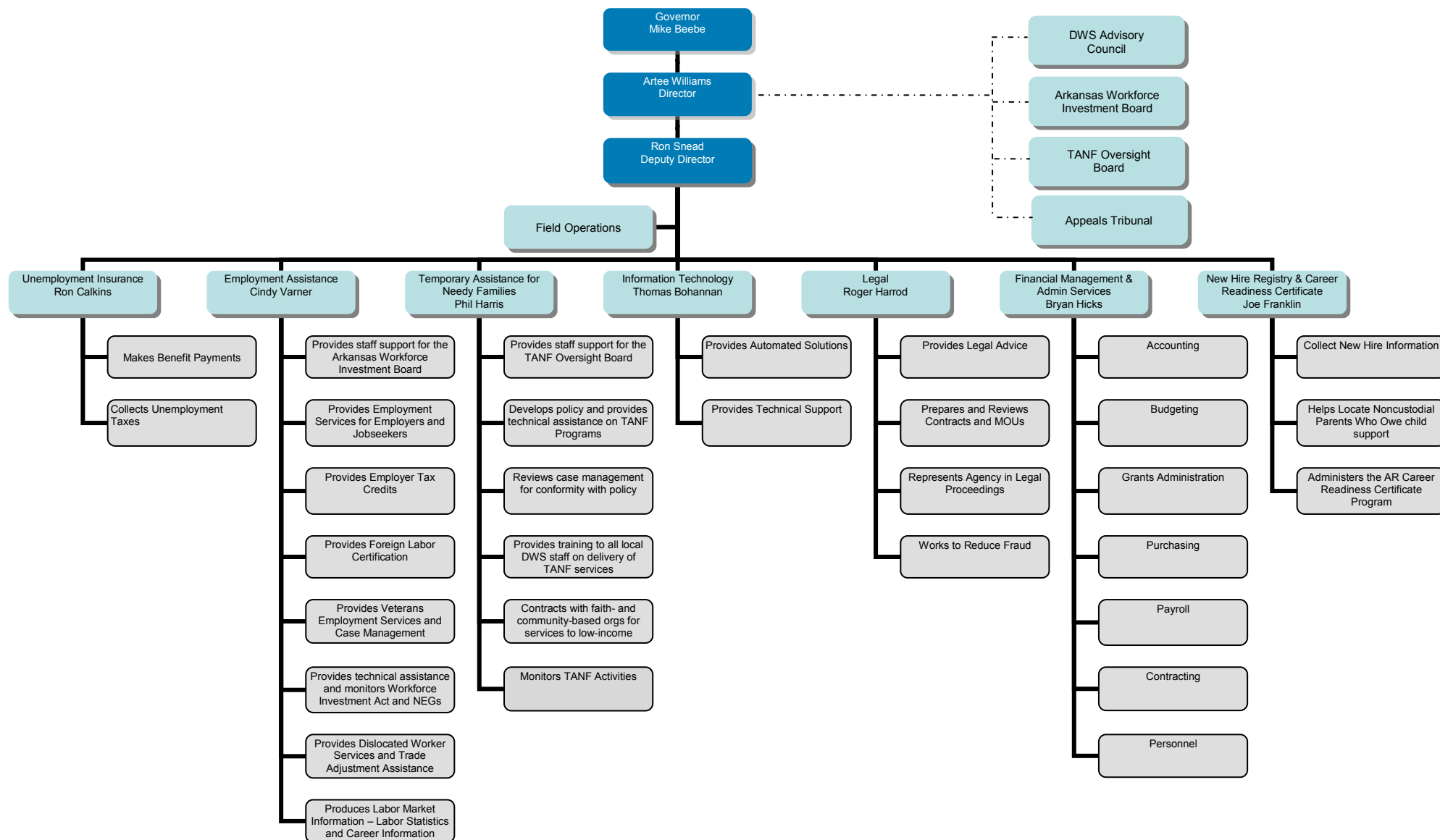
The State's carry forward reserve will support required and discretionary activities through PY 12; however, the balance will be fully expended in PY 13, leaving a \$276,596 shortfall. Based on this, we will not be able to sustain our commitment to discretionary projects, and additionally will need to modify its support for required activities.

Department of Workforce Services

ORGANIZATIONAL CHART

July 27, 2012

Attachment C



Arkansas Workforce Investment Board Strategic Planning Objectives, Strategies, Tactics, Metrics, Responsible Parties

Objective Serve the Range of Job Seekers Summary Statement: The purpose of this objective is to identify the workforce needs of each community, identify the services available through all service providers, institutions of learning, agency providers, and prioritize the delivery of those services according to local and regional economic development plans to make the jobseekers in those communities job ready.

OBJECTIVE: Serve the Range of Job Seekers			
Strategy	Tactics	Metrics	Responsible
<p>Within every community identify, provide and leverage services for adults, youth (high school graduates, current students, out-of-school youth), dislocated workers, incumbent workers, people with disabilities, ex-offenders, mature workers, returning military, English language learners that will make them work ready.</p> <p>Jobseeker services are one of the two major customers of the workforce system in Arkansas. The other being employers.</p>	<p>Map the availability of workforce services through all partners/providers in each local region and match to service needs of the service area. Identify service gaps based on the match of available services versus needs.</p>	<p>The State and each local area will identify their institutions, agencies and resources available to serve each of the population categories</p> <p>The State to create a template for use by local areas to collect the data, possibly using the process currently used by the Rehabilitation agencies as the model</p> <p>Role up local mapping to a state level mapping</p> <p>Update annually</p> <p>Complete initial mapping by December 31, 2012.</p>	<p>Arkansas Workforce Investment Board/Department of Workforce Services (Develop action plan to implement, statewide framework provided for local use including technical assistance/facilitator)</p> <p>Local Workforce Investment Boards (locally)</p>

OBJECTIVE: Serve the Range of Job Seekers			
Strategy	Tactics	Metrics	Responsible
Continued from above.	Prioritize services based on local/Regional economic development plans and needs of the service area and employers and align services to those plans	<p>Each local area will identify the size and characteristics of their client populations and evidence of alignment with economic development plans</p> <p>Create a template for use by local areas to conduct a service area needs assessment, possibly using the process currently used by the Rehabilitation agencies as the model</p> <p>Updated annually</p> <p>Explore coordination with new EDA grant.</p>	<p>Arkansas Workforce Investment Board (statewide)</p> <p>Local Workforce Investment Boards</p>

Objective Serve the Range of Employers Summary Statement: The purpose of this objective is to understand Arkansas industry skill needs on a local, regional, and statewide basis throughout all sizes of companies, including small businesses, and develop and deliver services based on those needs. Additionally, align the development and delivery of training programs with industry needs and track the impact that services and training on business.

OBJECTIVE: Serve the Range of Employers			
Strategy	Tactics	Metrics	Responsible
Develop and deliver services in support of Small Businesses, regional priority sectors, existing companies	<p>Identify sectors/industries that are critical to the state's economy</p> <p>Help locals identify priority sectors</p>	<p>Identify statewide target industries for workforce development with industries targeted by the Arkansas Economic Development Commission</p> <p>Each local area will work with their local economic developers to agree upon a consistent set of target industries</p> <p>Explore coordination with new EDA grant.</p>	<p>Arkansas Department of Workforce Services, Arkansas Economic Development Commission</p> <p>Local Workforce Investment Boards in collaboration with local economic development organizations</p>
Understand industry skills needs locally, statewide, regionally	Create industry-specific task force including local business, economic development, chambers of commerce, LWIB representation, high school educators/career coaches, education providers, occupational training institutions, staffing agencies, Services for the Blind, Arkansas Rehabilitation	<p>Task forces are created for each target industry at the local workforce investment area level</p> <p>Explore coordination with new EDA grant.</p>	<p>Arkansas Department of Workforce Services, Arkansas Economic Development Commission</p> <p>Local Workforce Investment Boards in collaboration with local economic development</p>

OBJECTIVE: Serve the Range of Employers			
Strategy	Tactics	Metrics	Responsible organizations
	Services and organizations listed in Executive Order 1017 of 2010		
	Match industry needs with education and training, statewide and locally	<p>Create and complete a scorecard that identified which education and training resources address key employer needs</p> <p>Complete scorecard template by September 30, 2012</p>	<p>Arkansas Department of Workforce Services</p> <p>Two-year colleges</p> <p>WIA training providers</p>
Track business impact	Create diverse set of metrics that track impact on businesses that mirror metrics used by employers	<p>Create an employer feedback mechanism that includes survey, interview, and social media</p> <p>Complete methodology by June 30, 2012</p>	Business Services leads at the Arkansas Department of Workforce Services and at the Arkansas Workforce Centers (perhaps in partnership with two-year colleges)
	Evaluate services to employers and develop and implement continuous improvement plan. Annual review and reporting.	<p>Create and implement continuous improvement plan.</p> <p>To be incorporated into the local board workforce development plans.</p>	

Objective Serve the Range of Economies Summary Statement: The purpose of this objective is to identify strategies and tactics that will use input from business and industry to assist the workforce system in addressing skills needs and gaps between skills needs and skill development tools available, including the identification of target sectors and priority sectors of industry.

OBJECTIVE: Serve the Range of Economies			
Strategy	Tactics	Metrics	Responsible
Address Local Businesses' Skills Needs	Identify Business Priorities - new and existing businesses, priority sectors	Leverage existing industry competency models, or create new competency models for target industries Explore coordination with new EDA grant and AEDC projects.	AEDC Industry leads in partnership with national, state and local industry associations
	Develop skills intelligence for target sectors	Each workforce system partner has and is trained on skills documentation for key industries Explore coordination with new EDA grant.	Industry task forces (see Objective #2 above)
Support Skill Development Infrastructure	Inventory and Assess local skill development assets	Each local area has an education/training asset map for each target industry To be completed within 120 days of identification of targeted industries.	Arkansas Department of Workforce Services

OBJECTIVE: Serve the Range of Economies			
Strategy	Tactics	Metrics	Responsible
	Identify gaps between skills needs and skills development assets	Develop and implement a plan and framework to make industry-specific learning available in the local area Biannual reporting of progress	Collaboration of all partners, including Workforce Development, Higher Education, Economic Development
Create Industry Skills Task Forces in each Workforce Investment Area	Convene industry partners in each local area for each target industry including local business, economic development, chambers of commerce, LWIB representation, high school educators/career coaches, education providers, occupational training institutions, staffing agencies, Services for the Blind, Arkansas Rehabilitation Services and organizations listed in Executive Order 1017 of 2010	Task forces for each industry are formed and meeting in each local area Explore coordination with new EDA grant.	Local Workforce Investment Boards in partnership with two-year colleges, industry associations, employers
Certify Arkansas communities as "Career Ready"	Create and promote "Career Ready" Communities designation	Standards, metrics and a validation process are created that identify communities as "Career Ready" Coordinate with	Arkansas Department of Workforce Services, Arkansas Economic Development Commission

OBJECTIVE: Serve the Range of Economies			
Strategy	Tactics	Metrics	Responsible
		goals/metrics set within the Career Ready project.	

Objective Increase the Effectiveness of Local WIBs Summary Statement: Identify strategies and tactics to improve the effectiveness of local boards and build the capacity of workforce center staff to deliver services to customers in their communities.

OBJECTIVE: Increase the effectiveness of local WIBs			
Strategy	Tactics	Metrics	Responsible
Consistently monitor and measure performance goals and outcomes across the state and the impact that delivery of services has on local communities	Explore new indicators beyond WIA common measures	Each local area will implement a tracking system that includes (but may not be limited to) key statewide indicators New indicators to be identified by December 31, 2012.	Arkansas Department of Workforce Services (provide key indicators) Local Workforce Investment Boards (identify additional indicators, create tracking system, presorting)
Provide additional flexibility to local areas	Encourage local selection of priority sectors, priority populations Provide guidance on use of and process for obtaining waivers	Each local area will identify target sectors, populations Guidance provided Information to be reflected in local board workforce plans.	Local Workforce Investment Boards in partnership with Human Service agencies and economic developers Arkansas Department of Workforce Services
Increase Availability of Services	Increase/leverage funding	Identify additional funding sources, including state and federal agencies, corporate and philanthropic foundations Ongoing and as funding opportunities match	Local Workforce Investment Boards in partnership with community agencies

OBJECTIVE: Increase the effectiveness of local WIBs			
Strategy	Tactics	Metrics	Responsible
		objectives. Annual report of efforts.	
Measure and Increase Effectiveness of Services	Determine satisfaction of users of the workforce system	Participant feedback surveys will be created and deployed. Surveys are reviewed annually Methodology to be completed by June 30, 2012.	ADWS, Local Workforce Investment Boards
	Develop and implement continuous improvement plan.	To be reflected in local board workforce plans.	ADWS, Local Workforce Investment Boards
Develop Staff	Articulate Professional Development Goals, Priorities, Needs. Provide cross-training across partner agencies	Each state and local staff classification will identify professional development goals and strategies and submit a staff development plan to the State	ADWS, Local Workforce Investment Boards
	Provide customer services training to all staff	Each staff person will receive customer service training Training plans to be	ADWS and One-Stop center Human Resources

OBJECTIVE: Increase the effectiveness of local WIBs			
Strategy	Tactics	Metrics	Responsible
		developed by December 31, 2012.	
Leverage the expertise of Local Workforce Investment Boards	Provide mentorship for Local Workforce Investment Boards and One-Stop Career Center staff	<p>Create a Best Practices resource library</p> <p>High-performing boards will mentor other Local boards through facilitation and technical assistance from ADWS staff and peer-to-peer support</p> <p>Online tool to be developed and ready for implementation by September 30, 2012.</p>	Local Workforce Investment Boards, to be coordinated by the Arkansas Department of Workforce Services
Create "Career Ready Community" Initiative	See "Re-Imagine Learning"		

Objective Gain Efficiencies Across the System Summary Statement: The purpose of this objective is to have a better understanding of all workforce development services and innovative programs across the state and establishing an effective communication method between agencies to share ideas and information and referral and tracking of customers. Additionally, to establish a more effective method of communicating with the plethora of customers of the workforce system in Arkansas about the many services that are available.

OBJECTIVE: Gain efficiencies across the system			
Strategy	Tactics	Metrics	Responsible
Create Statewide Workforce Asset Inventory	Communicate across programs, agencies, departments	Program redundancies are identified and examined Develop and implement continuous improvement plan to eliminate program redundancies to the extent possible	Arkansas Department of Workforce Services and partner agencies
	Identify best practices and replicate innovative programs		
Create joint diversified communication strategy	To the Public	Public information materials are examined and new materials are created as necessary To be completed by December 31, 2012.	Arkansas Department of Workforce Services and partner agencies
	To Site Selectors	Targeted communication materials are developed for statewide and local usage To be completed by December 31, 2012.	Arkansas Department of Workforce Services, Arkansas Economic Development Commission and partner agencies

OBJECTIVE: Gain efficiencies across the system			
Strategy	Tactics	Metrics	Responsible
	To Business Investors	Targeted communication materials are developed for statewide and local usage To be completed by December 31, 2012.	Arkansas Department of Workforce Services, Arkansas Economic Development Commission and partner agencies
	To Community and Faith Based organizations	Targeted communication materials are developed for statewide and local usage To be completed by December 31, 2012.	Arkansas Department of Workforce Services, Community and Faith Based Organizations
Create joint tracking function	Track participants across programs	Joint tracking protocols/policies are developed and implemented Research completed by September 30, 2012.	Arkansas Department of Workforce Services and partner agencies
	Create reverse referral mechanisms	Reverse referral policies and protocols are developed and implemented To be completed by September 30, 2012.	Arkansas Department of Workforce Services and partner agencies

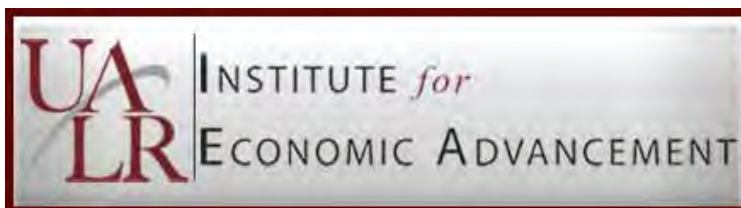
Objective Re-Imaging Learning and Work Summary Statement: The purpose of this objective is to identify strategies and tactics that will more quickly prepare jobseekers for work through alternative learning mechanisms including, on-the-job training, credit for prior work experience, reducing the need for remediation, and providing new learning opportunities.

OBJECTIVE: Re-Imagine Learning and Work			
Strategy	Tactics	Metrics	Responsible Party
Create mechanisms to integrate learning and work	Promote and utilize internships as a learning model	Increased number of internship opportunities and provide structure for internships	Two-year colleges, Industry Task Forces
	Support Credit for Prior Learning	ITA funds will be used for portfolio development and application for college credit	Governor's Workforce Cabinet, Two and Four Year Colleges
	Utilize Apprenticeships	Increase the number of apprenticeships in target industries opportunities	Two-year colleges, Industry Task Forces
Reduce the need for academic remediation	Increase the academic capabilities of participants	Fewer workforce system participants scoring below XXX on basic skills assessments	Arkansas Department of Education
Provide new learning opportunities	Increase on-line learning	More ITA-eligible trainings will be available in on-line format	Arkansas Department of Workforce Services, ITA-eligible training providers

OBJECTIVE: Re-Imagine Learning and Work			
Strategy	Tactics	Metrics	Responsible Party
	Provide supported Work-Based-Learning	More participants will participate in on-the-job training	OJT administrators
	Provide supported employment services	More participants will participate in on-the-job training	Exec Order 1017 Membership
	Increase reverse referrals	More partner agencies' participants will receive workforce services	Arkansas Department of Workforce Services and partner agencies
Improve Readiness Tools	Map CRC Earners by region	The State will have data on CRC earners by region and promote accordingly	One-Stop operators, Two-year Colleges
	Track placement of CRC holders by region	The State will have data on the impact of CRC attainment and job attainment and job retention	One-Stop operators, Two-year Colleges
	Expand number and type of assessments	Additional assessments are in use	One-Stop operators

Objective Diversify Funding Summary Statement: In light of constant and recent budget reductions of federal funding, the purpose of this objective is to identify, leverage, and link new and additional resources to support the workforce system in Arkansas.

OBJECTIVE: Diversify and Link Resources			
Strategy	Tactics	Metrics	Responsible
Identify, Leverage, and Link Additional Funding Sources	Build relationships with corporate and philanthropic foundations	New funding sources are identified and new investments are made in workforce services	ADWS, each local Workforce Investment Board
	Explore cost sharing approaches with cities and counties, the State Legislature, and other federal agencies	Ongoing and as funding opportunities match objectives. Annual report of efforts.	
Explore cost sharing with job seekers, employers	Develop models, conduct market acceptance testing	Research viability and if possible, pilot at least one cost-sharing model with job seekers and one cost-sharing model with employers	Local Workforce Investment Boards/Department of Workforce Services
Link Funding Resources	Create Resource Guide Eliminate duplication of resources to the extent possible	Create and distribute resource guides	Local Workforce Investment Boards/Department of Workforce Services



Economic and Workforce Information Analysis for Arkansas

Prepared for the Arkansas Department of Workforce Services

By

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July 19, 2012

*The views expressed in this report are those of the author, and do not necessarily represent official positions of the Institute for Economic Advancement, the University of Arkansas at Little Rock, or the University of Arkansas system.

Labor Market Information Report for Arkansas

Introduction and Executive Summary

This brief report describes current economic conditions in Arkansas and discusses the short-run and long-run trends that are relevant to assessing the outlook for the state's labor markets. The report describes general business trends and demographics of Arkansas relative to the United States as a whole, and focuses on the impact of the recent deep recession and slow economic recovery. Critical business and economic challenges are identified and placed in the context of Arkansas' economic development objectives.

Section 1 provides a general overview of economic and demographic conditions in Arkansas, in comparison to the United States as a whole. Section 2 describes the experience of Arkansas during the recent recession and recovery. Section 3 focuses on some of the critical business and economic challenges facing the state, and the state's labor markets in particular. Section 4 describes some of the short- and long-range trends affecting employment patterns in Arkansas, and presents some projections for the coming five-year period. Finally, Section 5 concludes with a discussion of the state's development objectives in the context of the economic trends and challenges identified in the report.

Executive Summary:

- Relative to the national economy, Arkansas displays lower incomes and lower educational attainment. More than other states, it relies on goods-producing sectors of Agriculture, Manufacturing, and Mining & Natural Resources.
- Arkansas was not as hard-hit by the recession of 2008-09 as the rest of the nation, and has generally experienced a pace of economic recovery commensurate with the national average.
- Recent data indicate a slowdown in the pace of the economic recovery in late 2010 and 2011, with somewhat greater weakness in the Arkansas economy relative to the U.S. The conditions underlying this slowdown are temporary, however, and appear to be abating.
- Arkansas' reliance on manufacturing as an engine of job growth has been weakened over the past decade by a long-run increase in productivity and consequent decline in employment. This trend is unlikely to be reversed.
- Employment in construction—particularly residential construction—was hard-hit by the recession. This sector is likely to recover in the near- to medium-term, but uncertainty remains regarding the timing of the recovery. An overhang of housing inventory is likely to suppress short-term growth—particularly in some areas of the state that experience a relatively large boom-bust cycle of residential real estate prices.
- High growth sectors over the next five years are likely to be in the service-providing segment of the economy: in particular, Professional & Business Services, Leisure & Hospitality Services, and Education & Health Services are expected to expand at relatively robust rates.
- Policies to improve economic conditions in Arkansas should focus on improving educational attainment, encouraging entrepreneurship and innovation, and building on the state's rich natural resource base.

Labor Market Information Report for Arkansas

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1. Economic Conditions in the State – General Overview

To provide some context for the current economic environment and outlook, we begin with an overview of demographic and economic characteristics of Arkansas in comparison to the United States as a whole. Table 1 displays a number of measures from the U.S. Census Bureau, covering population, age and household demographics, educational attainment, income, and general business activity.

Table 1:

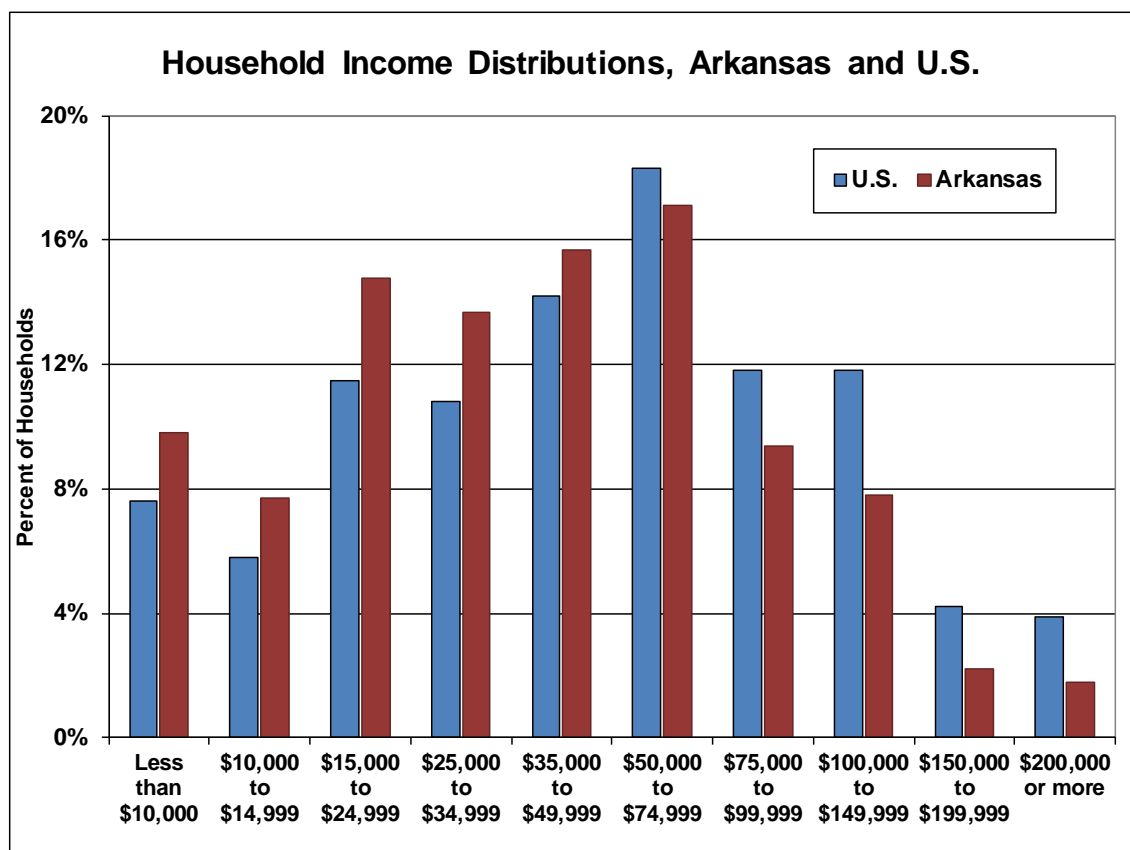
Economic & Demographic Comparison of Arkansas & the U.S.		
	Arkansas	U.S.
People QuickFacts		
Population, 2011 estimate	2,937,979	311,591,917
Population, percent change, April 1, 2010 to July 1, 2011	0.8%	0.9%
Persons under 5 years, percent, 2011	6.7%	6.5%
Persons under 18 years, percent, 2011	24.2%	23.7%
Persons 65 years and over, percent, 2011	14.6%	13.3%
Social Characteristics*		
Households	1,114,902	114,567,419
Average household size	2.55	2.63
Average family size	3.09	3.23
High school graduate or higher	82.9%	85.6%
Bachelor's degree or higher	19.5%	28.2%
Foreign born	4.5%	12.9%
Housing Characteristics*		
Housing units	1,317,818	131,791,065
Occupied housing units (as a percent of total)	84.6%	86.9%
Owner-occupied housing units (as a percent of total)	67.4%	65.4%
Renter-occupied housing units (as a percent of total)	32.6%	34.6%
Vacant housing units (as a percent of total)	15.4%	13.1%
Median value (dollars)	106,300	179,900
Economic Characteristics*		
In labor force (population 16 years and over)	60.4%	64.4%
Median household income (in 2010 inflation-adjusted dollars)	38,307	50,046
Median family income (in 2010 inflation-adjusted dollars)	47,049	60,609
Per capita income (in 2010 inflation-adjusted dollars)	20,725	26,059
Families below poverty level	14.1%	11.3%
Individuals below poverty level	18.8%	15.3%
Business QuickFacts		
Private nonfarm establishments, 2009	65,451	7,433,465
Private nonfarm employment, 2009	970,748	114,509,626
Manufacturers shipments, 2007 (\$1000)	60,735,582	5,338,306,501
Merchant wholesaler sales, 2007 (\$1000)	29,659,789	4,174,286,516
Retail sales, 2007 (\$1000)	32,974,282	3,917,663,456
Retail sales per capita, 2007	\$11,602	\$12,990
Accommodation and food services sales, 2007 (\$1000)	3,559,795	613,795,732
Building permits, 2011	6,800	624,061
Federal spending, 2010	28,903,996	3,251,308,509
Geography QuickFacts		
Land area in square miles, 2010	52,035.48	3,531,905.43
Persons per square mile, 2010	56	87.4
<i>*From the American Community Survey, 2010</i>		

Source: U.S. Census Bureau

In terms of population, number of households, housing units and a number of other factors, Arkansas comprises almost exactly one percent of the nation (population: 0.94%). However, some of the business characteristics of the state show a lower concentration of economic activity. For example, the number of nonfarm business establishments is only 0.88% of the total for the U.S. and private nonfarm employment amounts to only 0.85% of the nation's total. Household income characteristics show that Arkansas lags behind the nation by every measure of census-defined income. Median household income is only 76.5% of the national average, and per capita income is 79.5% of the U.S.

To demonstrate the nature of the low average incomes in Arkansas, Figure 1 displays a histogram describing household income distributions of the state vs. the U.S. Arkansas has a higher proportion of its population in all income categories below \$50,000 per year, and a lower proportion in all of the higher-income ranges. For example, the percentage of households with \$200,000 or more income is only 2.3% of Arkansas households, compared to 5.1% of U.S. households.

Figure 1:



Source: U.S. Census Bureau, 2010 American Community Survey

Table 2 shows some alternative measures of income, demonstrating that the comparison is robust to various definitions of income.¹ Money income is the standard measure used by the Census Bureau. It includes income received on a regular basis, before payments for personal income taxes, social security, union dues, Medicare deductions, etc. Therefore, money income does not reflect the fact that some families receive part of their income in the form of noncash benefits, such as food stamps, health benefits, subsidized housing, and goods produced and consumed on the farm. Market income incorporates the

¹ The Census income measures in Table 2 are from the Current Population Survey Annual Social and Economic Supplement, so they differ slightly from the American Community Survey data shown in Table 1.

effects of taxes and non-cash transfers on household incomes. An alternative definition based on recommendations from the National Academy of Sciences (NAS) includes the cash equivalent of noncash benefits and excludes taxes. In addition, it excludes some work related expenses (such as transportation and child care).

Table 2:

Income Measures for Arkansas and the U.S., 2010			
	AR	US	AR/US
<i>Census Income Measures (Household median)</i>			
Household Money Income	45,414	58,592	0.78
Household Market Income	39,776	53,679	0.74
Household NAS Income	41,177	49,913	0.82
<i>Personal Income (BEA, Per capita)</i>			
Total	32,805	39,937	0.82
Total less Transfers	24,816	32,562	0.76

Sources: U.S. Census Bureau, U.S. Bureau of Economic Analysis

Each of these measures of household medians shows that households in Arkansas have significantly lower incomes than the rest of the country, ranging from 74% to 82% of national averages. Similar results obtain for per capita income measures from the Bureau of Economic Analysis. Total income in Arkansas represents about 82% of the national average. When netting out personal current transfer payments, Arkansas' share of the national average is only 76%.

An important consideration for explaining the shortfall in Arkansas incomes is a relatively low level of educational attainment among Arkansas residents. Table 3 shows that the state has relatively high proportion of those with a high school diploma or less education, and relatively low proportions of those with college or professional degrees.

Table 3:

Educational Attainment, Arkansas and the U.S.				
	Arkansas		United States	
	Estimate	Percent	Estimate	Percent
Population 25 years and over	1,919,422		204,288,933	
Less than 9th grade	121,504	6.30%	12,452,952	6.10%
9th to 12th grade, no diploma	205,920	10.70%	17,010,063	8.30%
High school graduate (includes equivalency)	664,076	34.60%	58,225,602	28.50%
Some college, no degree	432,193	22.50%	43,469,168	21.30%
Associate's degree	121,711	6.30%	15,553,106	7.60%
Bachelor's degree	252,888	13.20%	36,244,474	17.70%
Graduate or professional degree	121,130	6.30%	21,333,568	10.40%

Source: U.S. Census Bureau, American Community Survey, 2010

As shown in Table 4, the level of educational attainment and income are very highly correlated with one another. Data for Arkansas in particular show that the income premium for a bachelor's degree amounts to 66% above the income of a high school graduate. For a doctorate or professional degree, the premium rises to as high as 150% to over 200%.

Table 4:

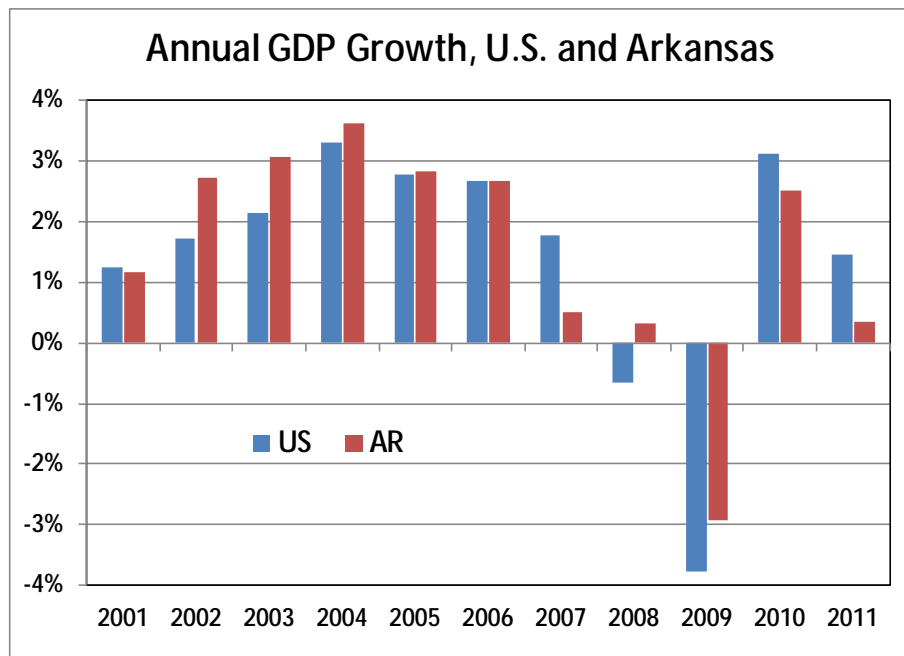
Median Income by Educational Attainment - Arkansas							
	High School Diploma	Some College but No Degree	Associates Degree	Bachelors Degree	Masters Degree	Professional Degree	Doctorate Degree
Median Annual Income (2009 \$)*	27,672	32,491	36,158	46,029	52,289	83,441	69,180
Relative to HS Diploma							
2010 Dollars	0	4,820	8,486	18,357	24,618	55,769	41,508
Percent	0.0%	17.4%	30.7%	66.3%	89.0%	201.5%	150.0%
* Data are for 2005-2007, converted to 2009 dollars using the Consumer Price Index.							
Sources: U.S. Census Bureau, American Community Survey (Public Use Microdata Samples), U.S. Bureau of Labor Statistics							

2. Economic Conditions in the State—Dynamic Analysis

A current assessment of the Arkansas economic outlook requires consideration of recent developments, particularly the impact of the nationwide recession and ongoing economic recovery.

State GDP: Figure 2 shows annual growth rates for Gross Domestic Product (GDP) for the state and the nation.² The data show that growth in Arkansas slowed significantly in the year prior to the recession (2007), but remained positive through the first year of the recession (2008). The biggest impact took place in 2009, with U.S. GDP contracting by 3.8. By comparison, economic activity in Arkansas contracted by only 2.9% in 2009. Thus far, the economic recovery has been somewhat slower in Arkansas than for the nation as a whole, with growth in 2010 and 2011 (preliminary data) falling short of U.S. rates.

Figure 2:



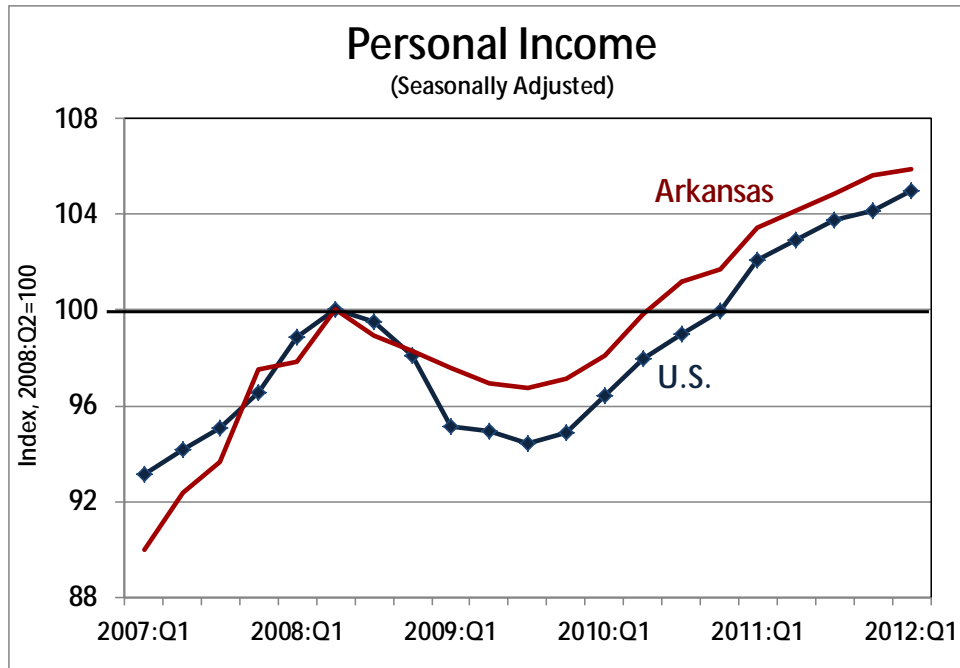
Source: U.S. Bureau of Economic Analysis

The relative slowdown in Arkansas GDP growth in 2011 is largely associated with the most unpredictable economic variable: the weather. Arkansas experienced spring tornados and flooding, followed by a summer drought. The flooding, in particular, had a severe impact on the crop planting season. A decomposition of the GDP statistics show that agricultural production fell by 16% in 2011, subtracting nearly 0.5 percentage points from total growth. The good news is that adverse weather conditions and their effect on agriculture represent a temporary phenomenon. Warm spring weather in 2012 allowed for early planting conditions, which should ameliorate some of the potential losses associated with renewed draught conditions in the summer of 2012.

² U.S. data in Figure 2 are derived from the 2012:Q1 report on Gross Domestic Product by State. The national GDP figures are therefore consistent with the data for Arkansas, but do not reflect some recent revisions to the data as reported in recent reports on the National Income and Product Accounts.

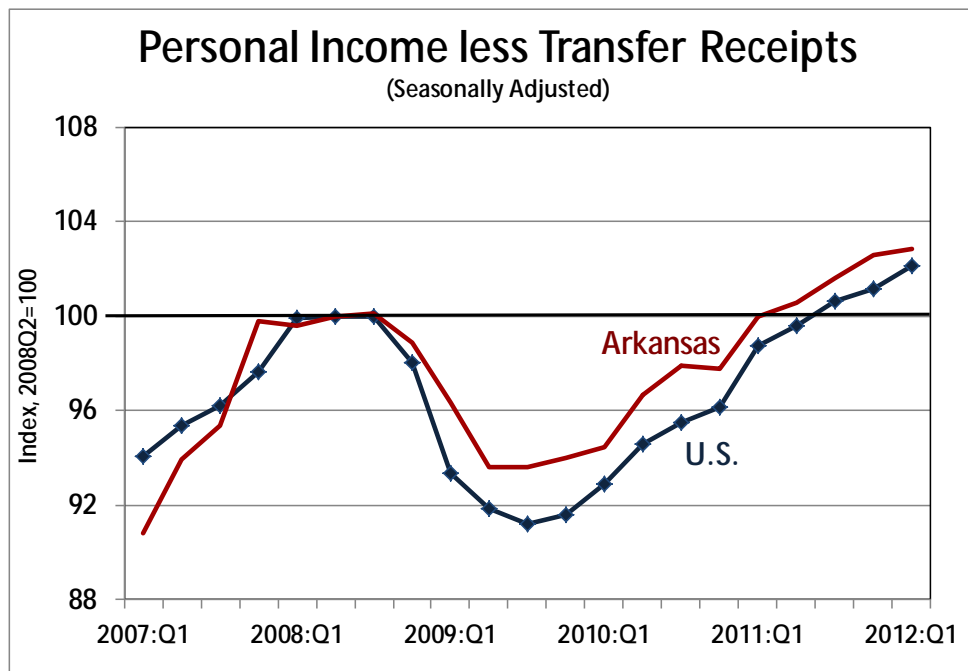
Personal Income: A similar story is shown for Personal Income in Figure 3A. With incomes normalized to equal 100 in the post-expansion peak quarter of 2008:Q1, it is clear that Arkansas experienced a less-severe downturn in income during the recession. From peak to trough, Arkansas Personal Income declined by only 3.6%, compared to a 5.5% decline for the U.S. As of the first quarter of 2012, Personal Income had grown to 5.9% higher than the previous peak, while U.S. income was only 5.0% above the 2008:Q2 benchmark. It should be noted that cumulative inflation from 2008:Q2 through 2012:Q1 was 5.9% (as measured by the CPI). Consequently, real (inflation-adjusted) personal income in Arkansas as of the first quarter of 2012 was essentially unchanged from the previous peak. For the U.S., real personal income has yet to recover fully to its early-recession level.

Figure 3A:



Source: U.S. Bureau of Economic Analysis

Figure 3B:

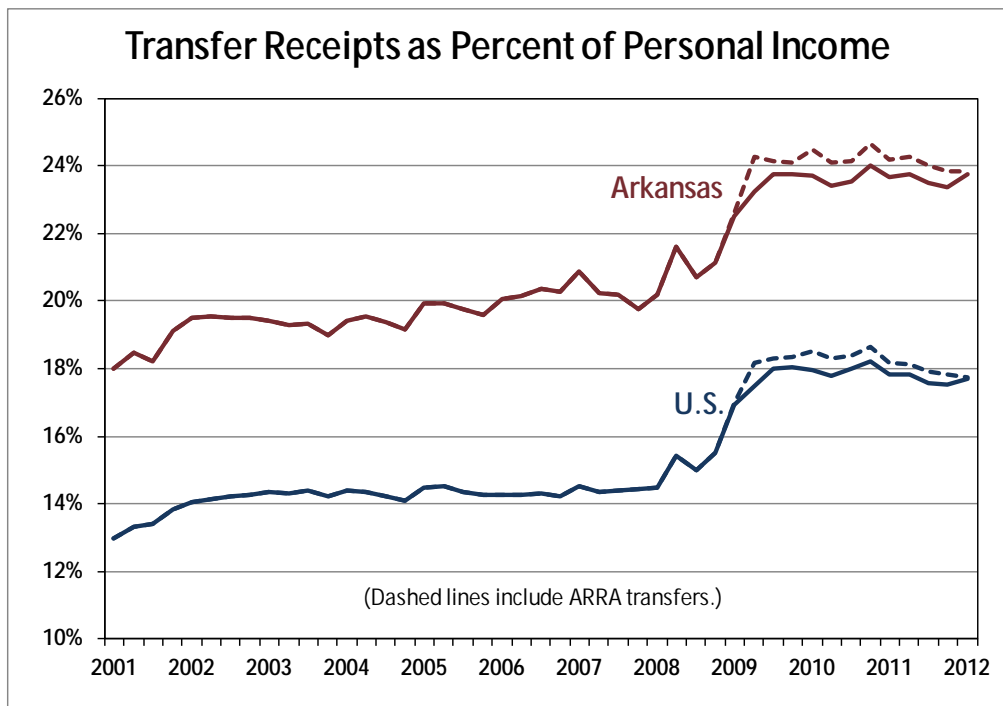


When it comes to evaluating personal income growth over the business cycle, it is important to consider that the BEA measure includes government transfer payments. During a recession it is common for transfers to automatically increase, through such programs as unemployment insurance payments, food stamps, etc. In addition, special income support policies are often adopted during recessions. Hence, it is often informative to consider Personal Income less Transfer Receipts as a measure of private-sector income generation. As shown in Figure 3B, this measure was harder-hit by the recession and has been slower to recover. However, it is still the case that Arkansas did not suffer as severe a downturn as the rest of the nation. In the period of economic recovery since 2009, there was a brief slowdown of Arkansas income growth relative to the U.S. during late 2010 and early 2011, but has since picked up again and is currently maintaining pace of recovery commensurate with that of the U.S. as a whole.

The slowing of personal income growth in late 2010 was, in part, related to a reduced impact of the Federal Income support programs. Figure 3C shows the Transfer Receipts as a share of Personal Income. The sharp rise in transfers occurred during 2008 and 2009. This factor has continued to elevate the level of incomes, but has had little impact on total growth since mid-2009, and has declined slightly in importance since then.³

Figure 3C:

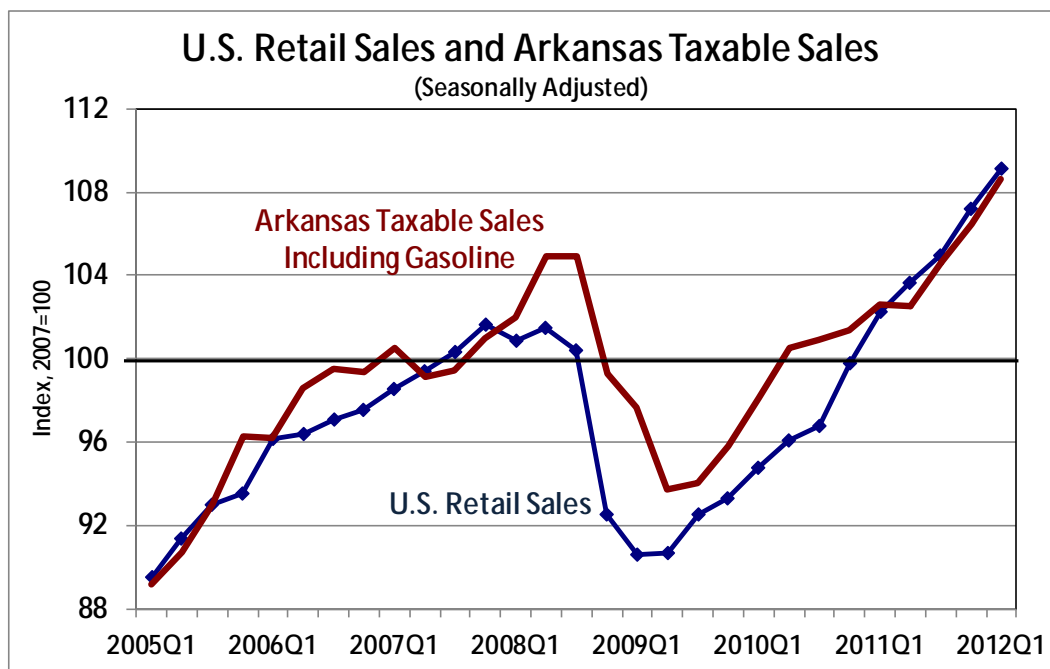
³ One final observation about personal income: The surge in growth evident in the first quarter of 2011 is largely attributable to the impact of the Federal payroll tax holiday that was subsequently extended through 2012 and is due to expire at the end of the year.



Retail Sales: Another important economic indicator to consider is retail sales. Unfortunately, there exists no reliable and timely measure of retail sales at the state level. As a proxy, the Arkansas Institute for Economic Advancement compiles a measure known as Arkansas Taxable Sales Including Gasoline (ATSIG) for comparison with U.S. Retail Sales.⁴ Figure 4A illustrates this comparison.

Figure 4A:

⁴ The Arkansas Taxable Sales series is derived from sales and use tax data, adjusting for the relative timing of tax collections and underlying sales, changes in tax laws, and seasonal patterns in the data. Arkansas Taxable Sales Including Gasoline (ATSIG) incorporates data on the state motor fuel tax and gasoline prices from the Oil Price Information Service.



Sources: Arkansas Department of Finance and Administration, Oil Price Information Service, U.S. Census Bureau, Institute for Economic Advancement

The two series in Figure 4A are normalized to equal 100 during the year prior to the recession (2007). U.S. retail sales peaked at 1.7% above this level in the first quarter of 2008. In Arkansas, ATSIG continued to expand through the second quarter of the year, peaking at 4.9% above the 2007 average. During the recession, U.S. Retail Sales declined by 11% from peak. In Arkansas, the peak-to-trough contraction was 11.2%. As of the first quarter of 2012, both measures were approximately 9% above their previous cyclical peaks.

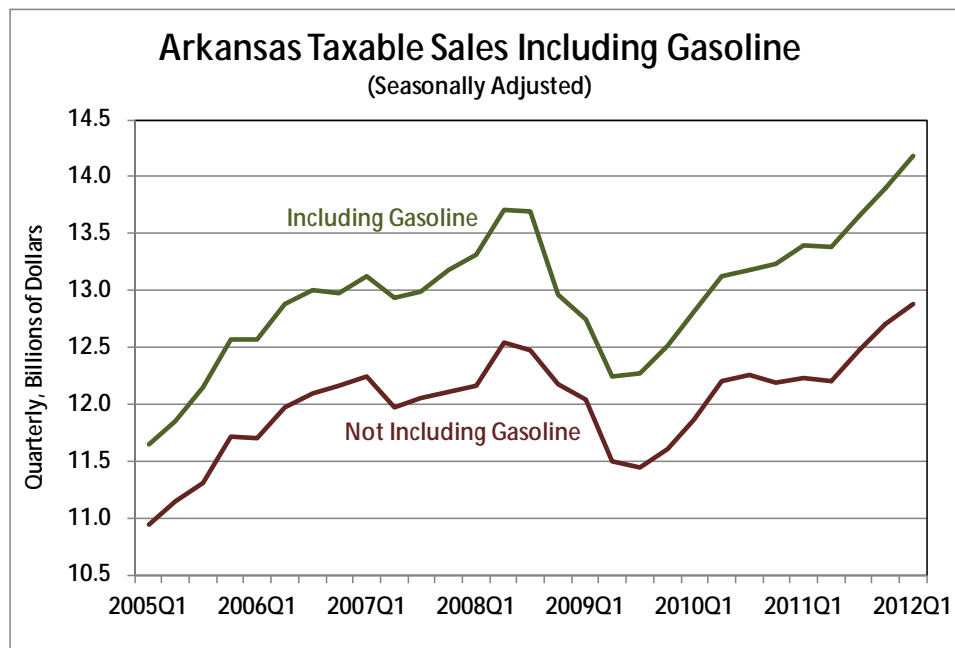
As with personal income, the comparison of U.S. Retail Sales and ATSIG suggests that (1.) the recession did not hit the Arkansas economy as hard as the rest of the nation, and (2.) after a period of relative slowdown in late 2010 and early 2011, the pace of recovery in Arkansas has picked back up again.

A decomposition of ATSIG provides some additional evidence as to the cause for the slowdown in late 2010 into early 2011. As shown in Figure 4B, the non-gasoline component slowed sharply over that period – just as gasoline prices were rising. Gas prices went from \$2.56 per gallon in July 2010 up to a peak of \$3.74 in May 2011.⁵

If households are effectively credit constrained, increased spending on gasoline is likely to crowd out other spending — leaving total spending at about the same rate as it would be without the gasoline price spike. The relative strength of ATSIG compared to the non-gasoline component suggests this is part of the story. And because non-gasoline spending is likely to have a higher local-content than gasoline itself, secondary effects can lead to lower overall spending and economic activity in general, as evidenced by the slowdown in ATSIG.

Figure 4B:

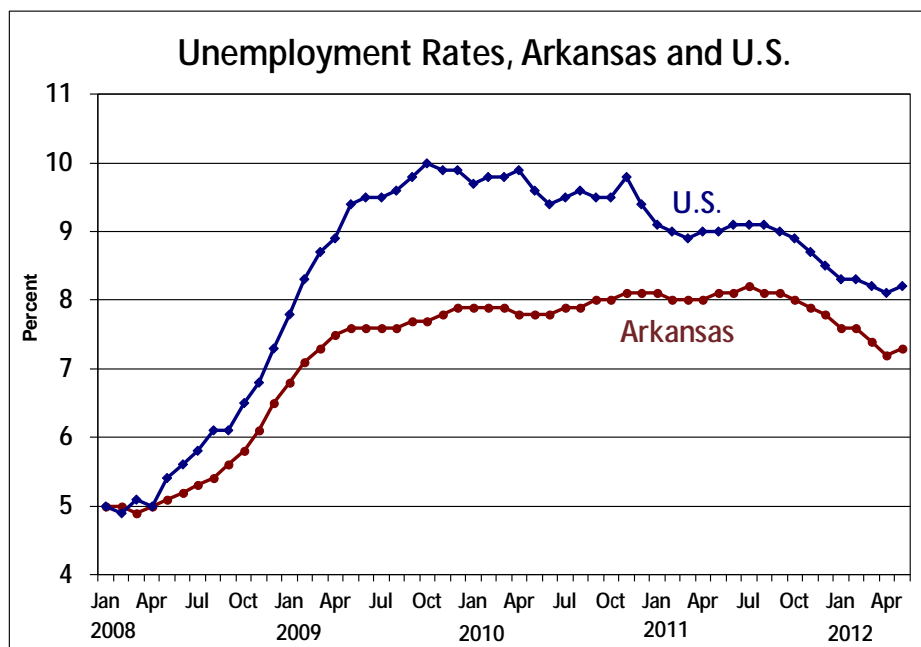
⁵ Source: Oil Price Information Service. Average price for a gallon of regular unleaded gasoline for Arkansas.



Sources: Arkansas Department of Finance and Administration, Oil Price Information Service, Institute for Economic Advancement

Unemployment: Turning directly to labor market conditions, the unemployment rate is one key indicator that illustrates the relative good-fortune of the Arkansas economy during the recession and recovery. The U.S. unemployment rate peaked at 10% in October 2009 and remained above 9% until October 2011. In contrast, the Arkansas unemployment rate remained below 8% in 2009, only slightly exceeding that threshold from November 2010 through November 2011. For both the U.S. and Arkansas, unemployment rates have declined by nearly a percentage point in recent months. Many forecasts are projecting a slowing rate of decline, but the general trajectory of unemployment is moving in the right direction.

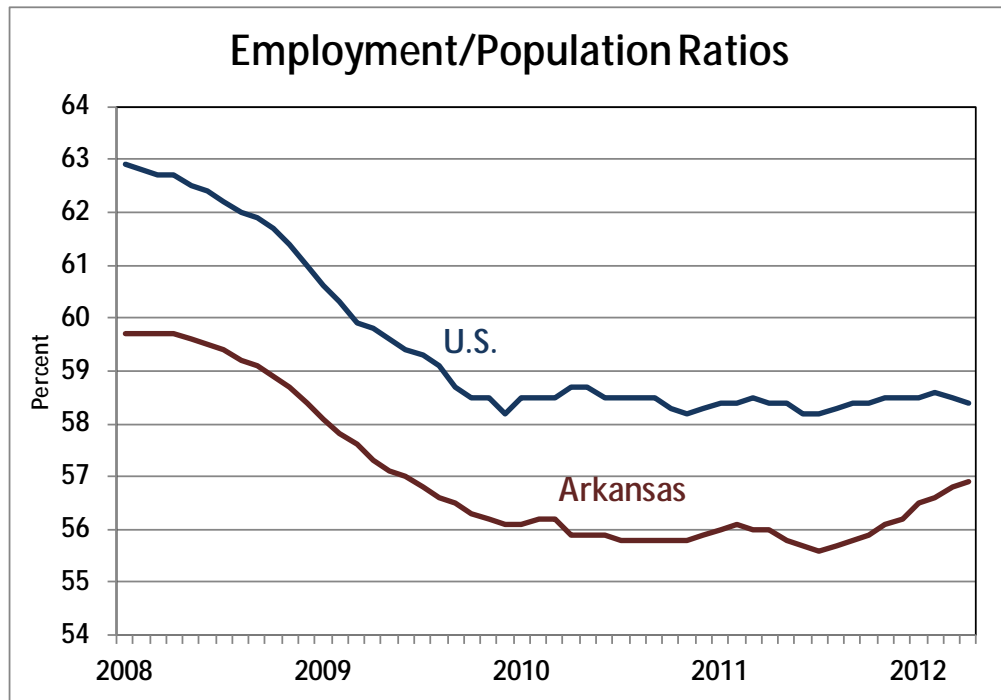
Figure 5A:



Source: U.S. Bureau of Labor Statistics

There is reason to be more optimistic about the outlook for Arkansas than for the nation as a whole. Although the unemployment-rate declines have been similar for Arkansas and the U.S., the underlying components of employment, unemployment and labor force participation have differed. As shown in Figure 5B, the drop in U.S. unemployment has taken place with no discernible change in the employment/population ratio. This means that the labor force participation rate has continued to decline. When the unemployment rate is falling because people are leaving the labor force, a declining unemployment rate is not necessarily a sign of improving labor market conditions.

Figure 5B:

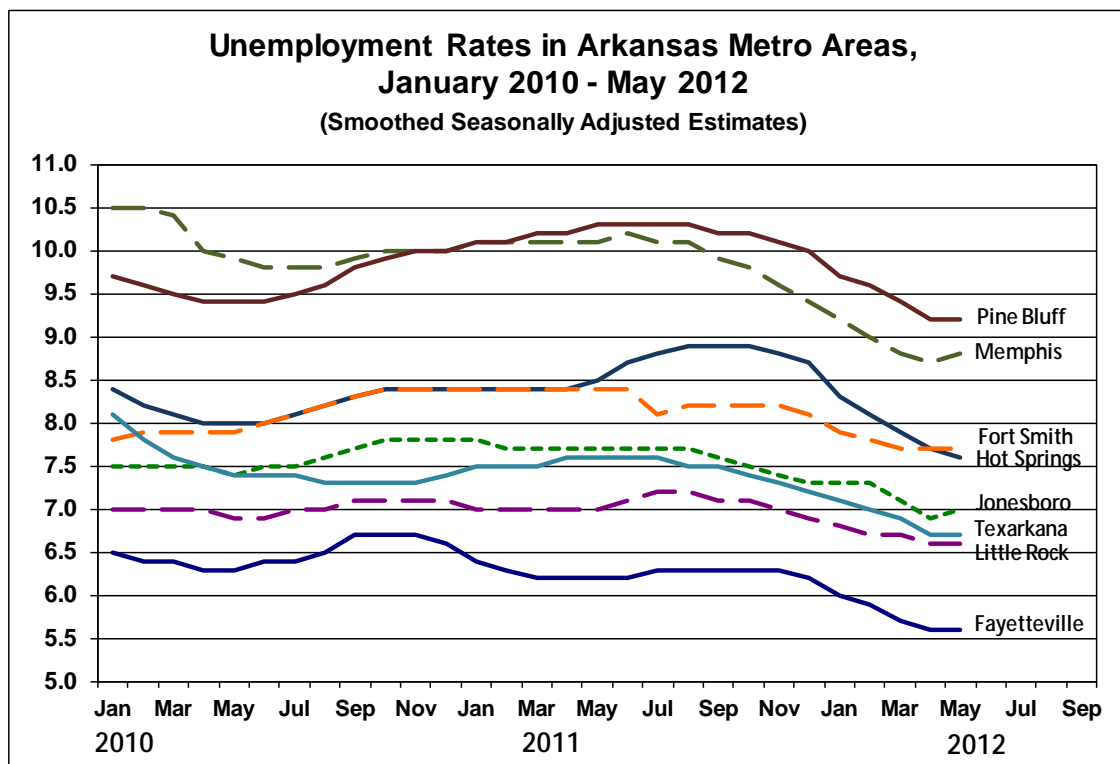


Source: U.S. Bureau of Labor Statistics

In contrast, Arkansas' unemployment-rate drop has been accompanied by a rising employment/population ratio – and a rising labor force participation rate. More Arkansans are seeking employment and the market is successfully absorbing those new- or re-entrants to the labor force. It is not clear why the Arkansas employment/population ratio and labor force participation rate are improving relative to the U.S., but it is a clear indication of stronger underlying fundamentals in Arkansas labor markets.

MSA Unemployment: The declining unemployment rate for the state and the nation has translated into improvements in the state's metropolitan areas as well. As shown in Figure 6, metro area unemployment rates peaked near mid-year of 2011 and have been declining steadily since then. One interesting observation about metro area unemployment rates is their consistency across the state: The Fayetteville-Springdale-Rogers MSA started the recession with the lowest unemployment rate in the state, and has maintained that relative ranking. Meanwhile, Pine Bluff and Memphis have consistently displayed the highest rates of unemployment in the state. As conditions across Arkansas improve, these relative rankings are likely to remain stable, although it is likely that the range of rates will narrow over time.

Figure 6:



Source: U.S. Bureau of Labor Statistics, Smoothed Seasonally Adjusted Metropolitan Area Estimates

To some extent, the unemployment rate in the Fayetteville-Springdale-Rogers MSA is the outlier. The Northwest Arkansas region benefits from a number of large, growing employers and has been experiencing consistently rapid growth relative to the rest of the state. As a result, the pre-recession unemployment rate of less than 4% is lower than is generally considered consistent with long-run full employment.⁶ The momentum from this growth trend has benefited the region in terms of labor market performance during the recession. But as shown in Section 3, below, the rapid growth of Northwest Arkansas also contributed to more severe effects from the housing-price downturn than other parts of the state – a factor that has slowed the overall economy of the region.

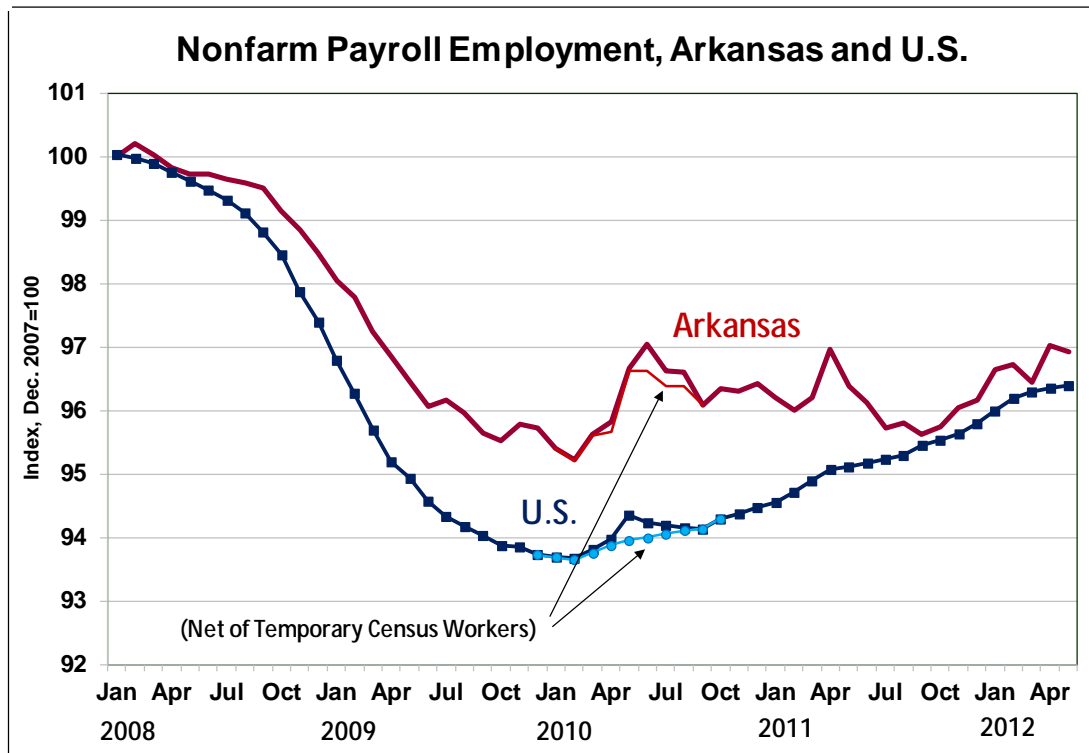
Payroll Employment: The path of nonfarm payroll employment over the business cycle provides another illustration of the dynamic relative performance of the Arkansas and U.S. economies. From pre-recession levels in December 2007, U.S. payroll employment declined by 6.4% to the trough in February 2010. Over the same period, employment in Arkansas declined by only 4.8%.

Since early 2010, employment growth for the U.S. has been characterized as a slow, gradual increase, whereas employment growth in Arkansas has been subject to some relative ups-and-downs. In the initial stages of recovery, employment growth surged sharply. However, as relative economic weakness set in during the latter part of 2010 and early 2011, Arkansas lost some of that momentum. Since mid-2011 (roughly corresponding to the period of declining unemployment rates), Arkansas employment growth has been commensurate with U.S. employment growth.

⁶ "Full employment" is the economist's term that describes a labor market in which all unemployment is "frictional;" that is, in which the unemployed are only temporarily between jobs. Although measuring full employment is imprecise—and depends on demographics and other structural features of an economy—it is typically considered to be in a range of 4 to 6%.

Figure 7 provides another piece of evidence to explain the slowdown of 2010-11. Employment was boosted in early 2010 by Federal Government hiring for the U.S. Census. This had a temporary effect of boosting incomes and spending in the first half of 2010, with a relative slowdown associated with the unwinding of the temporary surge in employment.

Figure 7:

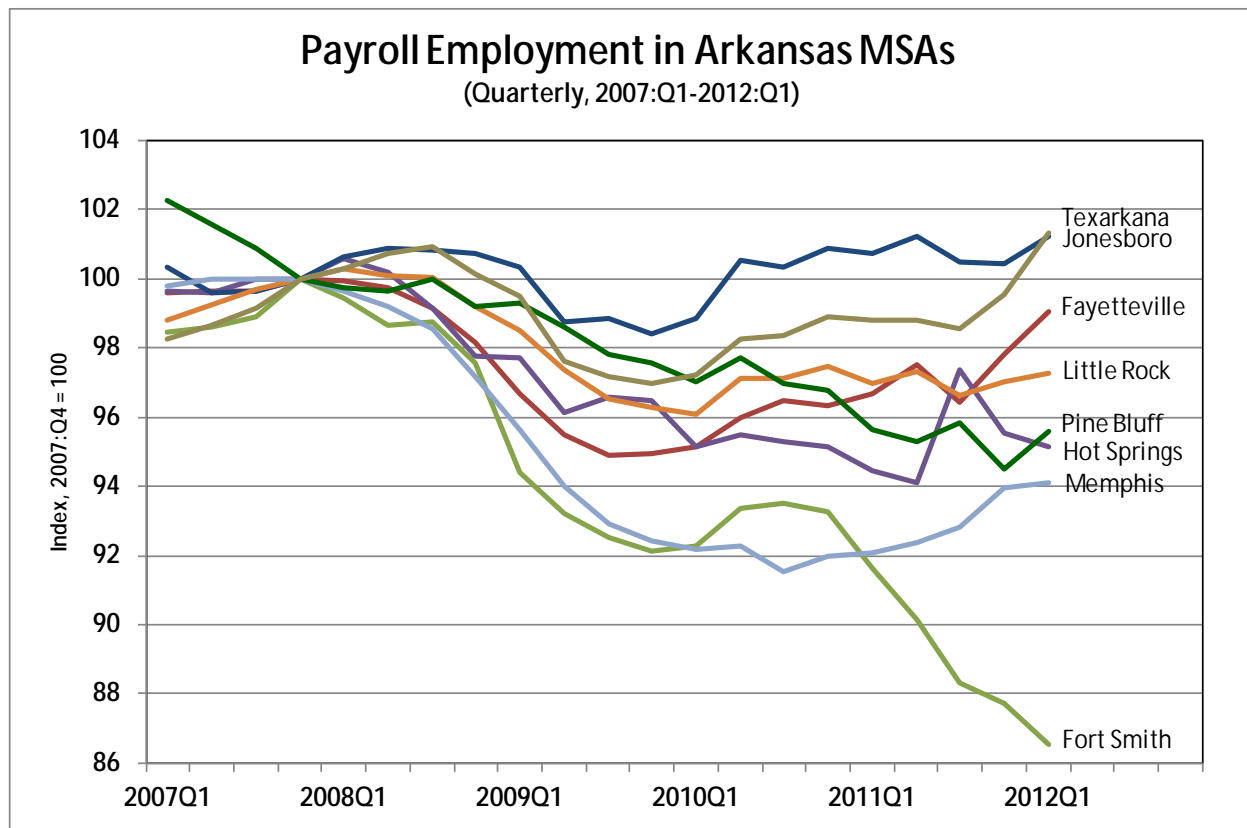


Sources: U.S. Bureau of Labor Statistics, Institute for Economic Advancement

MSA Payroll Employment: Many of the state's metropolitan areas have experienced employment growth trends similar to the statewide average. For example, Little Rock, Fayetteville, Texarkana and Jonesboro have all saw an initial sharp recovery followed by a brief slowdown in growth during 2010 and 2011. Those metro areas have also seen improvement in recent months. Pine Bluff and Hot Springs have seen more erratic patterns of growth, but both are showing recent signs of recovery.

Fort Smith, on the other hand, has experienced sharp declines in payroll employment that are showing little sign of subsiding. As of the first quarter of 2012, employment in the Fort Smith MSA was down 13.5% from the beginning of the recession. Fort Smith has been subjected to a number of high-profile mass-layoffs associated with declines in durable goods manufacturing.

Figure
8:



Source: U.S. Bureau of Labor Statistics, Current Employment Statistics (CES)

Before concluding this section analyzing the performance of the Arkansas economy during the recession of 2009-10 and subsequent slow recovery, it is worth reviewing the likely causes of the 2010-11 slowing of the recovery. These include lower income growth associated with Federal stimulus pending, a rise in gasoline prices, and the reversal of temporary hiring associated with the 2010 Census. These factors were all relevant for both Arkansas and the U.S. A defining factor for the slowdown in Arkansas relative to the U.S. would appear to be the impact of weather conditions on the state's agricultural sector. For a state like Arkansas that depends on agriculture for a relatively large share of its economic output (as shown in the next section), agricultural setbacks can have particularly large indirect and induced effects – particularly for closely-related industries.

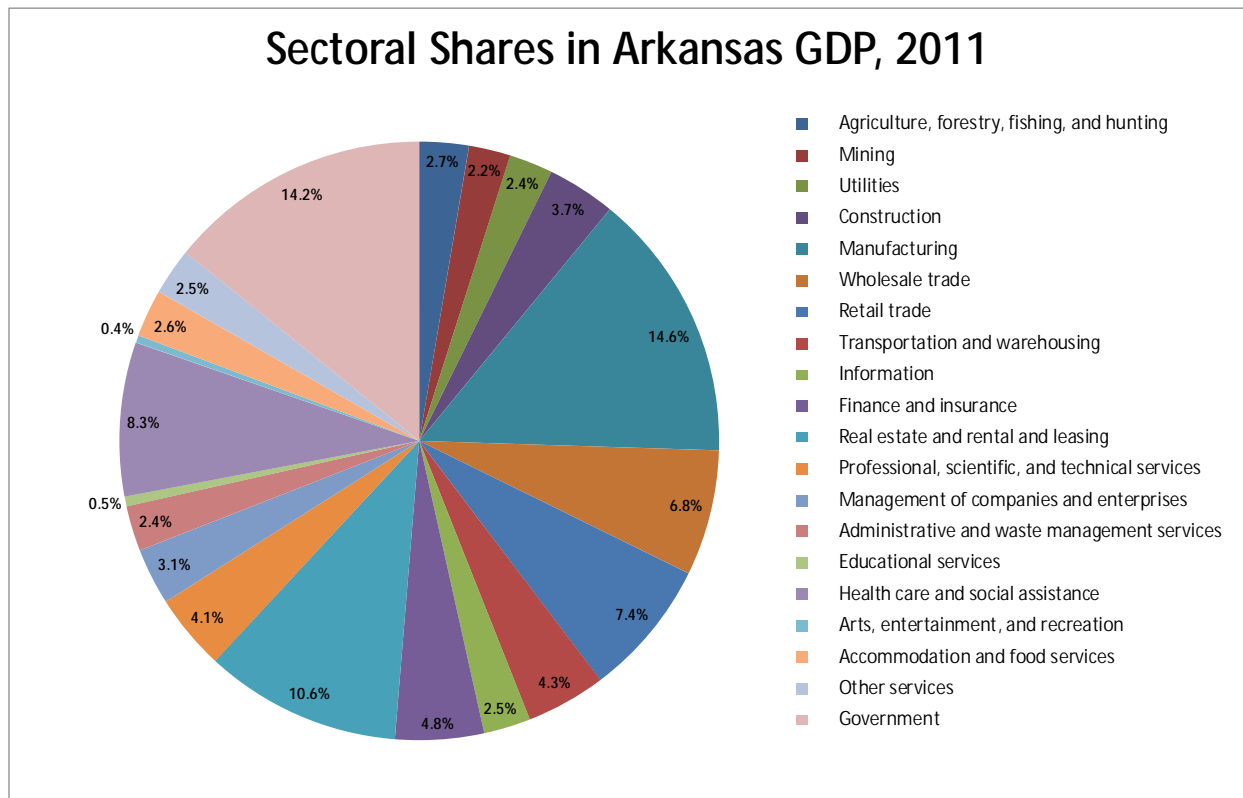
3. Critical Businesses and Economic Challenges

An assessment of critical businesses and economic challenges facing the state begins with an analysis of the key production and employment sectors of the Arkansas economy. Figures 9 and 10 illustrate the distinctive sectoral characteristics of the Arkansas economy.

GDP by Sector: Figure 9A shows the main components of nominal GDP for the state, highlighting the sectors that provide the largest shares of the state's production. The largest single sector is Manufacturing, with Government running a close second. Other important sectors include Real Estate and Rental and Leasing, Retail Trade, and Health Care and Social Assistance.

Figure 9B reports location quotients for these sectors relative to a baseline for the United States. A location quotient (LQ) measures the concentration in an industry (as a proportion of the state's economy) relative to the same proportion for the baseline economy. A number above one indicates an industry that is relatively more important for the Arkansas economy than for the nation as a whole, while a number less than one indicates the reverse.

Figure 9A:



Source: U.S. Bureau of Economic Analysis

The production location quotients in Figure 9B clearly demonstrate the importance of Agriculture and natural resources for the Arkansas economy. The state is also more highly concentrated in the goods-producing sectors (Manufacturing, Construction, and Mining). Sub-categories within the manufacturing sector reinforce the importance of agriculture and natural resources in the State's economy: among

durable goods, Wood Product Manufacturing has a location quotient of 4.2. For nondurable goods, Food and Beverage Manufacturing has an LQ of 2.2.

With location quotients equal to 1.2, Wholesale and Retail trade both account for larger shares of the state's economy than the nation's, but a far more important sector for Arkansas is transportation and warehousing (LQ=1.5). The most important sub-category for the state is Truck Transportation, which has a location quotient of 3.0.

Figure 9B:

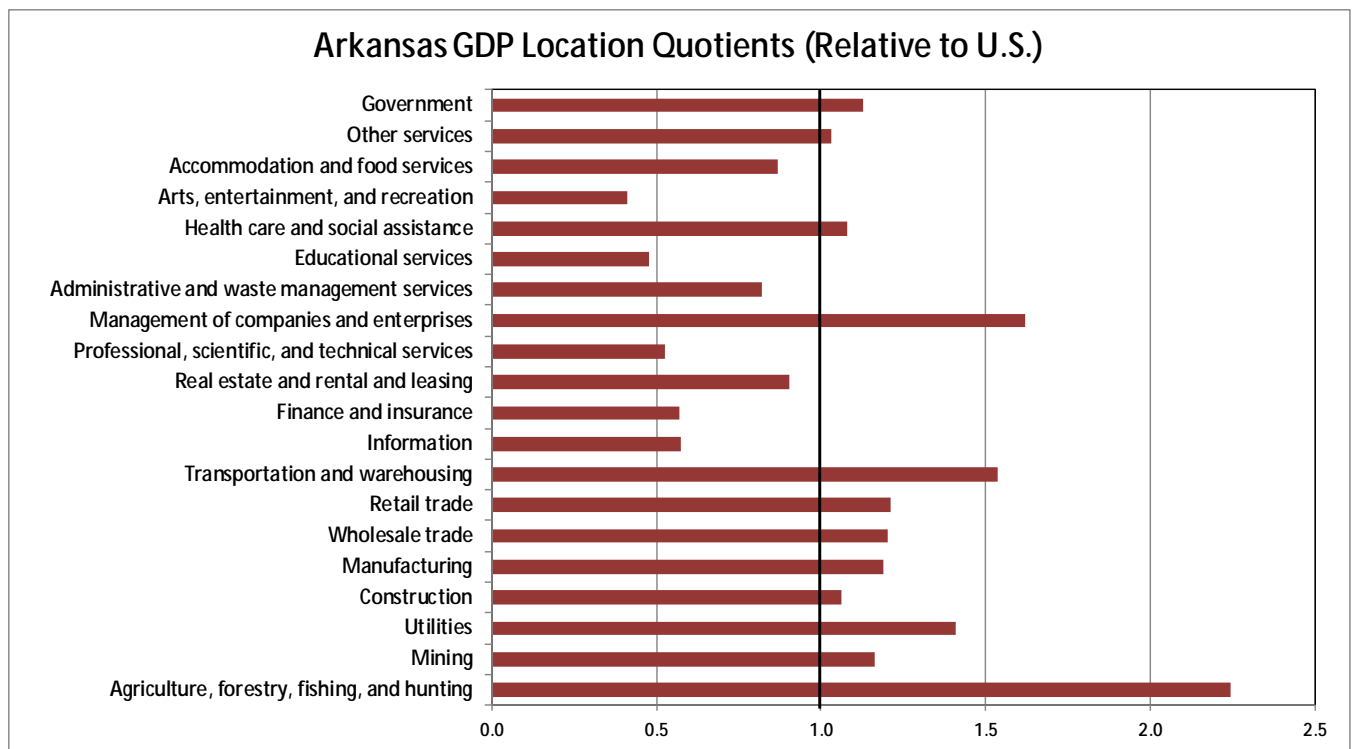
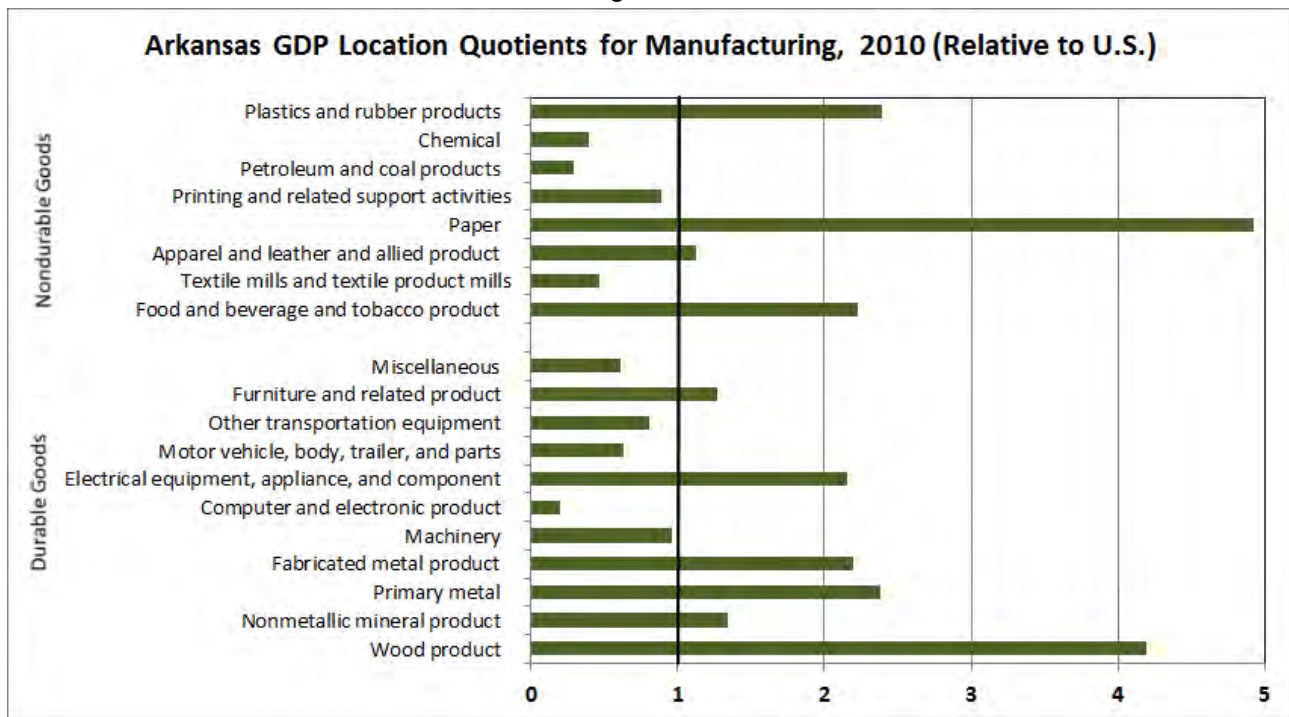


Figure 9C breaks down the location quotients for manufacturing into specific sectors (using 2010 data –the most recent available). Among durable goods producers, Arkansas has high concentrations in Wood Product, Primary Metal, Electrical Equipment and Furniture manufacturing. Paper manufacturing stands out as a specialization in the nondurable goods category. Other concentrations in nondurable-goods production are Food and Beverage products and Plastics and Rubber products.

Clearly, many of the most important manufacturing sectors of the Arkansas economy are related to its position in timber production: Wood products, furniture and paper, in particular. Prospects for continued growth in these particular areas of manufacturing are helped by the relationship to the state's natural resources. But as discussed below, demand for wood products and furniture are likely to remain slow until the residential construction market recovers.

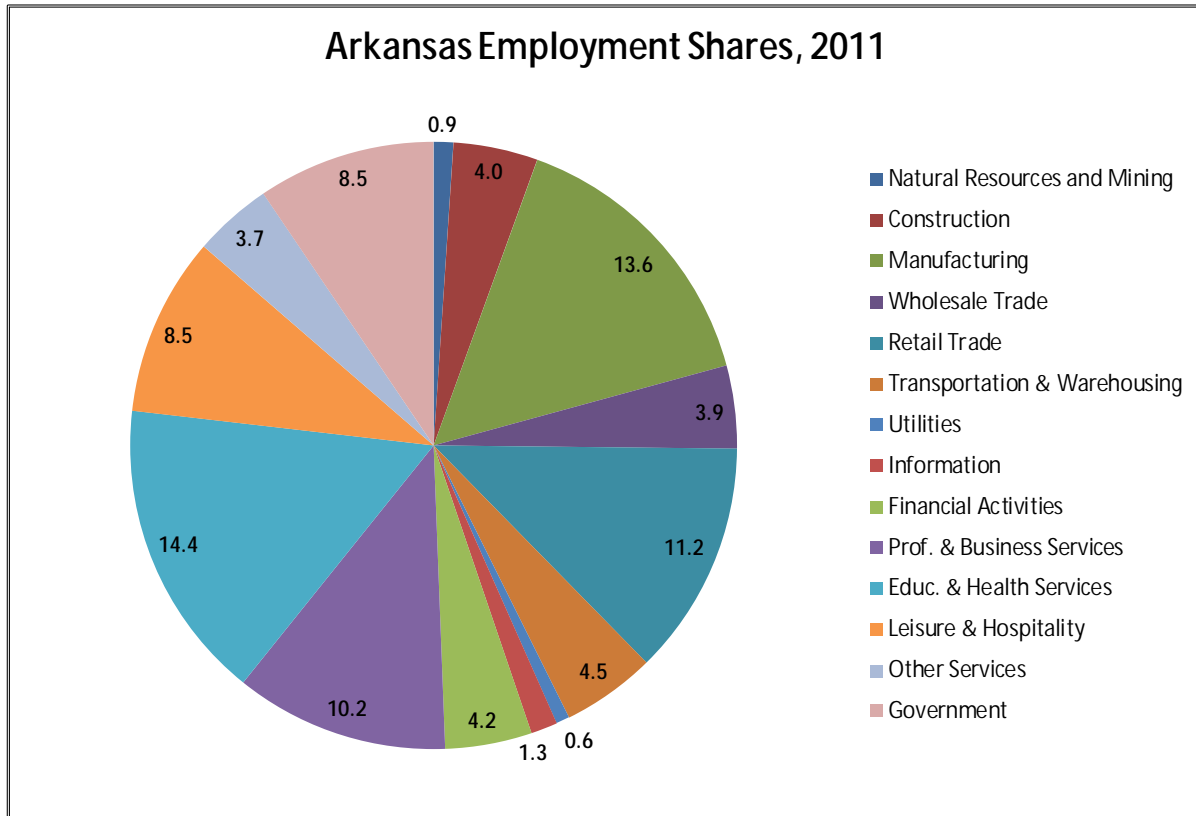
Figure 9C:



Employment by Sector: Figures 10A and 10B show sectoral shares and location quotients with respect to Arkansas employment, rather than production. In many respects the analyses are similar. Because the employment LQs are calculated using data from the Current Economic Statistics (CES) program – which includes only nonfarm payroll totals – agriculture is not represented in Figures 10A and 10B. Among the remaining sectors, the most important include Natural Resources and Mining, Manufacturing, Utilities and Transportation and Warehousing.

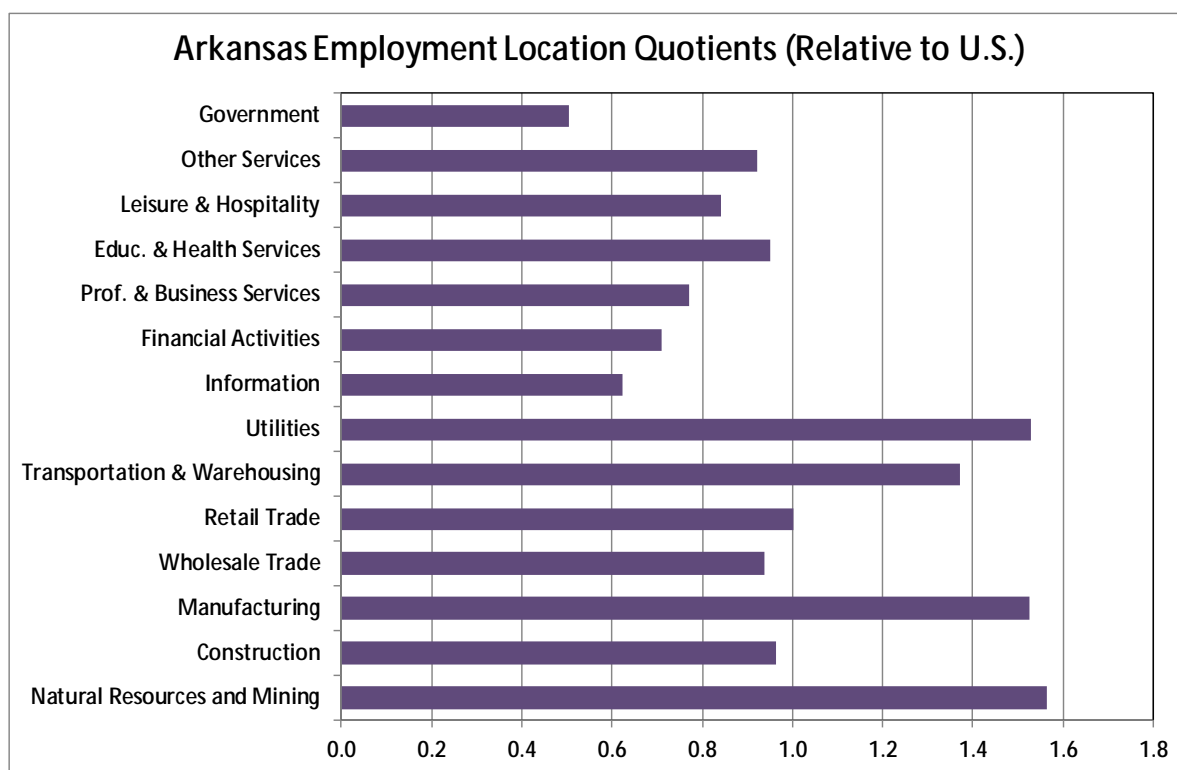
In order to evaluate the relevance of these high-concentration sectors, it is important to consider both relative and absolute importance. For example, Natural Resources and Mining has the highest employment location quotient in Figure 10B (and it is one of the most rapidly growing sectors as well), but it only accounts for 0.9% of the state's total employment. Consequently, even at recent phenomenal growth rates (48.9% growth from 2003:Q1 through 2008:Q1), this relatively small sector does not provide a significant boost to total employment growth.

Figure 10A:



Source: U.S. Bureau of Labor Statistics, Current Employment Statistics (CES)

Figure 10B:

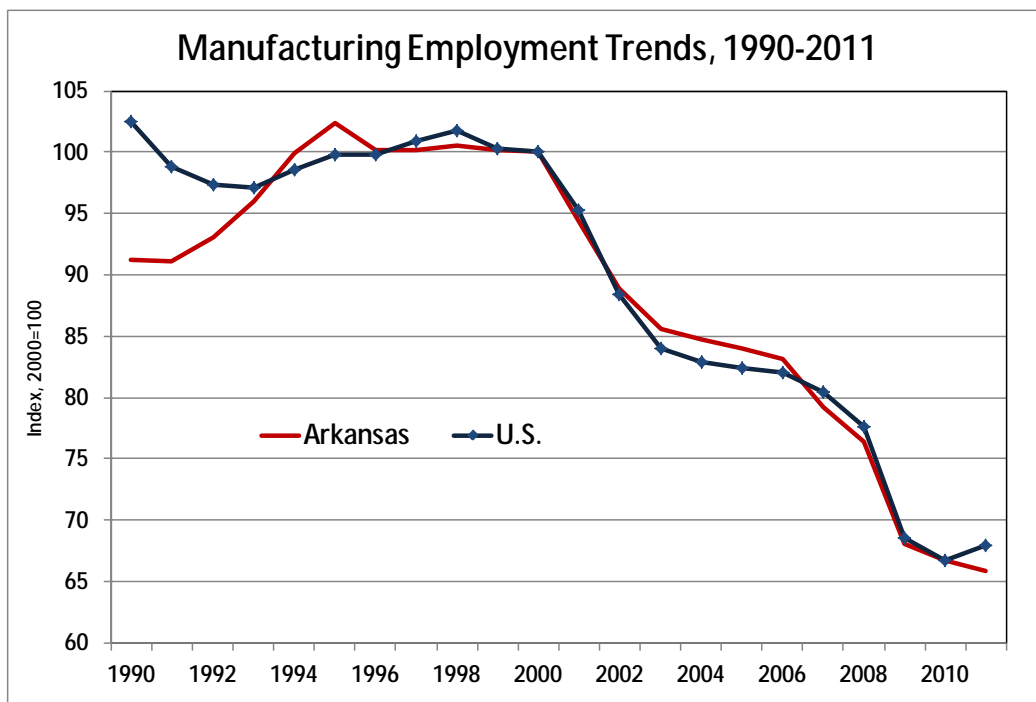


Source: U.S. Bureau of Labor Statistics, Current Employment Statistics (CES)

Focus on Two Sectors: Two sectors have been particularly hard hit by the recent recession: Manufacturing and Construction. The outlooks for these two areas of the economy differ, however, and highlight the challenge facing the state of growing a post-manufacturing employment base.

Manufacturing: Employment in manufacturing has been in sharp decline for over a decade, and the trend has only been exacerbated by the recent recession. From 2000 through 2007, manufacturing employment declined by approximately 20% -- for both Arkansas and the U.S. By 2010, employment had fallen by a third from 2000 levels. The primary drivers of this effect are clearly more than just cyclical in nature, and there is little reason to believe that manufacturing employment will return to its pre-2000 share of total employment, for either the state or the nation.

Figure 11:

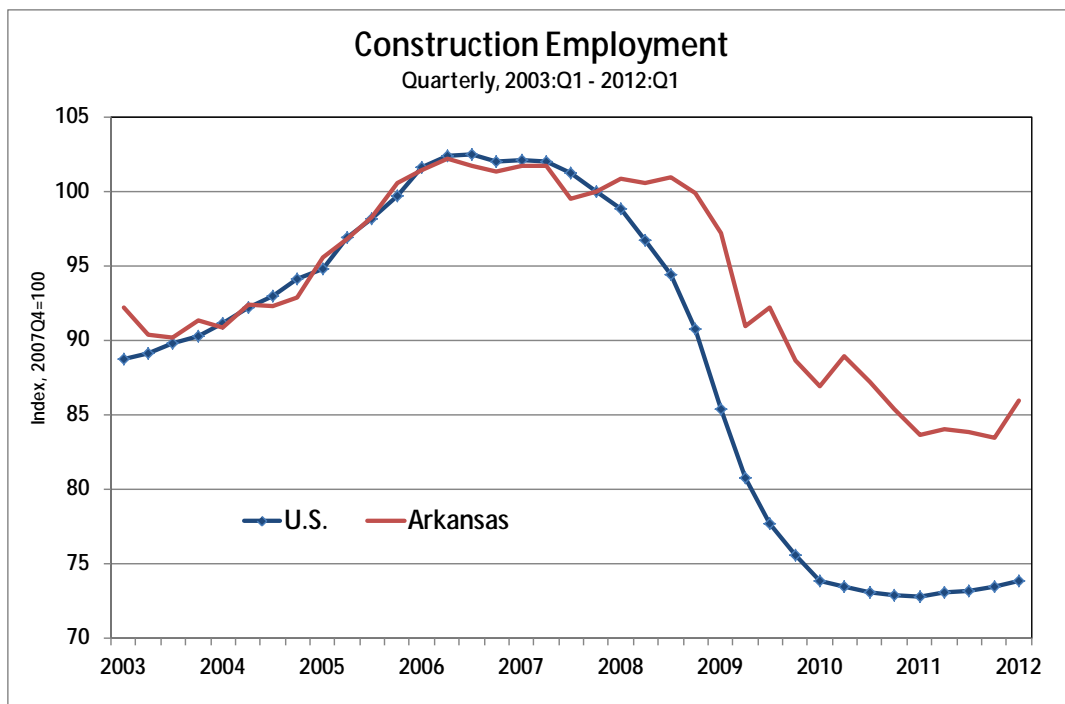


Source: Bureau of Labor Statistics

An important aspect of this long-run decline in employment is that it does not represent a corresponding decline in manufacturing output. During the 2001 through 2007 productivity in manufacturing skyrocketed and output continued to grow. In Arkansas, manufacturing GDP increased at an average annual rate of 1.5%. Manufacturing is becoming a more technology-intensive sector that employs fewer workers per unit of output – and requires more highly-skilled workers as well.

Construction: In contrast to manufacturing, the recent sharp decline in construction employment has been more cyclical than trend-related, with the employment downturn associated with the recession. As with other economic indicators shown in the previous section, the decline in construction employment has been much less severe for Arkansas than for the rest of the nation. Arkansas' decline also came later in the business cycle, remaining above its pre-recession level for a year past the onset of the recession in 2007:Q4.

Figure 12:



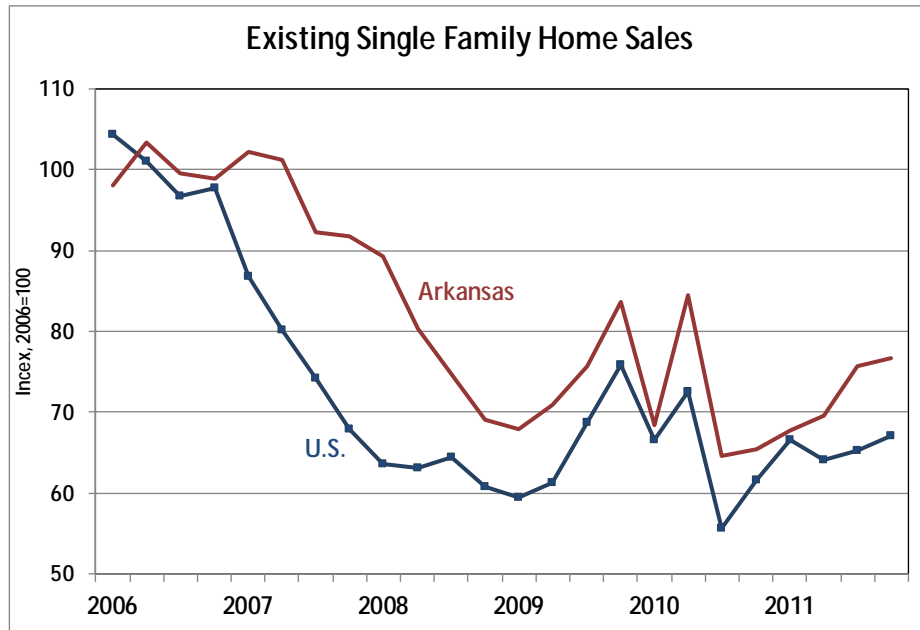
Source: U.S. Bureau of Labor Statistics

The fact that declines in construction employment represent cyclical, temporary factors gives rise to an expectation that – unlike manufacturing – construction employment is more likely to recover to pre-recession levels. However, the likely recovery period is extended by central role of the housing bubble in both the pre-recession boom and the recession itself. Given the rapid appreciation of housing prices during the early 2000s and the subsequent crash, it is reasonable to conclude that construction activity in 2006-07 exceeded its long-run trend. The related over-building in residential housing and subsequent overhang of housing stock means that construction activity has been slow to recover than other sectors. Consequently, it will take longer for construction employment to resume a healthy trend-rate of growth.

With respect to the oversupply of residential housing, one indicator is the sales rate of existing family homes. As shown in Figure 13 the decline in home sales preceded the onset of the recession, consistent with the hypothesis that the housing boom-and-bust was a precipitating factor for the onset of the recession. Once again, the sales decline was less pronounced for Arkansas was less severe than the rest of the nation, but significant nonetheless.

The prospects for recovery are somewhat obscured by the temporary effects of Federal home-buyer tax credits. The spikes in home sales observed in 2009:Q4 and 2010:Q2 are associated with the expiration dates of the two tax credit programs. To the extent that the tax subsidies lured home-buyers to accelerate their purchase plans to take advantage of the programs, these programs effectively shifted demand from the future to the present. The sharp decline in home sales in 2010:Q3 shows the immediate impact of this demand-shift.

Figure 13:

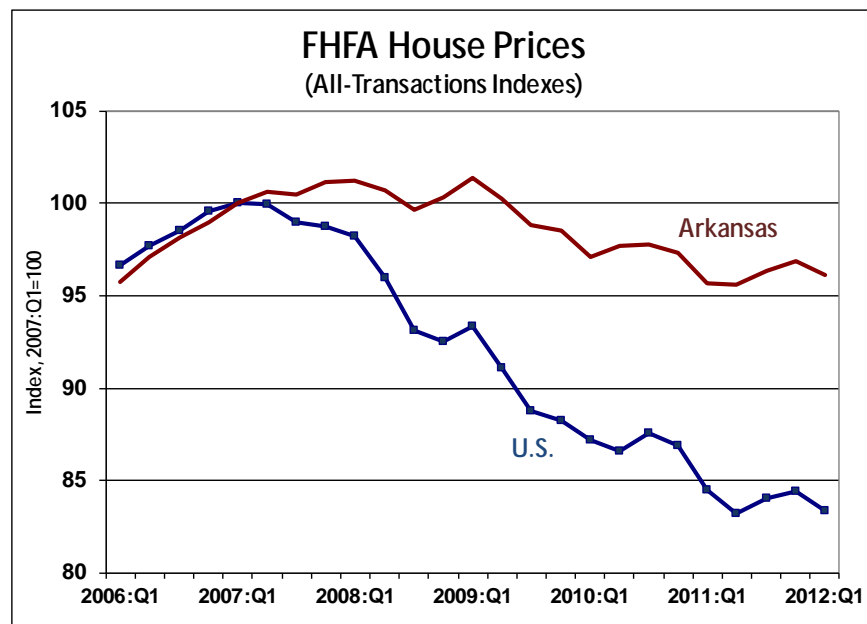


Sources: National Association of Realtors/Moody's Analytics

Since the trough in 2010:Q3, home sales have been recovering, but slowly. The fact that Arkansas home sales were not as severely impacted as the U.S. are an indication that the home-sales market might recover more quickly, but the outlook is difficult to forecast.

Another factor that supports the case for a more-rapid recovery of real estate markets in Arkansas is the record of home prices through the boom and bust. As shown in Figure 14, the decline in house prices in Arkansas have been much smaller than for other parts of the U.S. This performance largely reflects that fact that prices in Arkansas did not generally experience the rapid rates of appreciation seen in other parts of the country earlier in the decade.

Figure 14:



Source: Federal Housing Finance Agency

Recent observations suggest a slowdown in the rate of home-price depreciation, indicating the possibility that prices are close to bottoming-out. This would be, on net, a positive development for the housing market. Prices have been pushed downward by relative excess supply, so the depreciation has been necessary. But dynamic considerations suggest that home sales –and construction—will not show clear signs of recovery until the process is nearly complete. As long as there are expectations of further price declines, potential home buyers who have flexibility on the timing of their purchases are likely to delay.

Perhaps more than any other sector of the economy, real estate markets are local. As shown in Table 5, home prices in the various metro areas of the state have shown a wide range of variation. At one extreme, prices have fallen substantially in the Fayetteville MSA, essentially mirroring the price declines of the national average (although not falling nearly as sharply as some of the truly problematic markets in the country). At the other extreme, prices in Jonesboro have continued a trend of appreciation. As of the first quarter of 2012, home prices in Jonesboro were 3.3% higher than five years earlier. Outside of Northwest Arkansas and the Memphis area, in fact, five-year price changes are all positive.

Table 5:

FHFA House Price Changes (All-Transactions Indexes)					
	Percent Changes*				
	1 quarter	2 quarters	1 year	2 years	5 years
Fayetteville-Springdale-Rogers	-1.0	-1.3	-0.3	-4.8	-17.8
Fort Smith	-0.1	0.5	0.7	0.9	2.0
Hot Springs	4.0	1.5	6.6	3.4	0.6
Jonesboro	-0.4	2.4	1.7	5.2	3.3
Little Rock-N. Little Rock-Conway	-0.3	-0.4	0.9	0.4	0.8
Memphis	-1.9	-2.1	-1.3	-4.7	-11.4
Pine Bluff	1.3	3.6	3.8	-4.8	1.8
Texarkana	3.0	3.5	2.7	4.7	12.7
Arkansas	-0.7	-0.3	0.5	-1.0	-3.9
United States	-1.3	-0.8	-1.4	-4.4	-16.7

*Percent changes to 2012:Q1.

Source: Federal Housing Finance Agency

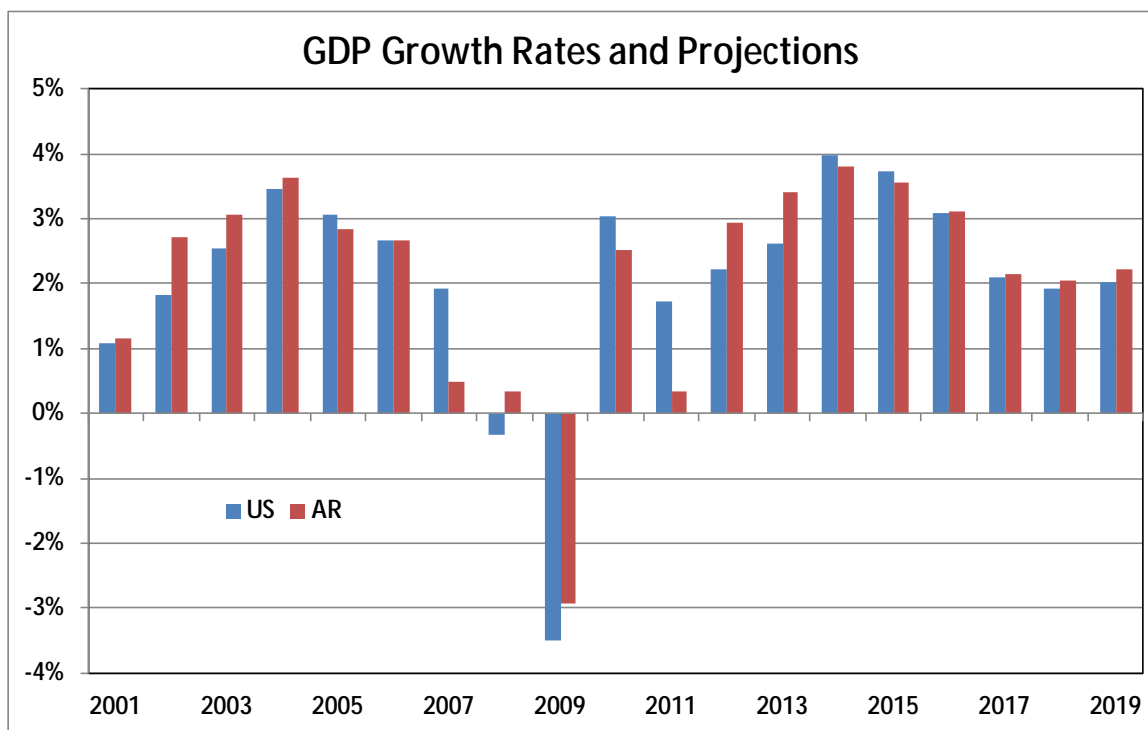
Presuming that home construction and home sales will not show clear signs of recovery until price declines have run their course, it is likely that Northwest Arkansas and the Memphis area will experience a slower pace of recovery in residential construction as well.

4. Long-Range Trends and Projections

Slow recovery from the sharp recession of 2008-09 has been the predominant short-range consideration in the assessment of Arkansas' economic prospects. Longer-run, we should expect the economy to converge back toward its trend growth path.

Figure 15 reports annual GDP growth for Arkansas and the U.S. from 2001 through 2011, and projects growth rates through 2019. The growth rate forecasts are from the most recent version of Moody's baseline models for Arkansas and the U.S. In 2012 and 2013, Arkansas' growth rate is expected to exceed the nation's, averaging over 3%. The forecast calls for U.S. GDP growth to accelerate in 2014 and 2015, exceeding the growth rate for Arkansas. Nevertheless, the Arkansas growth rate is expected to be above trend – 3.8% in 2014 and 3.6% in 2015. Toward the end of the decade, the forecast reverts to long-run growth rate of about 2%.

Figure 15:



Source: U.S. Bureau of Economic Analysis, Moody's Analytics

Figure 16 shows the path of Arkansas Nonfarm Payroll Employment associated with this growth forecast. The employment chart identifies four specific dates that will be used to analyze sectoral employment trends. The five-year period associated with 2003:Q1 through 2008:Q1 shows the pre-recession employment path, with total job growth of 5.7%. The second segment, from 2008:Q1 through 2010:Q1 provides a two-year window on the impact of the recession itself: Total employment declined by 4.7%. The next two-year period shows employment from its post-recession trough to the most recent quarter (2012:Q1). During this period of economic recovery, cumulative job growth was only 1.3%. The remaining portion of the chart shows total employment growth projected for the next five years. The forecast calls for total job growth over this period of 10.6%.

Figure 16:

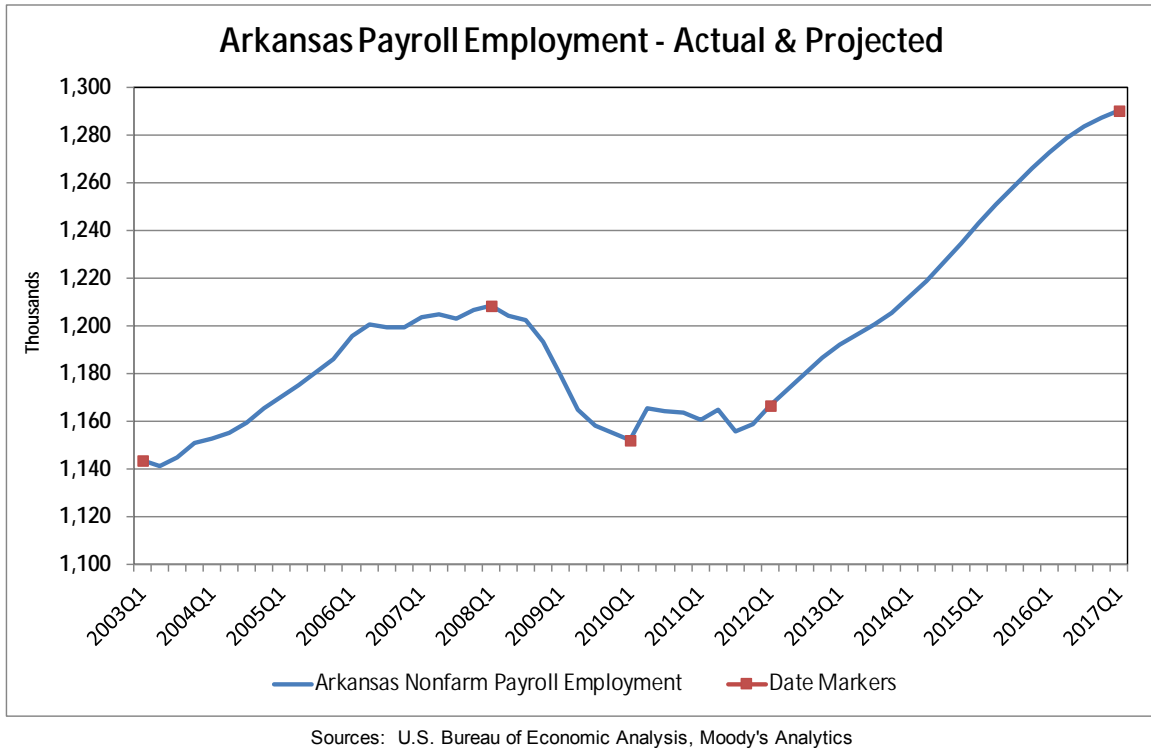
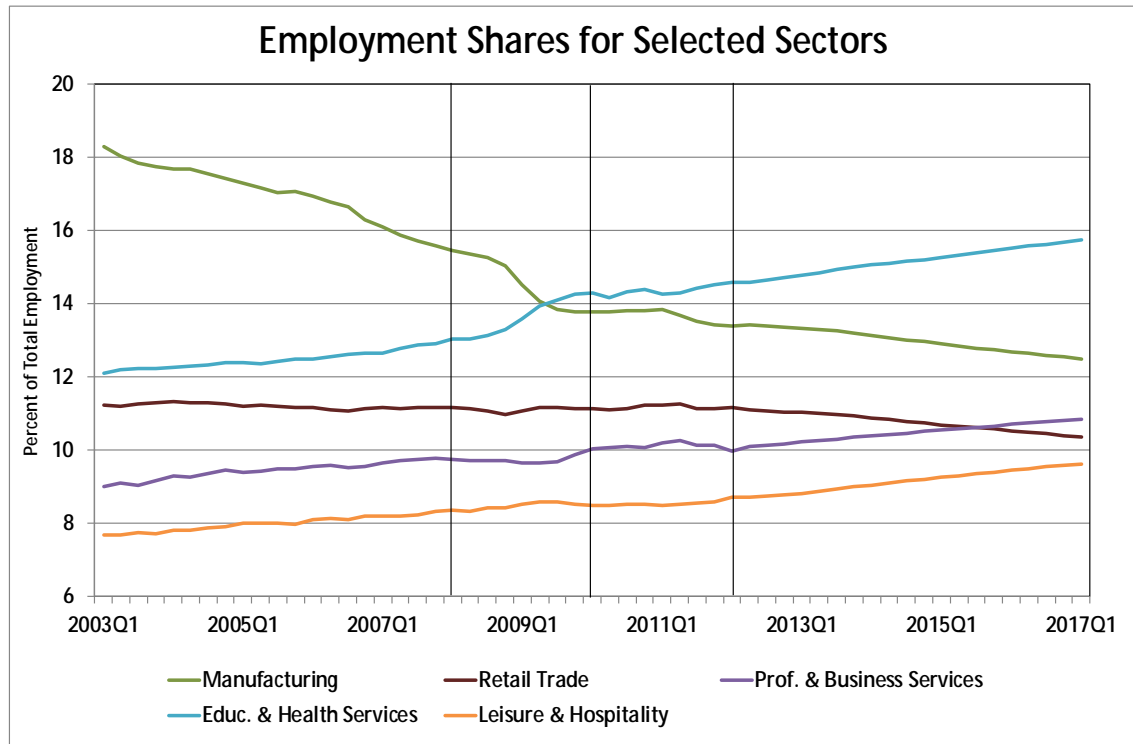


Figure 17 displays employment shares for selected sectors of the Arkansas economy, identifying the changing composition of job growth over time. The most striking aspect of these trends is the diminishing role of manufacturing, which fell from over 18% of employment in 2003 to less than 14% at the beginning of 2008. The trend accelerated during the recession, and is expected to continue (albeit somewhat more slowly). Another sector that is expected to decline in relative importance is retail trade. With the ongoing trend toward online shopping, employment in the retail sector is expected to decline both nationally and for the state of Arkansas.

Figure 17 also shows some of the sectors that have been growing in importance over time. For example, Professional and Business Services and Leisure and Hospitality Services are expected to become increasingly important. More significantly, Education and Health Services have been growing in importance over the past decade – a nationwide trend that is expected to continue. Growth is primarily concentrated in health care services, and is driven by the demographics of an aging population. This trend is particularly relevant for Arkansas: As shown in Table 1, the share of Arkansas' population over the age of 65 is 14.6%, as compared to 13.3% nationwide.

Figure 17:



Sources: U.S. Bureau of Labor Statistics, Moody's Analytics

Table 6 provides greater detail on recent employment trends and projections by sector. Those identified in Figure 17 as the sectors of growing importance for the Arkansas economy stand out as the best performers in the recent past. Education and Health Services, in particular, has been extremely resilient. It was not the fastest growing sector during the pre-recession period, but it is one of the very few areas of the economy that continued to expand during the 2008-2010 downturn (+4.6%). Growth in Education and Health Services actually slowed during the two-years of economic recovery, but it is expected to be one of the fastest-growing sectors over the upcoming five years. Leisure and Hospitality Services, and Professional and Business Services, both experienced contractions during the recession but were high-growth areas before the recession and are expected to exceed their previous trends in the forecast.

Among those sectors that were hardest-hit by the recession, there are a mix of cyclical and trend components. Manufacturing employment has experienced a longer-term contraction that was exacerbated by the recession, and growth in that key sector is expected to be extremely slow in coming years. Transportation and Warehousing experienced even larger percentage losses during the recession, but that contraction was primarily cyclical. In the two years of employment recovery, employment in Transportation and Warehousing has grown by 6.0%; however, it is not expected to be a high-growth area for the future. Construction employment is another area of significant weakness during the recession and employment recovery. Employment in residential construction, in particular, has been held down by continued sluggishness in the residential real estate market. Construction employment is expected to recover over the next five years however, with projected cumulative growth of 9.5% through the beginning of 2017.

Table 6:

Arkansas Employment Growth by Sector, Recent Trends and Projections				
	2003:Q1- 2008:Q1	2008:Q1- 2010:Q1	2010:Q1- 2012:Q1	2012:Q1- 2017:Q1
Total	5.7%	-4.7%	1.3%	10.6%
Natural Resources and Mining	48.9%	0.6%	6.3%	6.4%
Construction	9.3%	-13.8%	-1.0%	9.5%
Manufacturing	-10.7%	-15.0%	-1.6%	3.1%
Wholesale Trade	8.8%	-5.1%	-0.2%	4.7%
Retail Trade	5.0%	-4.8%	1.6%	2.5%
Transportation & Warehousing	0.7%	-14.5%	6.0%	2.1%
Utilities	-0.1%	7.4%	-0.1%	0.9%
Information	-12.4%	-12.3%	-7.9%	10.7%
Financial Activities	6.4%	-7.5%	-3.4%	7.9%
Professional & Business Services	14.3%	-1.8%	0.6%	20.5%
Education & Health Services	13.7%	4.6%	3.4%	19.4%
Leisure & Hospitality	14.8%	-3.0%	4.1%	22.0%
Other Services	12.3%	-5.8%	2.0%	7.1%
Federal Government	0.5%	6.8%	-9.6%	-0.8%
State Government	10.8%	3.6%	1.3%	12.6%
Local Government	8.0%	-0.8%	4.4%	7.7%

Sources: U.S. Bureau of Labor Statistics; forecasts by Moody's Analytics

Overall, projections for employment growth over the next five years provide cause for optimism. Growth of 10.6% would restore Arkansas' employment base to pre-recession market conditions. But employment growth in some of Arkansas' traditionally strong sectors will be limited. Manufacturing, Transportation & Warehousing, and Financial Activities offer limited opportunities for growth. The more promising growth sectors are in the service-providing sphere: Professional and Business Services, Education and Health Services, and Leisure and Hospitality Services in particular. Employment in Construction is expected to be an engine of job-growth in the medium term, but only after residential real estate markets recover.

5 Economic Development Strategy for the State and Projected Growth Occupations

The Arkansas Economic Development Commission (AEDC) has outlined a targeted industry business strategy that is designed to transition the state's economy to one supported by higher-paying knowledge-based jobs. The declining share of manufacturing employment in the state's economy (as well as nationally) represents a fundamental structural employment shift compared to historical standards. The AEDC has

identified niche opportunities for business and industry recruitment and expansion that will build upon existing strengths and potential competitive advantages.

An overarching statewide economic development goal is to increase incomes of Arkansans at a growth pace greater than the national average. Therefore, it is becoming increasingly important to consider industry sectors that offer solid growth opportunities with accompanying high wages for potential employees.

The AEDC has identified the following four major sectors as targeted business opportunities:⁷

1) Advanced Manufacturing

- a. Advanced Food Manufacturing & Packaging
- b. Aerospace/Aviation
- c. Automotive
- d. Energy Storage Devices
- e. Paper and Timber Products

2) Information Technology

- a. Data Centers
- b. Software Development and Data Management Services
- c. Technical Support Centers
- d. Telecommunications

3) Green Energy and Related Products

- a. Green and Sustainable Building Products and Fixtures
- b. Power Electronics
- c. Solar Component Manufacturing
- d. Sustainable Agriculture
- e. Wind Component Manufacturing

4) Other Opportunities

- a. Biosciences
- b. Distribution and Logistics Services
- c. Regional Headquarters

⁷ Source: Arkansas Economic Development Commission (<http://www.arkansasedc.com/bring-your-business-to-arkansas/targeted-business-opportunities.aspx>).

The Arkansas Department of Workforce Services Labor Market Information (LMI) Section has estimated occupational growth opportunities through 2018. Table 7 displays the “Top 20” growth occupations statewide in terms of the number of net jobs from 2008 through 2018. Table 8 displays the “Top 20” fastest growing occupations statewide in terms of percentage growth from 2008 through 2018. It is interesting to note, that “Correctional Officers and Jailers” is the only occupation that is identified on both “Top 20” lists.

Table 7 - Top Growing Occupations (Net Job Growth)

SOC Code	Occupation Title	Estimated Employment 2008	Projected Employment 2018	Net Growth
29-1111	Registered Nurses	23,513	30,035	6,522
31-1012	Nursing Aides, Orderlies, and Attendants	18,626	22,330	3,704
25-2021	Elementary School Teachers, Except Special Education	11,009	14,020	3,011
43-4051	Customer Service Representatives	15,143	17,931	2,788
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	20,235	22,992	2,757
39-9021	Personal and Home Care Aides	8,607	10,965	2,358
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	18,040	20,365	2,325
43-9061	Office Clerks, General	23,361	25,544	2,183
43-3031	Bookkeeping, Accounting, and Auditing Clerks	20,486	22,466	1,980
53-3032	Truck Drivers, Heavy and Tractor-Trailer	36,364	38,244	1,880
25-2031	Secondary School Teachers, Except Special and Vocational Education	9,794	11,601	1,807
25-9041	Teacher Assistants	9,268	10,940	1,672
29-2061	Licensed Practical and Licensed Vocational Nurses	12,449	14,113	1,664
33-3012	Correctional Officers and Jailers	5,141	6,712	1,571
39-9011	Child Care Workers	10,067	11,568	1,501
25-2022	Middle School Teachers, Except Special and Vocational Education	5,732	7,152	1,420
33-9032	Security Guards	6,610	8,022	1,412
43-4171	Receptionists and Information Clerks	9,402	10,788	1,386
35-3031	Waiters and Waitresses	18,214	19,577	1,363
31-1011	Home Health Aides	4,213	5,420	1,207

Source: Arkansas Department of Workforce Services, Labor Market Information, (<http://www.discoverarkansas.net/>).

Table 8 - Fastest Growing Occupations (Percentage Growth)

SOC Code	Occupation Title	Estimated Employment 2008	Projected Employment 2018	Percent Growth
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1,157	1,841	59.12%
21-1011	Substance Abuse and Behavioral Disorder Counselors	688	994	44.48%
15-1081	Network Systems and Data Communications Analysts	2,514	3,576	42.24%
49-9094	Locksmiths and Safe Repairers	235	326	38.72%
19-4092	Forensic Science Technicians	148	203	37.16%
15-1031	Computer Software Engineers, Applications	1,746	2,388	36.77%
31-9092	Medical Assistants	1,916	2,603	35.86%
31-2011	Occupational Therapist Assistants	130	176	35.38%
29-2021	Dental Hygienists	1,338	1,807	35.05%
31-9091	Dental Assistants	2,554	3,445	34.89%
49-2098	Security and Fire Alarm Systems Installers	378	509	34.66%
29-2055	Surgical Technologists	1,020	1,370	34.31%
31-2021	Physical Therapist Assistants	566	756	33.57%
25-2041	Special Education Teachers, Preschool, Kindergarten, and Elementary School	1,396	1,844	32.09%
29-2031	Cardiovascular Technologists and Technicians	452	596	31.86%
21-1023	Mental Health and Substance Abuse Social Workers	840	1,103	31.31%
33-3012	Correctional Officers and Jailers	5,141	6,712	30.56%
25-2012	Kindergarten Teachers, Except Special Education	2,312	3,003	29.89%
29-1071	Physician Assistants	141	183	29.79%
25-9031	Instructional Coordinators	687	891	29.69%

Source: Arkansas Department of Workforce Services, Labor Market Information, (<http://www.discoverarkansas.net/>).

A recent study conducted by Georgetown University indicates that health care related jobs in Arkansas will expand by 24 percent by 2020, compared to 15 percent for all other jobs in the State.⁸ Moody's Analytics estimates health care related jobs in Arkansas will grow by 32 percent over the same time period. These jobs range from physicians to support jobs several of which are cited by DWS/LMI data displayed in Tables 7 and 8.

In the shorter term (over the next five years), it is estimated that the largest percentage of employment growth within the State will occur in services areas that include: Professional and Business Services, Education Services, Health Services, and Leisure and Hospitality Services.

⁸ Source: Arkansas Democrat Gazette, Business & Farm Section D, (Article entitled; *Study: Health Jobs to rise 24%* by Jack Weatherly), July 18, 2012.

Research suggests that there is a high correlation between educational attainment and income. According to a 2011 study conducted by the Arkansas Research Center, graduates of the state's public colleges and universities confirm that the higher the degree a student attains, the higher the salary that will be earned.⁹

In a January 2011 report produced by the National Center for Higher Education Management Systems, it is stated that Arkansas ranks 46th in the nation in the percentage of adults, ages 25 to 64 with an associate degree and 49th in the percentage with a bachelor's degree or higher.¹⁰ This poses a significant barrier in the State's efforts to bring high-skilled/high wage job opportunities into the State. Arkansas needs to work towards enhancing the knowledge and skills of the working age population to maximize overall employment opportunities.

⁹ Source: Arkansas Research Center, *Arkansas Education to Employment Report 2011*, (Dr. Jake Walker, Dr. Greg Holland, 2011).

¹⁰ Source: The National Center for Higher Education Management Systems, *Increasing the Competitiveness of the Arkansas Workforce for a Knowledge-Based Economy: How Do Current Higher Education Policies Help or Get in the Way? A Comprehensive Analysis of Higher Education Policy* (January 12, 2011).

6 Conclusions: The Arkansas Economy and Development Goals

One of the distinguishing characteristics of Arkansas' economy compared to the U.S. is the relatively low income described in Section 1. A widely cited economic development goal for Arkansas is to increase personal incomes at a higher growth pace than the national average. This is clearly necessary to achieve income convergence.

One key challenge in meeting this goal is the relatively low level of educational attainment in Arkansas. The high correlation between education and income suggests that increasing the number of workers with post-secondary training is crucial. By 2018, it is estimated that 52% of jobs in Arkansas will require post-secondary education. Arkansas ranks 49th in post-secondary education intensity for 2018 with 48.3% of the population having some post-secondary education.¹¹ An extensive post-secondary system exists that can bridge this 3.7% gap in education levels and has seen some initial successes. Since 2009, the number of students enrolling in colleges, universities and two-year colleges has increased by 2.1%.

Arkansas has developed an extensive post-secondary education system through its colleges, universities, two-year colleges and apprenticeship programs that can meet the need for increased post-secondary education. DWS has forged strong partnerships with the Arkansas Association of Two Year Colleges and the Arkansas Apprenticeship Coalition and their members. These training providers have strong and responsive relationships with business and industry quickly adapting training programs to provide the workforce with the skills needed for available employment.

The priority of post-secondary education is further supported by changes in manufacturing employment trends. Increases in automation and productivity have reduced opportunities for low- and un-skilled workers in the manufacturing sector, leaving opportunities only for those with some advanced technical skills.

DWS and other workforce development partners are focusing efforts on training workers with the skills needed to find employment in growing occupations such as Health Services and Energy Efficiency. The Governor and the Arkansas Economic Development Commission has identified sectors that it would like to grow in the state—advanced manufacturing, information technology, green energy and small business entrepreneurship.

DWS and its partner post-secondary training providers have worked to develop several programs to meet the needs of employers in these targeted employment sectors.

- The Arkansas Association of Two Year Colleges has received a Trade Adjustment Assistance Community College and Career Training grant for \$14.7 million to accelerate certificate and degree programs for students to meet job demand in the Healthcare and Advanced Manufacturing fields.
- The Arkansas Energy Sector Partnership grant for \$4.8 million has been used to develop training programs in energy efficiency, green construction and renewable energy.

¹¹ Source: Georgetown University, Center on Education and the Workforce, *Projections of Jobs and Education Requirements through 2018*, (June 2010).

- The Arkansas Partnership for Nursing's Future has received a \$4.9 million H-1B grant to train Healthcare professionals in the nursing career pathway.
- DWS has also implemented Career Readiness, a skills assessment and enhancement program in partnership with two year colleges statewide and several key industries.

Arkansas has many of the educational programs, key partnerships and incentives in place to meet the needs of the workforce and employers and to train Arkansas workers in the skills they need for their employers and themselves to be successful. Arkansas has also outlined a targeted industry business strategy that is designed to transition the state's economy to one supported by higher-paying knowledge-based jobs that builds upon existing strengths and potential competitive advantages.

While this focus on employment requiring post-secondary education, poses challenges for many "at-risk" populations (low income, disabled, etc.) seeking to improve their employment prospects, Arkansas has begun strong efforts to enhance the knowledge and skills of the working age population to maximize employment opportunities. These efforts have resulted in some initial successes, increased enrollment in higher education and strong partnerships that have already begun to show positive results.

Local Workforce Investment Area Summaries

The **Central Arkansas Workforce Investment Area** population grew to 502,887, or 6,101 more residents, between 2010 and 2011. With an increase in population came an increase in the labor force and employment, with 2,425 new workers added to the labor force between 2010 and 2011, and an increase of employment of 2,125. However, there was an increase in unemployment of 300 workers between 2010 and 2011, with the unemployment rate at 7 percent for 2011. But the Area's unemployment rate began to see a decrease in unemployment through 2012 with the unemployment rate decreasing by six-tenths of a percentage point by June 2012. Central Arkansas does not include City of Little Rock WIA.

Central Arkansas WIA Population (as of July 1) 2007 - 2011

2007	2008	2009	2010	2011
467,848	474,921	482,236	496,786	502,887

*Source: U.S. Census Bureau, Population Division, Population Estimates Program
Annual time series of estimates, Note: Estimates before 2010 are Vintage 2009
Central Arkansas does not include City of Little Rock WIA*

Central Arkansas WIA 2007-2011 Labor Force/Employment

Year	2007	2008	2009	2010	2011
Labor Force	236,700	240,075	238,400	242,000	244,425
Employment	226,300	229,350	223,575	225,250	227,375
Unemployment	10,400	10,725	14,825	16,750	17,050
Unemployment Rate	4.4	4.5	6.2	6.9	7

*Source: Arkansas Department of Workforce Services
Central Arkansas does not include City of Little Rock WIA*

Central Arkansas WIA Unemployment Rate 2007-2011

Year	Unemployment Rate
2007	4.4
2008	4.5
2009	6.2
2010	6.9
2011	7

Source: Arkansas Department of Workforce Services
Central Arkansas does not include City of Little Rock WIA

Central Arkansas WIA 2012 Monthly Unemployment Rate*

Year	Period	Unemployment Rate
2012	January	7.1
2012	February	7.4
2012	March	6.6
2012	April	6.1
2012	May	6.6
2012	June	6.4

*Not Seasonally Adjusted, Not Preliminary
Source: Arkansas Department of Workforce Services
Central Arkansas does not include City of Little Rock WIA

The **City of Little Rock Workforce Investment Area** added 1,370 residents to the population in 2011, bringing its population to 195,314. The labor force and employment increased by 325 and 450 workers respectively between 2010 and 2011. Unemployment and the unemployment rate both decreased between 2010 and 2011, with unemployment decreasing by 125 workers and the unemployment rate decreasing by two-tenths of a percentage point to 7.2 in 2011. But the Area continued to see a decrease in the unemployment rate, decreasing by another two-tenths of a percentage point to 7 percent in June 2012.

City of Little Rock WIA Population (as of July 1) 2007 - 2011

2007	2008	2009	2010	2011
188,156	189,971	191,933	193,944	195,314

Source: U.S. Census Bureau, Population Division, Population Estimates Program
Annual time series of estimates, Note: Estimates before 2010 are Vintage 2009

City of Little Rock WIA 2007-2011 Labor Force/Employment

Year	2007	2008	2009	2010	2011
Labor Force	97,875	98,400	97,500	96,725	97,050
Employment	93,125	93,700	91,125	89,575	90,025
Unemployment	4,750	4,700	6,375	7,150	7,025
Unemployment Rate	4.9	4.8	6.5	7.4	7.2

Source: Arkansas Department of Workforce Services

City of Little Rock WIA Unemployment Rate 2007-2011

Year	Unemployment Rate
2007	4.9
2008	4.8
2009	6.5
2010	7.4
2011	7.2

Source: Arkansas Department of Workforce Services

City of Little Rock WIA 2012 Monthly Unemployment Rate*

Year	Period	Unemployment Rate
2012	January	7.4
2012	February	7.5
2012	March	6.9
2012	April	6.4
2012	May	6.9
2012	June	7.0

*Not Seasonally Adjusted, Not Preliminary

Source: Arkansas Department of Workforce Services

The **Eastern Arkansas Workforce Investment Area** saw a loss of 962 residents between 2010 and 2011, to 128,044 in 2011. The labor force decreased by 1,825 workers to 52,300 between 2010 and 2011, but employment saw a gain during the same period, increasing by 625 workers to 46,375. Unemployment increased by 550 workers and the unemployment rate increased by eight-tenths of a percentage point to 11.3 percent in 2011. However, the Area's unemployment rate has continued to drop in 2012, decreasing by a percentage point to 10.3 in June of 2012.

Eastern Arkansas WIA Population (as of July 1) 2007 - 2011

2007	2008	2009	2010	2011
130,155	129,657	129,061	129,006	128,044

Source: U.S. Census Bureau, Population Division, Population Estimates Program

Annual time series of estimates, Note: Estimates before 2010 are Vintage 2009

Eastern Arkansas WIA 2007-2011 Labor Force/Employment

Year	2007	2008	2009	2010	2011
Labor Force	53,975	54,125	53,200	54,125	52,300
Employment	49,925	49,950	48,125	45,750	46,375
Unemployment	4,050	4,175	5,075	5,375	5,925
Unemployment Rate	7.5	7.7	9.5	10.5	11.3

Source: Arkansas Department of Workforce Services

Eastern Arkansas WIA Unemployment Rate 2007-2011

Year	Unemployment Rate
2007	7.5
2008	7.7
2009	9.5
2010	10.5
2011	11.3

Source: Arkansas Department of Workforce Services

Eastern Arkansas WIA 2012 Monthly Unemployment Rate*

Year	Period	Unemployment Rate
2012	January	12.2
2012	February	11.6
2012	March	10.1
2012	April	10.2
2012	May	10.2
2012	June	10.3

*Not Seasonally Adjusted, Not Preliminary

Source: Arkansas Department of Workforce Services

The **North Central Arkansas Workforce Investment Area** was home to 238,805 in 2011, an increase in population of 613 from 2010. The labor force increased by 1,575 workers from 2010 to 2011, while employment increased by 1,150 to 94,375 during the same period. Unemployment increased by 425 employees between 2010 and 2011 and the unemployment rate rose three-tenths of a percentage point to 9.1 percent in 2011. But the Area's unemployment has continued to decrease throughout 2012, seeing an unemployment rate of 8.2 in June 2012.

North Central Arkansas WIA Population (as of July 1) 2007 - 2011

2007	2008	2009	2010	2011
229,098	230,147	231,285	238,192	238,805

Source: U.S. Census Bureau, Population Division, Population Estimates Program

Annual time series of estimates, Note: Estimates before 2010 are Vintage 2009

North Central Arkansas WIA 2007-2011 Labor Force/Employment

Year	2007	2008	2009	2010	2011
Labor Force	101,225	102,625	101,975	102,250	103,825
Employment	94,850	96,200	93,550	93,225	94,375
Unemployment	6,375	6,425	8,425	9,025	9,450
Unemployment Rate	6.3	6.3	8.3	8.8	9.1

Source: Arkansas Department of Workforce Services

North Central Arkansas WIA Unemployment Rate 2007-2011

Year	Unemployment Rate
2007	6.3
2008	6.3
2009	8.3
2010	8.8
2011	9.1

Source: Arkansas Department of Workforce Services

North Central Arkansas WIA 2012 Monthly Unemployment Rate*

Year	Period	Unemployment Rate
2012	January	9.6
2012	February	9.5
2012	March	8.4
2012	April	7.8
2012	May	8.3
2012	June	8.2

*Not Seasonally Adjusted, Not Preliminary

Source: Arkansas Department of Workforce Services

The **Northeast Arkansas Workforce Investment Area** population increased by 1,370 in 2011 to 262,590 residents. The labor force increased in 2011 to 121,650. This was 2,975 more workers than in 2010. Employment and unemployment both increased in 2011. Employment increased by 2,675 workers to 110,400 and unemployment increased by 300 workers to include 11,250. The unemployment rate remained at 9.2 percent in 2011; however the Area's unemployment rate continued to decrease throughout 2012, with a rate of 8.7 percent in June 2012.

Northeast Arkansas WIA Population (as of July 1) 2007 - 2011

2007	2008	2009	2010	2011
254,151	256,331	258,159	261,220	262,590

Source: U.S. Census Bureau, Population Division, Population Estimates Program
Annual time series of estimates, Note: Estimates before 2010 are Vintage 2009

Northeast Arkansas WIA 2007-2011 Labor Force/Employment

Year	2007	2008	2009	2010	2011
Labor Force	118,700	119,950	118,875	118,675	121,650
Employment	111,075	112,600	108,300	107,725	110,400
Unemployment	7,625	7,350	10,575	10,950	11,250
Unemployment Rate	6.4	6.1	8.9	9.2	9.2

Source: Arkansas Department of Workforce Services

Northeast Arkansas WIA Unemployment Rate 2007-2011

Year	Unemployment Rate
2007	6.4
2008	6.1
2009	8.9
2010	9.2
2011	9.2

Source: Arkansas Department of Workforce Services

Northeast Arkansas WIA 2012 Monthly Unemployment Rate*

Year	Period	Unemployment Rate
2012	January	9.8
2012	February	9.7
2012	March	8.5
2012	April	7.8
2012	May	8.4
2012	June	8.7

*Not Seasonally Adjusted, Not Preliminary

Source: Arkansas Department of Workforce Services

The **Northwest Arkansas Workforce Investment Area** added 8,001 residents to its population in 2011 to bring its population to 589,825. The labor force increased by 4,625 workers in 2011, to a total of 282,825. From 2010 to 2011, employment increased by 4,875 workers, while unemployment decreased by 250 to 18,450 in 2011. The unemployment rate decreased to 6.5 percent in 2011 and continued to see a decrease with an unemployment rate of 5.9 in June 2012.

Northwest Arkansas WIA Population (as of July 1) 2007 - 2011

2007	2008	2009	2010	2011
559,949	571,957	581,205	581,824	589,825

Source: U.S. Census Bureau, Population Division, Population Estimates Program
Annual time series of estimates, Note: Estimates before 2010 are Vintage 2009

Northwest Arkansas WIA 2007-2011 Labor Force/Employment

Year	2007	2008	2009	2010	2011
Labor Force	279,950	281,150	276,250	278,200	282,825
Employment	268,675	268,925	258,625	259,500	264,375
Unemployment	11,275	12,225	17,625	18,700	18,450
Unemployment Rate	4	4.3	6.4	6.7	6.5

Source: Arkansas Department of Workforce Services

Northwest Arkansas WIA Unemployment Rate 2007-2011

Year	Unemployment Rate
2007	4.0
2008	4.3
2009	6.4
2010	6.7
2011	6.5

Source: Arkansas Department of Workforce Services

Northwest Arkansas WIA 2012 Monthly Unemployment Rate*

Year	Period	Unemployment Rate
2012	January	6.9
2012	February	6.9
2012	March	6.1
2012	April	5.5
2012	May	5.9
2012	June	5.9

*Not Seasonally Adjusted, Not Preliminary

Source: Arkansas Department of Workforce Services

The **Southeast Arkansas Workforce Investment Area** population decreased in 2011 to 211,929. The Area has seen an increase in employment from 2010 to 2011, adding 200 workers. The labor force, unemployment and the unemployment rate all decreased over the time period. The labor force saw a loss of 25 workers to total 97,750, while unemployment decreased by 225 to 10,225. The unemployment rate decreased by two-tenths of a percentage point to 10.5 percent in 2011, and the unemployment rate has continued to decrease with an unemployment rate of 9.2 in June 2012.

Southeast Arkansas WIA Population (as of July 1) 2007 - 2011

2007	2008	2009	2010	2011
217,602	216,457	214,961	213,644	211,929

Source: U.S. Census Bureau, Population Division, Population Estimates Program
Annual time series of estimates, Note: Estimates before 2010 are Vintage 2009

Southeast Arkansas WIA 2007-2011 Labor Force/Employment

Year	2007	2008	2009	2010	2011
Labor Force	100,025	99,625	98,650	97,775	97,750
Employment	92,600	92,150	88,800	87,325	87,525
Unemployment	7,425	7,475	9,850	10,450	10,225
Unemployment Rate	7.4	7.5	10.0	10.7	10.5

Source: Arkansas Department of Workforce Services

Southeast Arkansas WIA Unemployment Rate 2007-2011

Year	Unemployment Rate
2007	7.4
2008	7.5
2009	10
2010	10.7
2011	10.5

Source: Arkansas Department of Workforce Services

Southeast Arkansas WIA 2012 Monthly Unemployment Rate*

Year	Period	Unemployment Rate
2012	January	10.9
2012	February	10.7
2012	March	9.7
2012	April	8.9
2012	May	9.2
2012	June	9.2

*Not Seasonally Adjusted, Not Preliminary

Source: Arkansas Department of Workforce Services

The **Southwest Arkansas Workforce Investment Area** saw a decrease in population of 494 residents in 2011 to 231,932. The labor force increased in 2011 to 105,200, up 250 workers since 2010. Employment decreased between 2010 and 2011 while unemployment increased. Employment decreased from 96,100 in 2010 to 96,050 in 2011. Unemployment increased by 300 employees to 9,150 in 2011. The unemployment rate rose three-tenths of a percentage point to include 8.7 percent of the labor force in 2011. But, after a spike in unemployment in January and February of 2012, the Area's unemployment rate dropped nine-tenths of a percentage point to 7.8 in June 2012.

Southwest Arkansas WIA Population (as of July 1) 2007 - 2011

2007	2008	2009	2010	2011
233,457	233,218	232,619	232,426	231,932

Source: U.S. Census Bureau, Population Division, Population Estimates Program
Annual time series of estimates, Note: Estimates before 2010 are Vintage 2009

Southwest Arkansas WIA 2007-2011 Labor Force/Employment

Year	2007	2008	2009	2010	2011
Labor Force	107,850	107,625	106,725	104,950	105,200
Employment	101,600	101,775	98,575	96,100	96,050
Unemployment	6,250	5,850	8,150	8,850	9,150
Unemployment Rate	5.8	5.5	7.6	8.4	8.7

Source: Arkansas Department of Workforce Services

Southwest Arkansas WIA Unemployment Rate 2007-2011

Year	Unemployment Rate
2007	5.8
2008	5.5
2009	7.6
2010	8.4
2011	8.7

Source: Arkansas Department of Workforce Services

Southwest Arkansas WIA 2012 Monthly Unemployment Rate*

Year	Period	Unemployment Rate
2012	January	9.0
2012	February	8.7
2012	March	7.8
2012	April	7.6
2012	May	7.9
2012	June	7.8

*Not Seasonally Adjusted, Not Preliminary

Source: Arkansas Department of Workforce Services

The **West Central Arkansas Workforce Investment Area** saw an increase of 1,072 residents to total 315,363 in 2011. The Area saw an increase in the labor force, employment, unemployment, and the unemployment rate from 2010 to 2011. The labor force increased to 146,400, a gain of 1,700, and employment gained 1,400 for 134,675 employed in 2011. Between 2010 and 2011, unemployment increased by 300 workers and the unemployment rate rose to 8.0 percent. However, the Area's unemployment decreases throughout 2012 with 7.5 percent unemployment in June 2012.

West Central Arkansas WIA Population (as of July 1) 2007 - 2011

2007	2008	2009	2010	2011
308,802	311,100	312,552	314,291	315,363

Source: U.S. Census Bureau, Population Division, Population Estimates Program
Annual time series of estimates, Note: Estimates before 2010 are Vintage 2009

West Central Arkansas WIA 2007-2011 Labor Force/Employment

Year	2007	2008	2009	2010	2011
Labor Force	145,650	145,975	144,450	144,700	146,400
Employment	138,300	138,275	133,900	133,275	134,675
Unemployment	7,350	7,700	10,550	11,425	11,725
Unemployment Rate	5.1	5.3	7.3	7.9	8.0

Source: Arkansas Department of Workforce Services

West Central Arkansas WIA Unemployment Rate 2007-2011	
Year	Unemployment Rate
2007	5.1
2008	5.3
2009	7.3
2010	7.9
2011	8.0

Source: Arkansas Department of Workforce Services

West Central Arkansas WIA 2012 Monthly Unemployment Rate*		
Year	Period	Unemployment Rate
2012	January	8.4
2012	February	8.3
2012	March	7.5
2012	April	6.8
2012	May	7.4
2012	June	7.5

*Not Seasonally Adjusted, Not Preliminary

Source: Arkansas Department of Workforce Services

The **Western Arkansas Workforce Investment Area** added 1,035 people to the population in 2011, bringing the total number of residents to 261,290. The labor force and employment both saw a decrease in 2011, while unemployment and the unemployment rate increased between 2010 and 2011. Between 2010 and 2011, the labor force decreased by 1,900 workers, to 118,400. Employment decreased during that time by 2,600 workers. Unemployment increased by 700 to 9,750, while the unemployment rate rose to 8.2 percent. But the Area saw a continued decline in the unemployment rate, falling to 7.3 percent in June 2012.

Western Arkansas WIA Population (as of July 1) 2007 - 2011				
2007	2008	2009	2010	2011
252,976	254,005	255,439	260,255	261,290

Source: U.S. Census Bureau, Population Division, Population Estimates Program
Annual time series of estimates, Note: Estimates before 2010 are Vintage 2009

Western Arkansas WIA 2007-2011 Labor Force/Employment					
Year	2007	2008	2009	2010	2011
Labor Force	123,600	123,525	120,300	120,300	118,400
Employment	117,525	117,500	111,525	111,250	108,650
Unemployment	6,075	6,025	8,775	9,050	9,750
Unemployment Rate	4.9	4.9	7.3	7.5	8.2

Source: Arkansas Department of Workforce Services

Western Arkansas WIA Unemployment Rate 2007-2011

Year	Unemployment Rate
2007	4.9
2008	4.9
2009	7.3
2010	7.5
2011	8.2

Source: Arkansas Department of Workforce Services

Western Arkansas WIA 2012 Monthly Unemployment Rate*

Year	Period	Unemployment Rate
2012	January	8.5
2012	February	8.4
2012	March	7.7
2012	April	7.1
2012	May	7.5
2012	June	7.3

*Not Seasonally Adjusted, Not Preliminary

Source: Arkansas Department of Workforce Services

Quarterly Workforce Indicators (All Ownerships)

Statewide, job creation saw a decrease between the third-quarter 2010 and 2011 to 49,801; or 2,342 less new jobs created. New hires, separations, and the turnover rate all increased between 2010 and 2011. The number of new hires increased by 2,840 to 193,406 and the number of separations also increased, with 8,176 more separations. The turnover rate increased three-tenths of a percentage point, to 9.2 percent in the third quarter of 2011.

The **Central Arkansas WIA** saw a decrease in job creation between the third quarters of 2010 and 2011, with 7,775 new jobs created in third-quarter 2011, a decrease of 122 new jobs from 2010. The number of new hires and the number of separations both saw an increase between the third quarter of 2010 and 2011. The number of new hires increased by 627 to 31,350, while separations increased by 485 over the time period. The turnover rate increased by one-tenth of a percentage point to 9.9 percent. Central Arkansas does not include City of Little Rock WIA.

Central Arkansas WIA Quarterly Workforce Indicators

(All Ownerships)

QWI Quickfacts	2007_3	2008_3	2009_3	2010_3	2011_3
Job Creation	8,733	9,154	7,395	7,877	7,755
New Hires	39,687	36,238	26,591	30,723	31,350
Separations	44,494	41,283	29,995	33,995	34,480
Turnover	11.6%	11.2%	9.6%	9.8%	9.9%

Job Creation: The number of new jobs that are created by either new area businesses or the expansion of employment by existing firms.

New Hires: Total number of accessions that were also not employed by that employer during the previous four quarters.

Separations: Total number of workers who were employed by a business in the current quarter, but not in the subsequent quarter.

Turnover Rate=(1/2)(full-quarter accessions + full-quarter separations)/employment stable jobs*

Source: U.S. Census Bureau, Local Employment Dynamics

As of 8/29/2012

Central Arkansas does not include City of Little Rock WIA

In the **City of Little Rock WIA**, job creation, the number of new hires, and the number of separations all decreased between the 2010 and 2011 third quarters. In the third quarter of 2011, job creation saw a decrease, losing 645 jobs, while the number of new hires decreased by 773 jobs. The number of separations saw a decrease of 39 between the periods. The turnover rate increased to 8.3 percent in the third quarter of 2011.

City of Little Rock WIA Quarterly Workforce Indicators

(All Ownerships)

QWI Quickfacts	2007_3	2008_3	2009_3	2010_3	2011_3
Job Creation	6,908	7,878	5,959	6,371	5,726
New Hires	32,824	31,291	23,155	25,084	24,311
Separations	36,684	35,955	27,522	27,577	27,538
Turnover	9.1%	8.9%	7.4%	7.9%	8.3%

Job Creation: The number of new jobs that are created by either new area businesses or the expansion of employment by existing firms.

New Hires: Total number of accessions that were also not employed by that employer during the previous four quarters.

Separations: Total number of workers who were employed by a business in the current quarter, but not in the subsequent quarter.

Turnover Rate=(1/2)(full-quarter accessions + full-quarter separations)/employment stable jobs*

Source: U.S. Census Bureau, Local Employment Dynamics

As of 8/29/2012

The **Eastern Arkansas WIA** saw a decrease in job creation, new hires, and separations between the third quarters of 2010 and 2011. Job creation decreased by 441 new jobs between the third quarters of 2010 and 2011 while new hires decreased by 638 new workers during the same time period. Separations decreased by 842 workers during the same time period. Turnover saw an increase between the third quarters of 2010 and 2011, increasing by one-tenth of a percentage point to 10.2 percent.

Eastern Arkansas WIA Quarterly Workforce Indicators (All Ownerships)					
QWI Quickfacts	2007_3	2008_3	2009_3	2010_3	2011_3
Job Creation	2,344	1,989	2,120	2,329	1,888
New Hires	8,311	7,187	6,603	7,609	6,971
Separations	9,273	8,541	7,447	8,879	8,037
Turnover	10.8%	10.4%	9.5%	10.1%	10.2%

Job Creation: The number of new jobs that are created by either new area businesses or the expansion of employment by existing firms.
New Hires: Total number of accessions that were also not employed by that employer during the previous four quarters.
Separations: Total number of workers who were employed by a business in the current quarter, but not in the subsequent quarter.
Turnover Rate=(1/2)(full-quarter accessions + full-quarter separations)/employment stable jobs*
Source: U.S. Census Bureau, Local Employment Dynamics
As of 8/29/2012

The **North Central Arkansas WIA** saw job creation, the number of new hires, the number of separations, and turnover rates all increase between the third quarters of 2010 and 2011. There were 270 more jobs created in the third quarter of 2011, or a total of 3,780 new jobs created, while the number of new hires increased by 496 to 13,224 workers between the third quarters of 2010 and 2011. Separations increased by 934, or 14,673 workers, between the same periods. The turnover rate increased two-tenths of percentage point between the periods to 10.0 percent in the third quarter of 2011.

North Central Arkansas WIA Quarterly Workforce Indicators (All Ownerships)					
QWI Quickfacts	2007_3	2008_3	2009_3	2010_3	2011_3
Job Creation	3,635	4,521	3,528	3,510	3,780
New Hires	14,581	16,054	11,508	12,728	13,224
Separations	16,381	17,466	12,921	13,739	14,673
Turnover	10.9%	10.9%	9.2%	9.8%	10.0%

Job Creation: The number of new jobs that are created by either new area businesses or the expansion of employment by existing firms.
New Hires: Total number of accessions that were also not employed by that employer during the previous four quarters.
Separations: Total number of workers who were employed by a business in the current quarter, but not in the subsequent quarter.
Turnover Rate=(1/2)(full-quarter accessions + full-quarter separations)/employment stable jobs*
Source: U.S. Census Bureau, Local Employment Dynamics
As of 8/29/2012

The **Northeast Arkansas WIA** saw job creation, new hires, separations, and the turnover rate all increase in 2011. Job creation increased to 5,990 new jobs, adding an additional 278 new jobs between the third quarter of 2010 and the third quarter of 2011. New hires saw an increase of 2,768 to 20,833 workers in the third quarter of 2011 and the number of separations also increased by 3,916 to 21,600. The turnover rate increased to 10.3 percent in the third quarter of 2011.

Northeast Arkansas WIA Quarterly Workforce Indicators (All Ownerships)					
QWI Quickfacts	2007_3	2008_3	2009_3	2010_3	2011_3
Job Creation	6,347	5,930	5,384	5,712	5,990
New Hires	21,338	19,928	14,826	18,065	20,833
Separations	22,297	20,884	15,971	17,684	21,600
Turnover	10.2%	9.9%	8.5%	9.3%	10.3%

Job Creation: The number of new jobs that are created by either new area businesses or the expansion of employment by existing firms.
New Hires: Total number of accessions that were also not employed by that employer during the previous four quarters.
Separations: Total number of workers who were employed by a business in the current quarter, but not in the subsequent quarter.
Turnover Rate=(1/2)(full-quarter accessions + full-quarter separations)/employment stable jobs*
Source: U.S. Census Bureau, Local Employment Dynamics
As of 8/29/2012

The **Northwest Arkansas WIA** saw job creation decrease between the third-quarters of 2010 and 2011, with 1,025 fewer new jobs created in the third-quarter of 2011. The number of new hires, the number of separations, and the turnover rate all increased in this Area between third quarter 2009 and third quarter 2010. The number of new hires saw an increase of 116 workers to 36,662. Also between the periods, the number of separations increased by 2,151 to 41,050, and the turnover rate increased by three-tenths of a percentage point to 9.1 percent.

Northwest Arkansas WIA Quarterly Workforce Indicators (All Ownerships)					
QWI Quickfacts	2007_3	2008_3	2009_3	2010_3	2011_3
Job Creation	10,567	12,273	9,028	10,327	9,302
New Hires	48,641	45,482	32,372	36,546	36,662
Separations	55,375	51,590	37,339	38,899	41,050
Turnover	10.7%	10.2%	8.2%	8.8%	9.1%

Job Creation: The number of new jobs that are created by either new area businesses or the expansion of employment by existing firms.
New Hires: Total number of accessions that were also not employed by that employer during the previous four quarters.
Separations: Total number of workers who were employed by a business in the current quarter, but not in the subsequent quarter.
Turnover Rate=(1/2)(full-quarter accessions + full-quarter separations)/employment stable jobs*
Source: U.S. Census Bureau, Local Employment Dynamics
As of 8/29/2012

The **Southeast Arkansas WIA** saw job creation decrease between the third-quarters of 2010 and 2011, with 180 fewer new jobs created. The number of new hires, the number of separations, and turnover rates all increased between the third quarters of 2010 and 2011. The number of new hires increased by 31 and separations increased by 47 between the periods, while the turnover rate increased to 8.2 percent in the third quarter of 2011.

Southeast Arkansas WIA Quarterly Workforce Indicators (All Ownerships)					
QWI Quickfacts	2007_3	2008_3	2009_3	2010_3	2011_3
Job Creation	3,873	4,166	3,411	3,626	3,446
New Hires	13,636	12,419	10,034	11,102	11,133
Separations	15,693	14,214	11,484	12,190	12,237
Turnover	9.3%	8.6%	8.1%	8.0%	8.2%

Job Creation: The number of new jobs that are created by either new area businesses or the expansion of employment by existing firms.
New Hires: Total number of accessions that were also not employed by that employer during the previous four quarters.
Separations: Total number of workers who were employed by a business in the current quarter, but not in the subsequent quarter.
Turnover Rate=(1/2)(full-quarter accessions + full-quarter separations)/employment stable jobs*
Source: U.S. Census Bureau, Local Employment Dynamics
As of 8/29/2012

The **Southwest Arkansas WIA** saw job creation, the number of new hires, the number of separations, and turnover all increase between the third quarters of 2010 and 2011. There were 29 new jobs created during the period, while the number of new hires increased by 527. Separations increased by 763, between the periods, while the turnover rate increased by five-tenths of a percentage point, to 8.8 percent.

Southwest Arkansas WIA Quarterly Workforce Indicators (All Ownerships)					
QWI Quickfacts	2007_3	2008_3	2009_3	2010_3	2011_3
Job Creation	3,432	3,579	3,761	3,202	3,231
New Hires	15,300	14,925	13,109	12,094	12,621
Separations	18,083	18,337	14,468	13,351	14,114
Turnover	9.5%	9.8%	8.5%	8.3%	8.8%

Job Creation: The number of new jobs that are created by either new area businesses or the expansion of employment by existing firms.
New Hires: Total number of accessions that were also not employed by that employer during the previous four quarters.
Separations: Total number of workers who were employed by a business in the current quarter, but not in the subsequent quarter.
Turnover Rate=(1/2)(full-quarter accessions + full-quarter separations)/employment stable jobs*
Source: U.S. Census Bureau, Local Employment Dynamics
As of 8/29/2012

The **West Central Arkansas WIA** saw job creation, the number of new hires, and the number of separations all increase between 2010 and 2011. Between the third quarters of 2010 and 2011, there were 121 more new jobs created, for a total of 4,884, while new hires increased by 969, to total 18,551 new jobs in the Area. Between the third quarters of 2010 and 2011, separations increased by 981, to 20,637. The turnover rate remained the same over the period at 9.3 percent.

West Central Arkansas WIA Quarterly Workforce Indicators (All Ownerships)					
QWI Quickfacts	2007_3	2008_3	2009_3	2010_3	2011_3
Job Creation	4,939	5,188	4,621	4,763	4,884
New Hires	22,380	20,450	16,086	17,582	18,551
Separations	25,816	24,235	18,587	19,656	20,637
Turnover	10.6%	10.5%	8.5%	9.3%	9.3%

Job Creation: The number of new jobs that are created by either new area businesses or the expansion of employment by existing firms.
New Hires: Total number of accessions that were also not employed by that employer during the previous four quarters.
Separations: Total number of workers who were employed by a business in the current quarter, but not in the subsequent quarter.
Turnover Rate=(1/2)(full-quarter accessions + full-quarter separations)/employment stable jobs*
Source: U.S. Census Bureau, Local Employment Dynamics
As of 8/29/2012

The **Western Arkansas WIA** saw job creation, the number of new hires, the number of separations, and the turnover rates decrease between the third quarter 2010 and the third quarter 2011. During this period, the number of new jobs created increased by 637 to 3,755 new jobs, and the number of new hires decreased by 1,286 to 17,748. There were 220 less separations in the third quarter of 2011 than in the same quarter of 2010, and the turnover rate decreased to 8.9 percent in the third quarter of 2011.

Western Arkansas WIA Quarterly Workforce Indicators (All Ownerships)					
QWI Quickfacts	2007_3	2008_3	2009_3	2010_3	2011_3
Job Creation	5,003	4,875	3,699	4,392	3,755
New Hires	26,560	24,864	16,936	19,034	17,748
Separations	29,388	28,377	20,002	20,286	20,066
Turnover	10.4%	10.4%	8.6%	9.0%	8.9%

Job Creation: The number of new jobs that are created by either new area businesses or the expansion of employment by existing firms.
New Hires: Total number of accessions that were also not employed by that employer during the previous four quarters.
Separations: Total number of workers who were employed by a business in the current quarter, but not in the subsequent quarter.
Turnover Rate=(1/2)(full-quarter accessions + full-quarter separations)/employment stable jobs*
Source: U.S. Census Bureau, Local Employment Dynamics
As of 8/29/2012

The *State of Arkansas 2011 Employment Status by Sex and Race* containing labor force, employment, and unemployment data for calendar year 2011 indicates that of both sexes, white residents made up 82.4 percent distribution of the state's labor force and the total of all minority groups made up 17.6 percent distribution of the state's labor force with black residents at 13.4 percent distribution and Hispanics, all races, at 2.9 percent of the labor force. The number of females in the state's labor force was 46.8 percent of the total labor force, with white females at 80.8 percent distribution of the labor force and the total of all minority groups at 19.2 percent distribution of the labor force, with black females at 15.5 percent distribution and female Hispanics, all races, at 2.2 percent distribution.

Employment Status by Sex and Race State of Arkansas 2011							
Sex and Race	Labor Force	Employment	Unemployment	Unemployment Rate	Labor Force	Percent Distribution	
						Employment	Unemployment
Both Sexes							
Total, Including Hispanic	1,369,853	1,259,866	109,987	8.0	100.0	100.0	100.0
White	1,129,039	1,054,672	74,367	6.6	82.4	83.7	67.6
Black	183,614	153,364	30,250	16.5	13.4	12.2	27.5
American Indian/Alaska Native	9,294	8,435	859	9.2	0.7	0.7	0.8
Asian	10,575	9,960	615	5.8	0.8	0.8	0.6
Native Hawaiian/Other Pacific Islander	727	580	147	20.2	0.1	0.0	0.1
Remaining Races	20,256	18,160	2,096	10.3	1.5	1.4	1.9
Two or More Races	16,348	14,696	1,652	10.1	1.2	1.2	1.5
Total: Minority Group*	240,814	205,195	35,619	14.8	17.6	16.3	32.4
Hispanic, All Races	40,271	36,331	3,940	9.8	2.9	2.9	3.6
Female							
Total, Including Hispanic	641,321	587,098	54,224	8.5	100.0	100.0	100.0
Percent of Total	46.8	46.6	49.3				
White	518,092	482,315	35,777	6.9	80.8	82.2	66.0
Black	99,296	83,405	15,891	16.0	15.5	14.2	29.3
American Indian/Alaska Native	4,368	3,889	479	11.0	0.7	0.7	0.9
Asian	5,172	4,940	232	4.5	0.8	0.8	0.4
Native Hawaiian/Other Pacific Islander	300	251	49	16.3	0.0	0.0	0.1
Remaining Races	6,533	5,601	932	14.3	1.0	1.0	1.7
Two or more Races	7,559	6,696	863	11.4	1.2	1.1	1.6
Total: Minority Group*	123,228	104,782	18,446	15.0	19.2	17.8	34.0
Hispanic, All Races	14,202	12,352	1,850	13.0	2.2	2.1	3.4

* Sum of Black, American Indian/Alaska Native, Asian, Native Hawaiian/Other Pacific Islander, Remaining Races, and Two or More Races.

Note: Sum of individual items may not equal because of rounding.

Persons of Hispanic Origin may be of any race.

Source: Arkansas Workforce Labor Market Information, 2011.

Wages

Statewide, *Retail Salespersons*, with an estimated employment of 35,000, was the largest occupation in the State in 2011 with an average annual wage of \$22,470. *Heavy and Tractor-Trailer Truck Drivers* was the second largest with 30,700 estimated employees. *Registered Nurses*, with an estimated employment of 23,550, had the highest average annual wage of the 10 largest occupations, earning \$56,990 annually.

In the **Central Arkansas WIA**, *Retail Salespersons*, with an estimated employment of 2,910, continued to be the largest occupation in the Area in 2011. *Cashiers* was next with an estimated employment of 2,530. *First-Line Supervisors of Retail Sales Workers* has the highest average wage of the 10 largest occupations at \$35,723, with an estimated 1,120 employed. Central Arkansas does not include City of Little Rock WIA.

Central Arkansas WIA Number of Employees by Hourly Wage Rate

Total	77,328
<\$7.50	1,231
\$7.50-\$9.99	23,383
\$10.00-\$11.99	10,028
\$12.00-\$14.99	10,446
\$15.00-\$19.99	11,841
\$20.00-\$24.99	8,000
\$25.00+	12,399

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey
Central Arkansas does not include City of Little Rock WIA

Central Arkansas WIA Wage Estimates by Employer Size

Type of Wage	Mean	Median	Entry	Experienced
All Sizes	\$35,308	\$27,313	\$17,685	\$44,119
0-49 Employees	\$33,280	\$24,743	\$16,980	\$41,430
50-99 Employees	\$35,266	\$26,216	\$16,964	\$44,417
100-249 Employees	\$29,360	\$23,055	\$16,724	\$35,677
250-499 Employees	\$33,390	\$28,849	\$19,038	\$40,566
500+ Employees	\$44,014	\$39,451	\$21,710	\$55,166

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey
Central Arkansas does not include City of Little Rock WIA

In the **City of Little Rock WIA**, *Registered Nurses* was the largest occupation with 8,160 estimated employees, and an average wage of \$59,718. *Retail Salespersons* was the second largest occupation with an estimated employment of 7,160. *General and Operations Managers* rounded out the Top 10 Largest Occupations list with 4,220 employees, but saw the highest average wage at \$100,732.

City of Little Rock WIA Number of Employees by Hourly Wage Rate

Total	251,736
<\$7.50	2,609
\$7.50-\$9.99	51,897
\$10.00-\$11.99	29,497
\$12.00-\$14.99	35,809
\$15.00-\$19.99	43,802
\$20.00-\$24.99	30,157
\$25.00+	57,965

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

City of Little Rock WIA Wage Estimates by Employer Size

Type of Wage	Mean	Median	Entry	Experienced
All Sizes	\$41,249	\$32,500	\$19,228	\$52,259
0-49 Employees	\$39,016	\$28,987	\$17,950	\$49,549
50-99 Employees	\$37,289	\$28,179	\$17,853	\$47,007
100-249 Employees	\$37,133	\$28,047	\$18,428	\$46,486
250-499 Employees	\$35,913	\$28,090	\$18,719	\$44,510
500+ Employees	\$48,642	\$42,417	\$25,226	\$60,350

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

In the **Eastern Arkansas WIA**, *Cashiers* was the largest occupation in the Area during 2011, with an estimated employment of 1,610 workers earning an average wage of \$17,946 annually. *Heavy and Tractor-Trailer Truck Drivers* was the second largest occupation with 1,300 estimated employees. *Correctional Officers and Jailers*, with an estimated employment of 640, had the highest average annual wage of the 10 largest occupations with \$38,663 annually.

Eastern Arkansas WIA Number of Employees by Hourly Wage Rate

Total	35,896
<\$7.50	715
\$7.50-\$9.99	13,125
\$10.00-\$11.99	4,202
\$12.00-\$14.99	4,680
\$15.00-\$19.99	5,269
\$20.00-\$24.99	3,523
\$25.00+	4,382

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

Eastern Arkansas WIA Wage Estimates by Employer Size

Type of Wage	Mean	Median	Entry	Experienced
All Sizes	\$31,799	\$24,835	\$17,005	\$39,196
0-49 Employees	\$29,451	\$21,272	\$16,984	\$35,684
50-99 Employees	\$32,786	\$26,421	\$17,063	\$40,648
100-249 Employees	\$31,876	\$26,622	\$17,753	\$38,937
250-499 Employees	\$32,802	\$29,026	\$18,732	\$39,837
500+ Employees	\$47,669	\$47,858	\$27,019	\$57,994

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

In the **North Central Arkansas WIA**, *Cashiers*, with an estimated employment of 2,680, was the largest occupation in the Area in 2011. *Retail Salespersons* was the second largest, with an estimated employment of 2,090. *Registered Nurses*, with an estimated employment of 1,410, had the highest average wage of the 10 largest occupations, earning \$53,914 annually.

North Central Arkansas WIA Number of Employees by Hourly Wage Rate	
Total	69,326
<\$7.50	1,294
\$7.50-\$9.99	22,975
\$10.00-\$11.99	9,137
\$12.00-\$14.99	10,075
\$15.00-\$19.99	11,950
\$20.00-\$24.99	6,082
\$25.00+	7,813

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

North Central Arkansas WIA Wage Estimates by Employer Size				
Type of Wage	Mean	Median	Entry	Experienced
All Sizes	\$32,466	\$25,738	\$17,291	\$40,053
0-49 Employees	\$30,271	\$22,498	\$16,938	\$36,937
50-99 Employees	\$32,127	\$27,061	\$17,510	\$39,436
100-249 Employees	\$33,620	\$28,833	\$18,194	\$41,332
250-499 Employees	\$35,848	\$31,809	\$18,945	\$44,300
500+ Employees	\$37,528	\$30,056	\$20,314	\$46,135

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

In the **Northeast Arkansas WIA**, *Retail Salespersons* was the largest occupation of 2011 with an estimated employment of 3,200. The second largest was *Cashiers* with an estimated employment of 2,530. *Registered Nurses* had the largest average wage of the 10 largest occupations, with \$52,909 annually.

Northeast Arkansas WIA Number of Employees by Hourly Wage Rate	
Total	93,560
<\$7.50	1,671
\$7.50-\$9.99	29,152
\$10.00-\$11.99	12,193
\$12.00-\$14.99	13,957
\$15.00-\$19.99	17,438
\$20.00-\$24.99	8,594
\$25.00+	10,555

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

Northeast Arkansas WIA Wage Estimates by Employer Size				
Type of Wage	Mean	Median	Entry	Experienced
All Sizes	\$32,951	\$26,614	\$17,554	\$40,649
0-49 Employees	\$31,536	\$23,355	\$16,915	\$38,847
50-99 Employees	\$30,328	\$22,940	\$16,991	\$36,997
100-249 Employees	\$33,209	\$28,679	\$18,846	\$40,391
250-499 Employees	\$31,592	\$28,623	\$18,395	\$38,191
500+ Employees	\$39,264	\$34,773	\$21,944	\$47,923

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

In the **Northwest Arkansas WIA**, *Retail Salespersons* was the largest occupation in the Area in 2011 with an estimated employment of 8,060, and an average wage of \$23,286 annually. *Waiters and Waitresses* was the second largest occupation with 5,290 estimated employees. *General and Operations Managers*, with an estimated 3,500 employees, had the highest average wage of the 10 largest occupations, with \$98,991 annually.

Northwest Arkansas WIA Number of Employees by Hourly Wage Rate	
Total	237,004
<\$7.50	3,184
\$7.50-\$9.99	58,330
\$10.00-\$11.99	32,756
\$12.00-\$14.99	34,881
\$15.00-\$19.99	38,400
\$20.00-\$24.99	23,911
\$25.00+	45,542

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

Northwest Arkansas WIA Wage Estimates by Employer Size				
Type of Wage	Mean	Median	Entry	Experienced
All Sizes	\$38,701	\$29,176	\$18,615	\$48,744
0-49 Employees	\$34,349	\$25,536	\$17,223	\$42,912
50-99 Employees	\$31,752	\$23,684	\$16,852	\$39,203
100-249 Employees	\$37,697	\$29,788	\$18,940	\$47,076
250-499 Employees	\$38,263	\$31,379	\$19,757	\$47,517
500+ Employees	\$48,186	\$37,854	\$22,546	\$61,006

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

In the **Southeast Arkansas WIA**, *Cashiers*, with an estimated employment of 2,390, was the largest occupation in the Area in 2011 and earned an average wage of \$17,761 annually. *Combined Food Preparation and Serving Workers, Including Fast Food* was the second largest with an estimated employment of 1,840. *Registered Nurses* had the highest average wage of the 10 largest occupations, earning \$59,162 annually.

Southeast Arkansas WIA Number of Employees by Hourly Wage Rate

Total	76,168
<\$7.50	1,263
\$7.50-\$9.99	22,186
\$10.00-\$11.99	9,874
\$12.00-\$14.99	11,169
\$15.00-\$19.99	13,317
\$20.00-\$24.99	7,749
\$25.00+	10,610

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

Southeast Arkansas WIA Wage Estimates by Employer Size

Type of Wage	Mean	Median	Entry	Experienced
All Sizes	\$34,123	\$27,693	\$17,865	\$42,252
0-49 Employees	\$31,100	\$23,036	\$16,980	\$38,161
50-99 Employees	\$30,418	\$22,875	\$16,967	\$37,144
100-249 Employees	\$35,065	\$29,546	\$18,568	\$43,314
250-499 Employees	\$35,603	\$31,371	\$20,497	\$43,156
500+ Employees	\$39,698	\$34,207	\$21,005	\$49,044

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

In the **Southwest Arkansas WIA**, *Labors and Freight, Stock, and Material Movers, Hand* was the largest occupation in the Area in 2011 with 2,280 estimated employees, and an average wage of \$22,916. *Cashiers* was second with an estimated employment of 2,270.

Southwest Arkansas WIA Number of Employees by Hourly Wage Rate

Total	81,081
<\$7.50	1,391
\$7.50-\$9.99	24,531
\$10.00-\$11.99	12,135
\$12.00-\$14.99	11,268
\$15.00-\$19.99	13,370
\$20.00-\$24.99	7,646
\$25.00+	10,740

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

Southwest Arkansas WIA Wage Estimates by Employer Size				
Type of Wage	Mean	Median	Entry	Experienced
All Sizes	\$32,779	\$26,331	\$17,764	\$40,286
0-49 Employees	\$30,481	\$23,378	\$16,925	\$37,260
50-99 Employees	\$31,429	\$24,773	\$17,311	\$38,488
100-249 Employees	\$31,429	\$24,773	\$17,311	\$38,488
250-499 Employees	\$34,997	\$30,388	\$18,743	\$43,124
500+ Employees	\$36,043	\$29,473	\$19,955	\$44,087

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

In the **West Central Arkansas WIA**, the largest occupation of 2011 in the Area was *Retail Salespersons* with an estimated employment of 3,390, earning an average wage of \$22,418 annually. *Cashiers* was the second largest with an estimated employment of 3,730. *Registered Nurses* earned the highest average wage of the 10 largest occupations with \$65,963 earned annually.

West Central Arkansas WIA Number of Employees by Hourly Wage Rate	
Total	103,445
<\$7.50	1,908
\$7.50-\$9.99	34,696
\$10.00-\$11.99	15,408
\$12.00-\$14.99	13,864
\$15.00-\$19.99	16,455
\$20.00-\$24.99	8,886
\$25.00+	12,228

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

West Central Arkansas WIA Wage Estimates by Employer Size				
Type of Wage	Mean	Median	Entry	Experienced
All Sizes	\$32,185	\$24,833	\$17,287	\$39,635
0-49 Employees	\$30,396	\$23,111	\$16,945	\$37,121
50-99 Employees	\$30,403	\$23,341	\$16,985	\$37,112
100-249 Employees	\$34,778	\$29,763	\$18,780	\$42,777
250-499 Employees	\$33,879	\$26,930	\$18,149	\$41,744
500+ Employees	\$35,056	\$28,557	\$19,030	\$43,069

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

In the **Western Arkansas WIA**, *Retail Salespersons* was the largest occupation in the Area in 2011 with an estimated employment of 3,250, earning \$21,614 average wages. *Registered Nurses*, with an estimated employment of 1,840, had the highest annual wage of the 10 largest occupations, earning \$50,829 annually.

Western Arkansas WIA Number of Employees by Hourly Wage Rate	
Total	106,437
<\$7.50	1,777
\$7.50-\$9.99	31,122
\$10.00-\$11.99	14,138
\$12.00-\$14.99	13,659
\$15.00-\$19.99	20,181
\$20.00-\$24.99	10,506
\$25.00+	15,054

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

Western Arkansas WIA Wage Estimates by Employer Size				
Type of Wage	Mean	Median	Entry	Experienced
All Sizes	\$34,668	\$27,818	\$17,866	\$43,069
0-49 Employees	\$32,539	\$24,405	\$17,007	\$40,305
50-99 Employees	\$32,826	\$24,890	\$16,945	\$40,767
100-249 Employees	\$34,033	\$28,320	\$18,331	\$41,884
250-499 Employees	\$36,624	\$32,629	\$19,753	\$45,059
500+ Employees	\$38,092	\$32,973	\$19,171	\$47,552

Source: Arkansas Department of Workforce Services, May 2011 Wage Survey

Industry

Employment in Arkansas is projected to increase by 1.17 percent between 2011 and 2013. The *Services-Providing* industries should add 16,792 new jobs, while *Goods-Producing industries* are predicted to lose 1,893 jobs. Arkansas is projected to gain 280 self-employed and unpaid family workers to the workforce.

Statewide, the *Services-Providing* industries should see a modest growth overall during the 2011-2013 projection period. In this group, the top growing industry for net growth is projected to be the Education and Health Services supersector with a projected gain of 6,142 jobs. The *Goods-Producing* industries could see a loss in every supersector except the Natural Resources and Mining supersector, which is expected to gain 198 jobs.

In the **Central Arkansas WIA**, *Administrative and Support Services* is projected to be the top growing industry adding 989 new jobs between 2011 and 2013, nearly reaching the 10,000 mark in employment. *Warehousing and Storage* is estimated to be the fastest growing industry, increasing employment by 31.07 percent pushing its employment over 1,000 by the first quarter 2013 projection period. On the negative side of the economy, *Paper Manufacturing* is forecast to lose the most jobs losing 96 jobs between 2011 and 2013. *Private Households* could lose 12.9 percent of its workforce, making it the fastest declining industry leaving 54 jobs by 2013. Central Arkansas does not include City of Little Rock WIA.

Central Arkansas WIA Industry

NAICS Code	NAICS Title	Employment		Net Growth	Percent Growth
		2011 Estimated	2013 Projected		
Top 10 Growth					
561000	Administrative and Support Services	9,010	9,999	989	10.98%
722000	Food Services and Drinking Places	13,485	14,234	749	5.55%
611000	Educational Services	13,616	13,897	281	2.06%
493000	Warehousing and Storage	885	1,160	275	31.07%
541000	Professional, Scientific, and Technical Services	7,413	7,615	202	2.72%
452000	General Merchandise Stores	6,463	6,663	200	3.09%
623000	Nursing and Residential Care Facilities	5,301	5,493	192	3.62%
621000	Ambulatory Health Care Services	5,253	5,434	181	3.45%
622000	Hospitals	4,758	4,926	168	3.53%
624000	Social Assistance	4,930	5,096	166	3.37%
Top 10 Fastest Growth					
493000	Warehousing and Storage	885	1,160	275	31.07%
327000	Nonmetallic Mineral Product Manufacturing	478	611	133	27.82%
525000	Funds, Trusts, and Other Financial Vehicles	16	20	4	25.00%
333000	Machinery Manufacturing	1,014	1,132	118	11.64%
561000	Administrative and Support Services	9,010	9,999	989	10.98%
562000	Waste Management and Remediation Service	500	535	35	7.00%
323000	Printing and Related Support Activities	531	567	36	6.78%
518000	Internet Service Providers, Web Search Portals, and Data Processing Services	596	632	36	6.04%
722000	Food Services and Drinking Places	13,485	14,234	749	5.55%
213000	Support Activities for Mining	897	944	47	5.24%

Central Arkansas does not include City of Little Rock WIA

In the **City of Little Rock WIA**, *Administrative and Support Services* is projected to be the top growing industry during the 2011-2013 projections period, adding 365 jobs to its workforce bringing its total workforce to 10,454 by 2013. *Wood Product Manufacturing* is anticipated to be the fastest growing industry in the region with a growth of 37.65 percent, adding 64 new jobs to its workforce. *Telecommunications* is forecast to lose the most jobs with 333 anticipated to be lost, bringing its employment to 2,807. *Textile Product Mills* is set to be the fastest declining industry losing 16.67 percent of its workforce leaving 35 workers by first-quarter 2013.

City of Little Rock WIA Industry					
NAICS Code	NAICS Title	Employment		Net Growth	Percent Growth
		2011 Estimated	2013 Projected		
Top 10 Growth					
561000	Administrative and Support Services	10,089	10,454	365	3.62%
722000	Food Services and Drinking Places	10,219	10,564	345	3.38%
621000	Ambulatory Health Care Services	7,556	7,759	203	2.69%
541600	Management, Scientific, and Technical Consulting Services	1,243	1,443	200	16.09%
622000	Hospitals	20,910	21,087	177	0.85%
336000	Transportation Equipment Manufacturing	2,141	2,311	170	7.94%
333000	Machinery Manufacturing	745	907	162	21.74%
541000	Professional, Scientific, and Technical Services	9,629	9,784	155	1.61%
452000	General Merchandise Stores	3,255	3,371	116	3.56%
999100	Federal Government, Excluding Post Office	3,984	4,085	101	2.54%
Top 10 Fastest Growth					
321000	Wood Product Manufacturing	170	234	64	37.65%
333000	Machinery Manufacturing	745	907	162	21.74%
325000	Chemical Manufacturing	175	197	22	12.57%
485000	Transit and Ground Passenger Transportation	375	415	40	10.67%
326000	Plastics and Rubber Products Manufacturing	511	558	47	9.20%
336000	Transportation Equipment Manufacturing	2,141	2,311	170	7.94%
323000	Printing and Related Support Activities	706	754	48	6.80%
518000	Internet Service Providers, Web Search Portals, and Data Processing Services	325	342	17	5.23%
447000	Gasoline Stations	596	623	27	4.53%
332000	Fabricated Metal Product Manufacturing	1,279	1,333	54	4.22%

In the **Eastern Arkansas WIA**, *Social Assistance* is estimated to be the top growing industry during the 2011-2013 projection period, adding 265 jobs to its workforce bringing its employment to 2,470. *Sporting Goods, Hobby, Book, and Music Stores* is anticipated to be the fastest growing industry in the region with a growth of 19.51 percent, pushing its employment to 49. *Educational Services* with an anticipated loss of 82 jobs is expected to be the top declining industry, dropping employment to 4,998. *Computer and Electronic Product Manufacturing* is forecast to be the fastest declining industry, losing 71.21 percent of its workforce leaving 19 workers by first-quarter 2013.

Eastern Arkansas WIA Industry					
NAICS Code	NAICS Title	Employment		Net Growth	Percent Growth
		2011 Estimated	2013 Projected		
Top 10 Growth					
624000	Social Assistance	2,205	2,470	265	12.02%
561000	Administrative and Support Services	976	1,115	139	14.24%
452000	General Merchandise Stores	1,406	1,471	65	4.62%
541000	Professional, Scientific, and Technical Services	563	620	57	10.12%
325000	Chemical Manufacturing	370	425	55	14.86%
623000	Nursing and Residential Care Facilities	1,099	1,141	42	3.82%
722000	Food Services and Drinking Places	2,231	2,271	40	1.79%
622000	Hospitals	1,106	1,145	39	3.53%
424000	Merchant Wholesalers, Nondurable Goods	1,107	1,136	29	2.62%
999100	Federal Government, Excluding Post Office	702	725	23	3.28%
Top 10 Fastest Growth					
451000	Sporting Goods, Hobby, Book, and Music Stores	41	49	8	19.51%
325000	Chemical Manufacturing	370	425	55	14.86%
561000	Administrative and Support Services	976	1,115	139	14.24%
485000	Transit and Ground Passenger Transportation	124	139	15	12.10%
624000	Social Assistance	2,205	2,470	265	12.02%
541000	Professional, Scientific, and Technical Services	563	620	57	10.12%
488000	Support Activities for Transportation	317	339	22	6.94%
562000	Waste Management and Remediation Service	107	113	6	5.61%
524000	Insurance Carriers and Related Activities	236	249	13	5.51%
452000	General Merchandise Stores	1,406	1,471	65	4.62%

One of the driving forces behind the job growth in **North Central Arkansas WIA** is *Machinery Manufacturing*, which is expected to be the top industry in both net and percent growth for the 2011-2013 projection period with an anticipated growth of 253 jobs, an increase of 50.5 percent. On the flip side of the local economy, *Specialty Trade Contractors* is projected to be the top declining industry losing an estimated 92 jobs between 2011 and 2013. *Motion Picture and Sound Recording Industries* is anticipating a loss of 27.5 percent of its workforce, leaving 29 employees in 2013.

North Central Arkansas WIA Industry					
NAICS Code	NAICS Title	Employment		Net Growth	Percent Growth
		2011 Estimated	2013 Projected		
Top 10 Growth					
333000	Machinery Manufacturing	501	754	253	50.50%
722000	Food Services and Drinking Places	4,989	5,188	199	3.99%
336000	Transportation Equipment Manufacturing	992	1,186	194	19.56%
624000	Social Assistance	2,225	2,395	170	7.64%
452000	General Merchandise Stores	2,705	2,852	147	5.43%
623000	Nursing and Residential Care Facilities	2,907	3,004	97	3.34%
611000	Educational Services	9,184	9,268	84	0.91%
332000	Fabricated Metal Product Manufacturing	772	823	51	6.61%
622000	Hospitals	3,425	3,469	44	1.28%
999300	Local Government, Excluding Education and Hospitals	3,208	3,248	40	1.25%
Top 10 Fastest Growth					
333000	Machinery Manufacturing	501	754	253	50.50%
336000	Transportation Equipment Manufacturing	992	1,186	194	19.56%
562000	Waste Management and Remediation Service	130	145	15	11.54%
551000	Management of Companies and Enterprises	140	153	13	9.29%
485000	Transit and Ground Passenger Transportation	107	116	9	8.41%
323000	Printing and Related Support Activities	77	83	6	7.79%
624000	Social Assistance	2,225	2,395	170	7.64%
524000	Insurance Carriers and Related Activities	375	401	26	6.93%
332000	Fabricated Metal Product Manufacturing	772	823	51	6.61%
488000	Support Activities for Transportation	298	317	19	6.38%

In the **Northeast Arkansas WIA**, *Food Services and Drinking Places* is projected to be the top growing industry, adding 323 new jobs to the local economy between 2011 and 2013 bringing its employment to 6,922. *Leather and Allied Product Manufacturing* is estimated to be the fastest growing industry increasing employment by 175.44 percent, adding about 100 new jobs. *Printing and Related Support Activities*, however, is anticipating a significant loss of employment with a loss of 600 jobs, or 27.35 percent of its workforce, making it the top declining industry, as well as the fastest declining, bringing its employment down to 1,594.

Northeast Arkansas WIA Industry					
NAICS Code	NAICS Title	Employment		Net Growth	Percent Growth
		2011 Estimated	2013 Projected		
Top 10 Growth					
722000	Food Services and Drinking Places	6,599	6,922	323	4.89%
333000	Machinery Manufacturing	1,679	1,984	305	18.17%
336000	Transportation Equipment Manufacturing	2,997	3,296	299	9.98%
624000	Social Assistance	3,369	3,663	294	8.73%
488000	Support Activities for Transportation	527	806	279	52.94%
325000	Chemical Manufacturing	544	803	259	47.61%
331000	Primary Metal Manufacturing	3,793	4,006	213	5.62%
452000	General Merchandise Stores	3,644	3,808	164	4.50%
621000	Ambulatory Health Care Services	4,238	4,346	108	2.55%
451000	Sporting Goods, Hobby, Book, and Music Stores	354	461	107	30.23%
Top 10 Fastest Growth					
316000	Leather and Allied Product Manufacturing	57	157	100	175.44%
322000	Paper Manufacturing	96	194	98	102.08%
488000	Support Activities for Transportation	527	806	279	52.94%
325000	Chemical Manufacturing	544	803	259	47.61%
451000	Sporting Goods, Hobby, Book, and Music Stores	354	461	107	30.23%
333000	Machinery Manufacturing	1,679	1,984	305	18.17%
485000	Transit and Ground Passenger Transportation	38	43	5	13.16%
562000	Waste Management and Remediation Service	179	198	19	10.61%
442000	Furniture and Home Furnishings Stores	326	359	33	10.12%
336000	Transportation Equipment Manufacturing	2,997	3,296	299	9.98%

In the **Northwest Arkansas WIA**, *Food Services and Drinking Places* is projected to be the top growing industry with an anticipated increase of 951 jobs between 2011 and 2013 bringing its employment to 18,815. *Museums, Historical Sites, and Similar Institutions* is set to be the fastest growing industry with 114 new jobs, an 83.82 percent rise in employment. *Merchant Wholesalers, Nondurable Goods* is estimated to lose 408 jobs making it the top declining industry in the Area and the second fastest declining at a rate of 14.21 percent. *Nonmetallic Mineral Product Manufacturing* is expected to be the fastest declining industry at a rate of 15.94 percent, losing 66 jobs.

Northwest Arkansas WIA Industry

NAICS Code	NAICS Title	Employment		Net Growth	Percent Growth
		2011 Estimated	2013 Projected		
Top 10 Growth					
722000	Food Services and Drinking Places	17,864	18,815	951	5.32%
551000	Management of Companies and Enterprises	17,183	17,829	646	3.76%
611000	Educational Services	26,208	26,836	628	2.40%
621000	Ambulatory Health Care Services	9,067	9,476	409	4.51%
452000	General Merchandise Stores	7,522	7,882	360	4.79%
624000	Social Assistance	5,733	6,085	352	6.14%
541000	Professional, Scientific, and Technical Services	9,749	10,081	332	3.41%
561000	Administrative and Support Services	7,894	8,187	293	3.71%
336000	Transportation Equipment Manufacturing	2,822	3,045	223	7.90%
623000	Nursing and Residential Care Facilities	4,953	5,158	205	4.14%
Top 10 Fastest Growth					
712000	Museums, Historical Sites, and Similar Institution	136	250	114	83.82%
325000	Chemical Manufacturing	206	254	48	23.30%
481000	Air Transportation	262	294	32	12.21%
485000	Transit and Ground Passenger Transportation	258	283	25	9.69%
512000	Motion Picture and Sound Recording Industries	222	242	20	9.01%
336000	Transportation Equipment Manufacturing	2,822	3,045	223	7.90%
562000	Waste Management and Remediation Service	590	635	45	7.63%
323000	Printing and Related Support Activities	976	1,043	67	6.86%
333000	Machinery Manufacturing	1,546	1,646	100	6.47%
624000	Social Assistance	5,733	6,085	352	6.14%

In the **Southeast Arkansas WIA**, two industries dominate the highlights in the Southeast Arkansas economic outlook. *Chemical Manufacturing* is projected to be the top growing industry for the 2011-2013 projection period, as well as, the fastest with an increase of 154 jobs, a 61.6 percent rise in employment. This brings its total employment to 404. On the negative side of the local economy, *Wood Product Manufacturing* claims the top spot in both net and percent decline with an anticipated loss of 669, leaving 1,434 jobs.

Southeast Arkansas WIA Industry					
NAICS Code	NAICS Title	Employment		Net Growth	Percent Growth
		2011 Estimated	2013 Projected		
Top 10 Growth					
325000	Chemical Manufacturing	250	404	154	61.60%
333000	Machinery Manufacturing	1,352	1,475	123	9.10%
311000	Food Manufacturing	3,372	3,484	112	3.32%
326000	Plastics and Rubber Products Manufacturing	311	417	106	34.08%
624000	Social Assistance	2,798	2,904	106	3.79%
452000	General Merchandise Stores	2,312	2,404	92	3.98%
623000	Nursing and Residential Care Facilities	2,373	2,460	87	3.67%
551000	Management of Companies and Enterprises	349	414	65	18.62%
722000	Food Services and Drinking Places	3,674	3,719	45	1.22%
332000	Fabricated Metal Product Manufacturing	817	861	44	5.39%
Top 10 Fastest Growth					
325000	Chemical Manufacturing	250	404	154	61.60%
326000	Plastics and Rubber Products Manufacturing	311	417	106	34.08%
551000	Management of Companies and Enterprises	349	414	65	18.62%
333000	Machinery Manufacturing	1,352	1,475	123	9.10%
485000	Transit and Ground Passenger Transportation	118	128	10	8.47%
493000	Warehousing and Storage	317	338	21	6.62%
423000	Merchant Wholesalers, Durable Goods	785	828	43	5.48%
332000	Fabricated Metal Product Manufacturing	817	861	44	5.39%
452000	General Merchandise Stores	2,312	2,404	92	3.98%
624000	Social Assistance	2,798	2,904	106	3.79%

In the **Southwest Arkansas WIA**, *Fabricated Metal Product Manufacturing* is projected to be the top growing industry in Southwest Arkansas over the 2011-2013 projection period, increasing employment by 164 to 2,542. *Support Activities for Agriculture and Forestry* is predicted to be the fastest growing industry, adding 10.29 percent to its workforce bringing its total to 268. On the negative side of the Southwest Arkansas economy, *Paper Manufacturing* is anticipated to lose 296 jobs between 2011 and 2013, or 16.33 percent of its workforce. *Federal Government, Excluding Post Office* is forecast to be the fastest declining industry, losing 16.89 percent of its respective workforce, leaving 251 federal jobs.

Southwest Arkansas WIA Industry					
NAICS Code	NAICS Title	Employment		Net Growth	Percent Growth
		2011 Estimated	2013 Projected		
Top 10 Growth					
332000	Fabricated Metal Product Manufacturing	2,378	2,542	164	6.90%
484000	Truck Transportation	3,156	3,306	150	4.75%
624000	Social Assistance	2,105	2,227	122	5.80%
623000	Nursing and Residential Care Facilities	3,242	3,363	121	3.73%
722000	Food Services and Drinking Places	4,296	4,402	106	2.47%
551000	Management of Companies and Enterprises	699	761	62	8.87%
561000	Administrative and Support Services	1,906	1,967	61	3.20%
326000	Plastics and Rubber Products Manufacturing	2,571	2,627	56	2.18%
237000	Heavy and Civil Engineering Construction	1,385	1,425	40	2.89%
621000	Ambulatory Health Care Services	2,451	2,487	36	1.47%
Top 10 Fastest Growth					
115000	Support Activities for Agriculture and Forestry	243	268	25	10.29%
551000	Management of Companies and Enterprises	699	761	62	8.87%
323000	Printing and Related Support Activities	68	73	5	7.35%
332000	Fabricated Metal Product Manufacturing	2,378	2,542	164	6.90%
335000	Electrical Equipment, Appliance, and Component Manufacturing	512	546	34	6.64%
624000	Social Assistance	2,105	2,227	122	5.80%
523000	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	139	147	8	5.76%
213000	Support Activities for Mining	620	653	33	5.32%
484000	Truck Transportation	3,156	3,306	150	4.75%
562000	Waste Management and Remediation Service	400	417	17	4.25%

In the **West Central Arkansas WIA**, *Administrative and Support Services* is expected to be the driving force for growth in West Central Arkansas by adding 861 jobs during the 2011-2013 projection period, an increase of 20.53 percent, making it the top growing industry and second in percent growth. *Textile Mills* is projected to be the fastest growing industry, increasing by a rate of 61.54 percent bringing its workforce total to 42. *Food Manufacturing* is predicted to be the top declining industry losing 444 jobs, or a loss of 6.42 percent of its workforce. *Computer and Electronic Product Manufacturing* is forecast to lose 40.46 percent of its workforce, losing 157 jobs and dropping the employment to 231.

West Central Arkansas WIA Industry					
NAICS Code	NAICS Title	Employment		Net Growth	Percent Growth
		2011 Estimated	2013 Projected		
Top 10 Growth					
561000	Administrative and Support Services	4,194	5,055	861	20.53%
624000	Social Assistance	4,082	4,389	307	7.52%
722000	Food Services and Drinking Places	8,833	9,080	247	2.80%
611000	Educational Services	13,394	13,577	183	1.37%
452000	General Merchandise Stores	4,131	4,284	153	3.70%
623000	Nursing and Residential Care Facilities	3,196	3,313	117	3.66%
326000	Plastics and Rubber Products Manufacturing	1,329	1,401	72	5.42%
622000	Hospitals	4,310	4,365	55	1.28%
621000	Ambulatory Health Care Services	4,657	4,707	50	1.07%
484000	Truck Transportation	1,657	1,701	44	2.66%
Top 10 Fastest Growth					
313000	Textile Mills	26	42	16	61.54%
561000	Administrative and Support Services	4,194	5,055	861	20.53%
523000	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	174	199	25	14.37%
624000	Social Assistance	4,082	4,389	307	7.52%
323000	Printing and Related Support Activities	233	249	16	6.87%
524000	Insurance Carriers and Related Activities	655	696	41	6.26%
515000	Broadcasting (except Internet)	88	93	5	5.68%
488000	Support Activities for Transportation	266	281	15	5.64%
326000	Plastics and Rubber Products Manufacturing	1,329	1,401	72	5.42%
443000	Electronics and Appliance Stores	398	417	19	4.77%

In the **Western Arkansas WIA**, *Administrative and Support Services* is projected to add 428 new jobs during the 2011-2013 projection period, making it the top growing industry in Western Arkansas, bringing its employment to 5,548. *Mining (except Oil and Gas)* is predicted to be the fastest growing industry adding nearly 30 percent to its workforce between 2011 and 2013. A significant loss of jobs is expected in *Electrical Equipment, Appliance, and Component Manufacturing*, which is estimated to lose 1,394 jobs, a decrease of 34.49 percent of its workforce making it the top and fastest declining industry in Western Arkansas and causing a possible ripple effect through the entire state as well as the U.S. regional economy.

Western Arkansas WIA Industry

NAICS Code		NAICS Title		Employment		Net Growth	Percent Growth
				2011 Estimated	2013 Projected		
Top 10 Growth							
561000	Administrative and Support Services	5,120	5,548	428	8.36%		
311000	Food Manufacturing	8,154	8,356	202	2.48%		
551000	Management of Companies and Enterprises	1,923	2,123	200	10.40%		
722000	Food Services and Drinking Places	7,107	7,264	157	2.21%		
452000	General Merchandise Stores	4,035	4,191	156	3.87%		
624000	Social Assistance	2,476	2,572	96	3.88%		
999100	Federal Government, Excluding Post Office	1,148	1,240	92	8.01%		
623000	Nursing and Residential Care Facilities	2,939	3,029	90	3.06%		
213000	Support Activities for Mining	1,560	1,644	84	5.38%		
212000	Mining (except Oil and Gas)	263	341	78	29.66%		
Top 10 Fastest Growth							
212000	Mining (except Oil and Gas)	263	341	78	29.66%		
425000	Wholesale Electronic Markets and Agents and Brokers	400	447	47	11.75%		
551000	Management of Companies and Enterprises	1,923	2,123	200	10.40%		
561000	Administrative and Support Services	5,120	5,548	428	8.36%		
999100	Federal Government, Excluding Post Office	1,148	1,240	92	8.01%		
454000	Nonstore Retailers	225	241	16	7.11%		
211000	Oil and Gas Extraction	230	246	16	6.96%		
323000	Printing and Related Support Activities	585	625	40	6.84%		
562000	Waste Management and Remediation Service	133	142	9	6.77%		
213000	Support Activities for Mining	1,560	1,644	84	5.38%		

Occupations

Occupations requiring Short-Term On-the-Job training are expected to add more jobs than any other training level, with 6,871 new jobs added and 19,177 annual openings expected.

Occupations requiring an Associate's Degree should have 1,621 jobs available annually. But occupations requiring 1 to 5 years of experience beyond formal education should have 4,223 jobs available annually.

Statewide, *Combined Food Preparation and Serving Workers, Including Fast Food* is estimated to gain the most jobs of any occupation with a growth of 1,659 between 2011 and 2013, bringing its employment to 23,556 in 2013. *Tour Guides and Escorts* is anticipated to be the fastest growing occupation, increasing employment by 17.56 percent. *Farmers, Ranchers, and Other Agricultural Managers* is expected to lose the most jobs with 938 anticipated between 2011 and 2013. *Furniture Finishers* is expected to lose 44 jobs, amounting to a 17.74 percent decline in employment.

In the **Central Arkansas WIA**, *Telemarketers* is estimated to be the top growing occupation for the 2011-2013 projection period, with 436 new jobs on the horizon bringing its workforce total to 4,005. *Food Batchmakers* is predicted to be the fastest growing occupation with an increase of 44.9 percent, increasing its employment to 71. *Childcare Workers* is anticipating a loss of 25 jobs, making it the top declining occupation in Central Arkansas, or 1.59 percent of its workforce. *Postal Service Clerks* is estimated to be the fastest declining occupation, losing 11.43 percent of its workforce leaving 62 workers. Central Arkansas does not include City of Little Rock WIA.

Central Arkansas WIA Occupations								
SOC Code	SOC Title	Employment		Growth		Annual Openings		
		2011 Estimated	2013 Projected	Net	Percent	Growth	Replacement	Total
Top 10 Growth								
41-9041	Telemarketers	3,569	4,005	436	12.22%	218	88	306
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	3,225	3,489	264	8.19%	132	105	237
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2,917	3,170	253	8.67%	126	96	222
39-9021	Personal Care Aides	1,232	1,349	117	9.50%	58	8	66
35-3031	Waiters and Waitresses	3,000	3,106	106	3.53%	53	159	212
35-2011	Cooks, Fast Food	1,730	1,822	92	5.32%	46	39	85
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	1,448	1,533	85	5.87%	42	30	72
43-9061	Office Clerks, General	3,520	3,604	84	2.39%	42	60	102
31-1012	Nursing Aides, Orderlies, and Attendants	2,561	2,643	82	3.20%	41	29	70
43-3031	Bookkeeping, Accounting, and Auditing Clerks	2,317	2,399	82	3.54%	41	26	67
Top 10 Fastest Growth								
51-3092	Food Batchmakers	49	71	22	44.90%	11	2	13
53-7011	Conveyor Operators and Tenders	39	45	6	15.38%	3	1	4
49-9041	Industrial Machinery Mechanics	269	302	33	12.27%	16	5	21
41-9041	Telemarketers	3,569	4,005	436	12.22%	218	88	306
53-1021	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	305	341	36	11.80%	18	6	24
39-9021	Personal Care Aides	1,232	1,349	117	9.50%	58	8	66
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2,917	3,170	253	8.67%	126	96	222
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	3,225	3,489	264	8.19%	132	105	237
51-9111	Packaging and Filling Machine Operators and Tenders	86	93	7	8.14%	4	2	6
27-2022	Coaches and Scouts	502	538	36	7.17%	18	14	32

Central Arkansas does not include City of Little Rock WIA

Driving growth in the **City of Little Rock WIA** is *Combined Food Preparation and Serving Workers, Including Fast Food*, which is estimated to add 267 to its workforce by first-quarter 2013 making it the top growing occupation bringing its total employment to 3,163. *Reservation and Transportation Ticket Agents and Travel Clerks* is anticipated to be the fastest growing occupation during the 2011-2013 projection period, increasing employment by 19.78 percent pushing its total workforce to 109. *Childcare Workers* is expected to lose 95 jobs, making it the top declining occupation, bringing its total workforce down to 1,371. *Telecommunications Line Installers and Repairers* is predicted to be the fastest declining occupation, losing 28.77 percent of its workforce leaving 151 workers by first-quarter 2013.

City of Little Rock WIA Occupations								
SOC Code	SOC Title	Employment		Growth		Annual Openings		
		2011 Estimated	2013 Projected	Net	Percent	Growth	Replacement	Total
Top 10 Growth								
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2,896	3,163	267	9.22%	134	95	229
29-1111	Registered Nurses	6,858	7,041	183	2.67%	92	104	196
41-9041	Telemarketers	845	891	46	5.44%	23	20	43
31-1012	Nursing Aides, Orderlies, and Attendants	2,712	2,755	43	1.59%	22	30	52
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	504	541	37	7.34%	18	11	29
43-9061	Office Clerks, General	4,404	4,438	34	0.77%	0	76	76
41-1011	First-Line Supervisors of Retail Sales Workers	1,777	1,810	33	1.86%	16	40	56
43-4051	Customer Service Representatives	3,873	3,902	29	0.75%	14	106	120
21-1093	Social and Human Service Assistants	729	755	26	3.57%	13	15	28
35-2011	Cooks, Fast Food	471	497	26	5.52%	13	10	23
Top 10 Fastest Growth								
43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	91	109	18	19.78%	9	2	11
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	48	54	6	12.50%	3	2	5
47-4041	Hazardous Materials Removal Workers	53	58	5	9.43%	2	1	3
43-5041	Meter Readers, Utilities	85	93	8	9.41%	4	2	6
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2,896	3,163	267	9.22%	134	95	229
17-2112	Industrial Engineers	147	158	11	7.48%	6	3	9
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	504	541	37	7.34%	18	11	29
21-1014	Mental Health Counselors	148	157	9	6.08%	4	3	7
19-2041	Environmental Scientists and Specialists, Including Health	150	159	9	6.00%	4	4	8
51-7011	Cabinetmakers and Bench Carpenters	187	198	11	5.88%	6	4	10

In the **Eastern Arkansas WIA**, *Personal Care Aides* is estimated to add the most jobs during the 2011-2013 projection period, with 56 new jobs anticipated, bringing its total workforce to 722. *Management Analysts* is anticipated to be the fastest growing occupation, increasing employment by 57.89 percent pushing employment to 30. *Secondary School Teachers, Except Special and Career/Technical Education* is forecast to be the top declining occupation, losing 20 jobs between 2011 and 2013. *Furniture Finishers* could be the fastest declining occupation, losing 56.25 percent of its workforce, leaving 7 workers.

Eastern Arkansas WIA Occupations								
SOC Code	SOC Title	Employment		Growth		Annual Openings		
		2011 Estimated	2013 Projected	Net	Percent	Growth	Replacement	Total
Top 10 Growth								
39-9021	Personal Care Aides	666	722	56	8.41%	28	4	32
39-9011	Childcare Workers	384	437	53	13.80%	26	12	38
31-1011	Home Health Aides	715	763	48	6.71%	24	8	32
11-9013	Farmers, Ranchers, and Other Agricultural Managers	2,079	2,116	37	1.78%	18	38	56
53-7064	Packers and Packagers, Hand	243	276	33	13.58%	16	7	23
25-2011	Preschool Teachers, Except Special Education	146	172	26	17.81%	13	4	17
53-3041	Taxi Drivers and Chauffeurs	184	203	19	10.33%	10	2	12
43-4051	Customer Service Representatives	380	398	18	4.74%	9	10	19
29-2061	Licensed Practical and Licensed Vocational Nurses	447	464	17	3.80%	8	12	20
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	883	899	16	1.81%	8	29	37
Top 10 Fastest Growth								
13-1111	Management Analysts	19	30	11	57.89%	6	0	6
25-2011	Preschool Teachers, Except Special Education	146	172	26	17.81%	13	4	17
39-9011	Childcare Workers	384	437	53	13.80%	26	12	38
53-7064	Packers and Packagers, Hand	243	276	33	13.58%	16	7	23
53-3041	Taxi Drivers and Chauffeurs	184	203	19	10.33%	10	2	12
39-9021	Personal Care Aides	666	722	56	8.41%	28	4	32
25-2041	Special Education Teachers, Preschool, Kindergarten, and Elementary School	104	112	8	7.69%	4	3	7
31-1011	Home Health Aides	715	763	48	6.71%	24	8	32
43-3021	Billing and Posting Clerks and Machine Operators	131	139	8	6.11%	4	2	6
43-4051	Customer Service Representatives	380	398	18	4.74%	9	10	19

In the **North Central WIA**, *Farmers, Ranchers, and Other Agricultural Managers* is projected to be the top growing occupation in the Area for the 2011-2013 projection period with a net growth of 158 new jobs bringing total employment to 8,572. *Industrial Engineers*, is expected to increase by 25 percent over the 2011-2013 period, bringing its employment to 55. *Telemarketers* is projected to lose the most jobs in the Area with a net loss of 12 and *Electronics Engineers, Except Computer* could lose 25 percent of its workforce.

North Central Arkansas WIA Occupations								
SOC Code	SOC Title	Employment		Growth		Annual Openings		
		2011 Estimated	2013 Projected	Net	Percent	Growth	Replacement	Total
Top 10 Growth								
11-9013	Farmers, Ranchers, and Other Agricultural Managers	8,414	8,572	158	1.88%	79	156	235
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,498	1,600	102	6.81%	51	49	100
39-9021	Personal Care Aides	529	572	43	8.13%	22	4	26
41-1011	First-Line Supervisors of Retail Sales Workers	1,244	1,283	39	3.14%	20	28	48
39-9011	Childcare Workers	766	803	37	4.83%	18	24	42
35-2011	Cooks, Fast Food	1,003	1,037	34	3.39%	17	22	39
43-9061	Office Clerks, General	1,333	1,357	24	1.80%	12	22	34
49-9071	Maintenance and Repair Workers, General	798	819	21	2.63%	10	13	23
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,599	1,619	20	1.25%	10	21	31
49-9041	Industrial Machinery Mechanics	279	299	20	7.17%	10	5	15
Top 10 Fastest Growth								
17-2112	Industrial Engineers	44	55	11	25.00%	6	1	7
47-2211	Sheet Metal Workers	64	76	12	18.75%	6	1	7
17-2141	Mechanical Engineers	29	34	5	17.24%	2	1	3
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	101	111	10	9.90%	5	2	7
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	67	73	6	8.96%	3	2	5
11-3051	Industrial Production Managers	101	110	9	8.91%	4	2	6
39-9021	Personal Care Aides	529	572	43	8.13%	22	4	26
49-9041	Industrial Machinery Mechanics	279	299	20	7.17%	10	5	15
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,498	1,600	102	6.81%	51	49	100
23-2093	Title Examiners, Abstractors, and Searchers	74	79	5	6.76%	2	1	3

In the **Northeast Arkansas WIA**, *Combined Food Preparation and Serving Workers, Including Fast Food* is projected to be the top growing occupation for the 2011-2013 projection period, adding 153 new jobs with a total employment of 1,800. *Commercial Pilots* is expected to be the fastest growing occupation with a growth rate of 55.56 percent, adding 20 new jobs to its workforce. *Telemarketers* is anticipating a loss of 153, making it the top declining occupation in the Area. *Print Binding and Finishing Workers* could be the fastest declining occupation, losing 27.33 percent, or 94 jobs.

Northeast Arkansas WIA Occupations								
SOC Code	SOC Title	Employment		Growth		Annual Openings		
		2011 Estimated	2013 Projected	Net	Percent	Growth	Replacement	Total
Top 10 Growth								
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,647	1,800	153	9.29%	76	54	130
39-9021	Personal Care Aides	752	812	60	7.98%	30	4	34
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	751	808	57	7.59%	28	16	44
35-2011	Cooks, Fast Food	994	1,048	54	5.43%	27	22	49
41-1011	First-Line Supervisors of Retail Sales Workers	1,631	1,680	49	3.00%	24	36	60
31-1012	Nursing Aides, Orderlies, and Attendants	1,593	1,639	46	2.89%	23	18	41
35-3041	Food Servers, Nonrestaurant	822	864	42	5.11%	21	26	47
51-1011	First-Line Supervisors of Production and Operating Workers	886	926	40	4.51%	20	12	32
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,901	1,939	38	2.00%	19	62	81
43-9061	Office Clerks, General	1,980	2,015	35	1.77%	18	34	52
Top 10 Fastest Growth								
53-2012	Commercial Pilots	36	56	20	55.56%	10	2	12
49-9043	Maintenance Workers, Machinery	77	110	33	42.86%	16	2	18
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	81	108	27	33.33%	14	2	16
51-9011	Chemical Equipment Operators and Tenders	77	97	20	25.97%	10	2	12
17-2141	Mechanical Engineers	120	138	18	15.00%	9	4	13
31-2021	Physical Therapist Assistants	74	81	7	9.46%	4	1	5
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,647	1,800	153	9.29%	76	54	130
11-9031	Education Administrators, Preschool and Childcare Center/Program	77	84	7	9.09%	4	2	6
25-2011	Preschool Teachers, Except Special Education	381	413	32	8.40%	16	10	26
39-9021	Personal Care Aides	752	812	60	7.98%	30	4	34

In the **Northwest Arkansas WIA**, *Combined Food Preparation and Serving Workers, Including Fast Food* is expected to be the top growing occupation with a growth of 338 jobs between 2011 and 2013. *Tour Guides and Escorts* is anticipated to be the fastest growing occupation with a growth of 59.26 percent. *Farmers, Ranchers, and Other Agricultural Managers and Laborers and Freight, Stock, and Material Movers, Hand* are expected to be the top declining occupations with both losing 89 jobs over the 2011-2013 projection period. *Coin, Vending, and Amusement Machine Servicers and Repairers* is estimated to be the fastest declining occupation losing 10.59 percent of its workforce.

Northwest Arkansas WIA Occupations								
SOC Code	SOC Title	Employment		Growth		Annual Openings		
		2011 Estimated	2013 Projected	Net	Percent	Growth	Replacement	Total
Top 10 Growth								
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	3,935	4,273	338	8.59%	169	129	298
39-9021	Personal Care Aides	2,293	2,474	181	7.89%	90	14	104
29-1111	Registered Nurses	4,181	4,326	145	3.47%	72	64	136
43-4051	Customer Service Representatives	3,213	3,352	139	4.33%	70	88	158
35-3031	Waiters and Waitresses	5,039	5,140	101	2.00%	50	268	318
31-1012	Nursing Aides, Orderlies, and Attendants	2,929	3,025	96	3.28%	48	33	81
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	1,572	1,668	96	6.11%	48	34	82
35-2011	Cooks, Fast Food	1,962	2,057	95	4.84%	48	44	92
25-2021	Elementary School Teachers, Except Special Education	2,309	2,391	82	3.55%	41	48	89
35-2021	Food Preparation Workers	1,184	1,258	74	6.25%	37	48	85
Top 10 Fastest Growth								
39-7011	Tour Guides and Escorts	54	86	32	59.26%	16	2	18
47-2022	Stonemasons	39	49	10	25.64%	5	1	6
43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	176	198	22	12.50%	11	4	15
51-7041	Sawing Machine Setters, Operators, and Tenders, Wood	89	97	8	8.99%	4	2	6
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	3,935	4,273	338	8.59%	169	129	298
13-1121	Meeting, Convention, and Event Planners	184	199	15	8.15%	8	3	11
39-9021	Personal Care Aides	2,293	2,474	181	7.89%	90	14	104
53-3041	Taxi Drivers and Chauffeurs	273	293	20	7.33%	10	3	13
13-1151	Training and Development Specialists	280	300	20	7.14%	10	4	14
31-2021	Physical Therapist Assistants	134	143	9	6.72%	4	2	6

In the **Southeast Arkansas WIA**, *Combined Food Preparation and Serving Workers, Including Fast Food* is projected to be the top growing occupation for the 2011-2013 projection period, adding 129 jobs to the local economy increasing employment to 1,750. *Market Research Analysts and Marketing Specialists* is estimated to be the fastest growing occupation, increasing employment by 15 percent to a total of 46. *Farmers, Ranchers, and Other Agricultural Managers* is anticipated to be the top declining occupation with a loss of 272 jobs, bringing its total employment to 4,184. *Adhesive Bonding Machine Operators and Tenders* is forecast to be the fastest declining occupation, losing 54.9 percent of its workforce, leaving 129 workers.

Southeast Arkansas WIA Occupations								
SOC Code	SOC Title	Employment		Growth		Annual Openings		
		2011 Estimated	2013 Projected	Net	Percent	Growth	Replacement	Total
Top 10 Growth								
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,621	1,750	129	7.96%	64	53	117
31-1011	Home Health Aides	1,196	1,256	60	5.02%	30	14	44
39-9021	Personal Care Aides	740	792	52	7.03%	26	4	30
31-1012	Nursing Aides, Orderlies, and Attendants	1,588	1,633	45	2.83%	22	18	40
51-9198	Helpers--Production Workers	1,122	1,153	31	2.76%	16	22	38
35-2011	Cooks, Fast Food	848	878	30	3.54%	15	19	34
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	555	585	30	5.41%	15	12	27
49-9071	Maintenance and Repair Workers, General	956	976	20	2.09%	10	16	26
43-4051	Customer Service Representatives	440	451	11	2.50%	6	12	18
35-3041	Food Servers, Nonrestaurant	246	257	11	4.47%	6	8	14
Top 10 Fastest Growth								
13-1161	Market Research Analysts and Marketing Specialists	40	46	6	15.00%	3	1	4
51-9121	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	69	79	10	14.49%	5	2	7
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	48	54	6	12.50%	3	1	4
11-9041	Architectural and Engineering Managers	50	55	5	10.00%	2	1	3
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,621	1,750	129	7.96%	64	53	117
49-3041	Farm Equipment Mechanics and Service Technicians	113	121	8	7.08%	4	2	6
39-9021	Personal Care Aides	740	792	52	7.03%	26	4	30
23-2011	Paralegals and Legal Assistants	73	78	5	6.85%	2	1	3
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	96	102	6	6.25%	3	2	5
51-9011	Chemical Equipment Operators and Tenders	85	90	5	5.88%	2	2	4

In the **Southwest Arkansas WIA**, *Combined Food Preparation and Serving Workers, Including Fast Food* is estimated to be the top growing industry during the 2011-2013 projection period, adding 87 new jobs to its workforce bringing the total workforce to 1,749. *Administrative Services Managers* is anticipated to be the fastest growing occupation with a growth of 9.6 percent bringing employment to 137. *Farmers, Ranchers, and Other Agricultural Managers* is projected to be the top declining occupation, losing 248 jobs dropping its total employment to 5,221. *Paper Goods Machine Setters, Operators, and Tenders* could be the fastest declining occupation during the projection period, losing 18.42 percent of its respective workforce leaving 124 employees.

Southwest Arkansas WIA Occupations								
SOC Code	SOC Title	Employment		Growth		Annual Openings		
		2011 Estimated	2013 Projected	Net	Percent	Growth	Replacement	Total
Top 10 Growth								
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,662	1,749	87	5.23%	44	54	98
39-9021	Personal Care Aides	670	717	47	7.01%	24	4	28
31-1012	Nursing Aides, Orderlies, and Attendants	1,569	1,607	38	2.42%	19	18	37
29-2061	Licensed Practical and Licensed Vocational Nurses	1,005	1,020	15	1.49%	8	26	34
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	590	605	15	2.54%	8	12	20
25-2011	Preschool Teachers, Except Special Education	244	258	14	5.74%	7	6	13
11-3011	Administrative Services Managers	125	137	12	9.60%	6	2	8
39-9011	Childcare Workers	626	638	12	1.92%	6	20	26
43-9061	Office Clerks, General	2,256	2,268	12	0.53%	6	38	44
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	746	757	11	1.47%	6	17	23
Top 10 Fastest Growth								
11-9031	Administrative Services Managers	125	137	12	9.60%	6	2	8
51-3011	Bakers	75	81	6	8.00%	3	2	5
39-9021	Personal Care Aides	670	717	47	7.01%	24	4	28
25-2011	Preschool Teachers, Except Special Education	244	258	14	5.74%	7	6	13
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,662	1,749	87	5.23%	44	54	98
39-9041	Residential Advisors	100	105	5	5.00%	2	4	6
49-9051	Electrical Power-Line Installers and Repairers	112	117	5	4.46%	2	4	6
41-3021	Insurance Sales Agents	135	140	5	3.70%	2	3	5
53-7021	Crane and Tower Operators	138	143	5	3.62%	2	4	6
43-5032	Dispatchers, Except Police, Fire, and Ambulance	202	209	7	3.47%	4	4	8

In the **West Central Arkansas WIA**, *Farmers, Ranchers, and Other Agricultural Managers* is expected to be a major factor in West Central Arkansas's growth with 960 new jobs, making it the top growing occupation for the 2011-2013 projection period, bringing its employment total to 8,113. *Database Administrators* is estimated to be the fastest growing occupation, increasing its workforce by 18.52 percent. *Meat, Poultry, and Fish Cutters and Trimmers* is predicted to lose the most jobs with a decline of 109 to bring its total down to 1,441. *Mechanical Drafters* is anticipated to be the fastest declining occupation losing 18.52 percent of its workforce leaving 22 jobs.

West Central Arkansas WIA Occupations								
SOC Code	SOC Title	Employment		Growth		Annual Openings		
		2011 Estimated	2013 Projected	Net	Percent	Growth	Replacement	Total
Top 10 Growth								
11-9013	Farmers, Ranchers, and Other Agricultural Managers	7,153	8,113	960	13.42%	480	132	612
43-4051	Customer Service Representatives	1,435	1,644	209	14.56%	104	40	144
39-9021	Personal Care Aides	1,299	1,420	121	9.31%	60	8	68
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,885	2,004	119	6.31%	60	62	122
41-1011	First-Line Supervisors of Retail Sales Workers	1,832	1,925	93	5.08%	46	41	87
47-2061	Construction Laborers	1,142	1,216	74	6.48%	37	8	45
39-9011	Childcare Workers	782	842	60	7.67%	30	25	55
31-1012	Nursing Aides, Orderlies, and Attendants	2,033	2,089	56	2.75%	28	23	51
43-9061	Office Clerks, General	2,665	2,719	54	2.03%	27	45	72
29-1111	Registered Nurses	2,155	2,202	47	2.18%	24	33	57
Top 10 Fastest Growth								
15-1141	Database Administrators	27	32	5	18.52%	2	0	2
13-2052	Personal Financial Advisors	50	59	9	18.00%	4	0	4
43-4051	Customer Service Representatives	1,435	1,644	209	14.56%	104	40	144
11-9013	Farmers, Ranchers, and Other Agricultural Managers	7,153	8,113	960	13.42%	480	132	612
39-5012	Hairdressers, Hairstylists, and Cosmetologists	261	293	32	12.26%	16	4	20
31-9011	Massage Therapists	151	168	17	11.26%	8	2	10
41-1012	First-Line Supervisors of Non-Retail Sales Workers	196	218	22	11.22%	11	5	16
13-1078	Human Resources, Training, and Labor Relations Specialists, All Other	156	173	17	10.90%	8	2	10
13-1111	Management Analysts	58	64	6	10.34%	3	1	4
27-3011	Radio and Television Announcers	58	64	6	10.34%	3	2	5

In the **Western Arkansas WIA**, *Customer Service Representatives* is predicted to be the top occupation in all three major categories for the 2011-2013 projection period, net growth, percent growth, and total annual openings, with 186 new jobs, a 13.17 percent rise in employment and 131 annual job openings bringing its employment to 1,598. *Farmers, Ranchers, and Other Agricultural Managers* is estimated to be the top declining occupation with an anticipated loss of 545 jobs. *Producers and Directors* is forecast to be the fastest declining occupation with an 18.52 percent loss of employment, bringing its employment down to 22.

Western Arkansas WIA Occupations								
SOC Code	SOC Title	Employment		Growth		Annual Openings		
		2011 Estimated	2013 Projected	Net	Percent	Growth	Replacement	Total
Top 10 Growth								
43-4051	Customer Service Representatives	1,412	1,598	186	13.17%	93	38	131
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,762	1,861	99	5.62%	50	58	108
39-9021	Personal Care Aides	965	1,036	71	7.36%	36	6	42
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	1,562	1,620	58	3.71%	29	44	73
43-9061	Office Clerks, General	2,454	2,495	41	1.67%	20	42	62
31-1012	Nursing Aides, Orderlies, and Attendants	1,950	1,990	40	2.05%	20	22	42
29-1111	Registered Nurses	1,886	1,922	36	1.91%	18	28	46
43-4171	Receptionists and Information Clerks	787	808	21	2.67%	10	25	35
13-2011	Accountants and Auditors	568	587	19	3.35%	10	12	22
41-3021	Insurance Sales Agents	310	328	18	5.81%	9	7	16
Top 10 Fastest Growth								
43-4051	Customer Service Representatives	1,412	1,598	186	13.17%	93	38	131
43-9071	Office Machine Operators, Except Computer	42	47	5	11.90%	2	2	4
53-7021	Crane and Tower Operators	51	57	6	11.76%	3	2	5
19-4093	Forest and Conservation Technicians	72	78	6	8.33%	3	3	6
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	130	140	10	7.69%	5	3	8
13-1161	Market Research Analysts and Marketing Specialists	94	101	7	7.45%	4	2	6
39-9021	Personal Care Aides	965	1,036	71	7.36%	36	6	42
39-2021	Nonfarm Animal Caretakers	72	77	5	6.94%	2	2	4
13-1041	Compliance Officers	161	171	10	6.21%	5	2	7
53-7073	Wellhead Pumpers	81	86	5	6.17%	2	2	4

Sources used for this report include the United States Department of Labor, Bureau of Labor Statistics (BLS), United States Department of Commerce, Bureau of the Census, Arkansas Department of Workforce Services, Employment Assistance Division, Labor Market Information Section, United States Department of Commerce, Bureau of Economic Analysis (BEA), the Local Employment Dynamics Program (a partnership between the State of Arkansas and the United States Census Bureau), Population Reference Bureau and The Council for Community and Economic Research (C2ER).

**Top Fifteen Occupations for High Skill, Moderate Skill, and Low Skill Requiring
Each of the Top Five O*Net Skills in Arkansas**

**Active Listening, Speaking, Critical Thinking, Coordination,
and Reading Comprehension**

**Active Listening (Giving full attention to what other people are saying, taking time
to understand the points being made, asking questions as appropriate, and not
interrupting at inappropriate times)**

Top 15 Occupations that require Active Listening at a Moderate Level and is Moderately Important for the job, High Skill							
Occupation	2011 Estimated Employment	2013 Projected Employment	Net Growth	Percent Growth	Openings due to Growth	Openings due to Replacement	Total Openings
Registered Nurses	23,774	24,383	609	2.56%	612	723	1,335
Elementary School Teachers, Except Special Education	12,212	12,378	166	1.36%	167	507	674
General and Operations Managers	16,563	16,458	-105	-0.63%	0	521	521
Middle School Teachers, Except Special and Career/Technical Education	7,181	7,282	101	1.41%	101	298	399
Pharmacists	2,927	2,999	72	2.46%	70	140	210
Sales Managers	3,008	3,040	32	1.06%	32	169	201
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	2,276	2,327	51	2.24%	56	104	160
Chief Executives	3,150	3,155	5	0.16%	0	158	158
Lawyers	4,414	4,396	-18	-0.41%	0	158	158
Educational, Vocational, and School Counselors	2,427	2,482	55	2.27%	55	99	154
Management Analysts	2,486	2,552	66	2.65%	63	71	134
Financial Managers	3,577	3,598	21	0.59%	18	115	133
Medical and Health Services Managers	2,087	2,130	43	2.06%	44	88	132
Speech-Language Pathologists	1,925	1,997	72	3.74%	68	64	132
Education Administrators, Elementary and Secondary School	2,313	2,317	4	0.17%	4	127	131

Occupations that require Active Listening at a Moderate Level and is Moderately Important for the job, Moderate Skill							
Occupation	2011 Estimated Employment	2013 Projected Employment	Net Growth	Percent Growth	Openings due to Growth	Openings due to Replacement	Total Openings
Licensed Practical and Licensed Vocational Nurses	12,604	12,812	208	1.65%	206	649	855
Massage Therapists	960	987	27	2.81%	27	28	55
Medical Transcriptionists	889	883	-6	-0.67%	0	24	24

Top 15 Occupations that require Active Listening at a Moderate Level and is Moderately Important for the job, Basic Skill							
Occupation	2011 Estimated Employment	2013 Projected Employment	Net Growth	Percent Growth	Openings due to Growth	Openings due to Replacement	Total Openings
First-Line Supervisors of Office and Administrative Support Workers	14,566	14,760	194	1.33%	192	742	934
Telemarketers	5,410	5,865	455	8.41%	456	265	721
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	12,873	12,907	34	0.26%	41	586	627
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	21,416	21,280	-136	-0.64%	0	567	567
Police and Sheriff's Patrol Officers	5,737	5,780	43	0.75%	45	318	363
Parts Salespersons	3,003	3,068	65	2.16%	66	260	326
Insurance Sales Agents	2,895	3,060	165	5.70%	166	129	295
Executive Secretaries and Executive Administrative Assistants	7,185	7,269	84	1.17%	78	190	268
Correctional Officers and Jailers	5,482	5,493	11	0.20%	11	171	182
Coaches and Scouts	1,463	1,540	77	5.26%	76	79	155
Bill and Account Collectors	2,700	2,730	30	1.11%	29	106	135
First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	1,646	1,669	23	1.40%	26	59	85
Purchasing Agents, Except Wholesale, Retail, and Farm Products	1,624	1,628	4	0.25%	2	82	84
First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	2,165	2,165	0	0.00%	0	78	78
Medical Assistants	1,844	1,868	24	1.30%	22	51	73

Speaking (Talking to others to convey information effectively)

Top 15 Occupations that require Speaking at a Moderate Level and is Moderately Important for the job, High Skill							
Occupation	2011 Estimated Employment	2013 Projected Employment	Net Growth	Percent Growth	Openings due to Growth	Openings due to Replacement	Total Openings
Elementary School Teachers, Except Special Education	12,212	12,378	166	1.36%	167	507	674
Secondary School Teachers, Except Special and Vocational Education	9,797	9,756	-41	-0.42%	0	532	532
General and Operations Managers	16,563	16,458	-105	-0.63%	0	521	521
Middle School Teachers, Except Special and Vocational Education	7,181	7,282	101	1.41%	101	298	399
Preschool Teachers, Except Special Education	3,735	3,835	100	2.68%	100	187	287
Sales Managers	3,008	3,040	32	1.06%	32	169	201
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	2,276	2,327	51	2.24%	56	104	160
Chief Executives	3,150	3,155	5	0.16%	0	158	158
Lawyers	4,414	4,396	-18	-0.41%	0	158	158
Educational, Guidance, School, and Vocational Counselors	2,427	2,482	55	2.27%	55	99	154
Special Education Teachers, Preschool, Kindergarten, and Elementary School	1,896	1,940	44	2.32%	43	109	152
Management Analysts	2,486	2,552	66	2.65%	63	71	134
Financial Managers	3,577	3,598	21	0.59%	18	115	133
Medical and Health Services Managers	2,087	2,130	43	2.06%	44	88	132
Speech-Language Pathologists	1,925	1,997	72	3.74%	68	64	132

Occupations that require Speaking at a Moderate Level and is Moderately Important for the job, Moderate Skill							
Occupation	2011 Estimated Employment	2013 Projected Employment	Net Growth	Percent Growth	Openings due to Growth	Openings due to Replacement	Total Openings
Licensed Practical and Licensed Vocational Nurses	12,604	12,812	208	1.65%	206	649	855
Actors	79	81	2	2.53%	1	4	5

Top 15 Occupations that require Speaking at a Moderate Level and is Moderately Important for the job, Basic Skill							
Occupation	2011 Estimated Employment	2013 Projected Employment	Net Growth	Percent Growth	Openings due to Growth	Openings due to Replacement	Total Openings
First-Line Supervisors of Office and Administrative Support Workers	14,566	14,760	194	1.33%	192	742	934
Telemarketers	5,410	5,865	455	8.41%	456	265	721
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	12,873	12,907	34	0.26%	41	586	627
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	21,416	21,280	-136	-0.64%	0	567	567
Parts Salespersons	3,003	3,068	65	2.16%	66	260	326
Correctional Officers and Jailers	5,482	5,493	11	0.20%	11	171	182
First-Line Supervisors of Non- Retail Sales Workers	2,991	3,020	29	0.97%	28	146	174
Coaches and Scouts	1,463	1,540	77	5.26%	76	79	155
Loan Officers	2,307	2,345	38	1.65%	38	113	151
Administrative Services Managers	2,725	2,761	36	1.32%	41	103	144
Bill and Account Collectors	2,700	2,730	30	1.11%	29	106	135
Property, Real Estate, and Community Association Managers	2,909	2,918	9	0.31%	10	119	129
New Accounts Clerks	1,682	1,707	25	1.49%	25	95	120
Purchasing Agents, Except Wholesale, Retail, and Farm Products	1,624	1,628	4	0.25%	2	82	84
Medical Assistants	1,844	1,868	24	1.30%	22	51	73

Critical Thinking (Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems)

Top 15 Occupations that require Critical Thinking at a Moderate Level and is Moderately Important for the job, High Skill							
Occupation	2011 Estimated Employment	2013 Projected Employment	Net Growth	Percent Growth	Openings due to Growth	Openings due to Replacement	Total Openings
Chief Executives	3,150	3,155	5	0.16%	0	158	158
Lawyers	4,414	4,396	-18	-0.41%	0	158	158
Educational, Guidance, School, and Vocational Counselors	2,427	2,482	55	2.27%	55	99	154
Management Analysts	2,486	2,552	66	2.65%	63	71	134
Financial Managers	3,577	3,598	21	0.59%	18	115	133
Medical and Health Services Managers	2,087	2,130	43	2.06%	44	88	132
Education Administrators, Elementary and Secondary School	2,313	2,317	4	0.17%	4	127	131
Clergy	2,410	2,458	48	1.99%	49	71	120
Dentists, General	1,200	1,236	36	3.00%	38	73	111
Public Relations Specialists	1,373	1,409	36	2.62%	36	71	107
Logisticians	1,000	1,065	65	6.50%	64	34	98
Child, Family, and School Social Workers	1,520	1,544	24	1.58%	24	69	93
Industrial Production Managers	1,752	1,758	6	0.34%	6	74	80
Education Administrators, Postsecondary	857	886	29	3.38%	30	47	77
Securities, Commodities, and Financial Services Sales Agents	1,033	1,052	19	1.84%	19	57	76

Commercial Pilots is the only occupation at the Moderate Skill Level where Critical Thinking is a required skill; Data however is confidential.

Occupations that require Critical Thinking at a Moderate Level and is Moderately Important for the job, Basic Skill							
Occupation	2011 Estimated Employment	2013 Projected Employment	Net Growth	Percent Growth	Openings due to Growth	Openings due to Replacement	Total Openings
Coaches and Scouts	1,463	1,540	77	5.26%	76	79	155
Purchasing Agents, Except Wholesale, Retail, and Farm Products	1,624	1,628	4	0.25%	2	82	84
First-Line Supervisors of Police and Detectives	749	747	-2	-0.27%	0	58	58
Substance Abuse and Behavioral Disorder Counselors	602	623	21	3.49%	21	25	46
Procurement Clerks	*	*	*	*	*	*	*
Lodging Managers	592	588	-4	-0.68%	0	33	33
Postmasters and Mail Superintendents	532	508	-24	-4.51%	0	20	20
First-Line Supervisors of Correctional Officers	235	235	0	0.00%	1	16	17
Forest Fire Inspectors and Prevention Specialists	183	184	1	0.55%	1	9	10
Fashion Designers	*	*	*	*	*	*	*

* Data does not meet DOL
standards for release

Coordination (Adjusting actions in relation to other's actions)

Occupations that require Coordination at a Moderate Level and is Moderately Important for the job, High Skill							
Occupation	2011 Estimated Employment	2013 Projected Employment	Net Growth	Percent Growth	Openings due to Growth	Openings due to Replacement	Total Openings
Chief Executives	3,150	3,155	5	0.16%	0	158	158
Education Administrators, Elementary and Secondary School	2,313	2,317	4	0.17%	4	127	131
Industrial Production Managers	1,752	1,758	6	0.34%	6	74	80
Social and Community Service Managers	1,153	1,176	23	1.99%	24	45	69
First-Line Supervisors/Managers of Police and Detectives	749	747	-2	-0.27%	0	58	58
Purchasing Managers	497	511	14	2.82%	9	28	37
Foresters	272	264	-8	-2.94%	0	4	4

Occupations that require Coordination at a Moderate Level and is Moderately Important for the job, Basic Skill							
Occupation	2011 Estimated Employment	2013 Projected Employment	Net Growth	Percent Growth	Openings due to Growth	Openings due to Replacement	Total Openings
First-Line Supervisors/Managers of Office and Administrative Support Workers	14,566	14,760	194	1.33%	192	742	934
Coaches and Scouts	1,463	1,540	77	5.26%	76	79	155
Lodging Managers	592	588	-4	-0.68%	0	33	33
First-Line Supervisors/Managers of Correctional Officers	235	235	0	0.00%	1	16	17
Choreographers	*	*	*	*	*	*	*

No Occupation met minimum
criteria for Moderate Skill

Reading Comprehension (Understanding written sentences and paragraphs in work-related documents)

Top 15 Occupations that require Reading Comprehension at a Moderate Level and is Moderately Important for the job, High Skill							
Occupation	2011 Estimated Employment	2013 Projected Employment	Net Growth	Percent Growth	Openings due to Growth	Openings due to Replacement	Total Openings
General and Operations Managers	16,563	16,458	-105	-0.63%	0	521	521
Pharmacists	2,927	2,999	72	2.46%	70	140	210
Chief Executives	3,150	3,155	5	0.16%	0	158	158
Lawyers	4,414	4,396	-18	-0.41%	0	158	158
Educational, Vocational, and School Counselors	2,427	2,482	55	2.27%	55	99	154
Management Analysts	2,486	2,552	66	2.65%	63	71	134
Medical and Health Services Managers	2,087	2,130	43	2.06%	44	88	132
Education Administrators, Elementary and Secondary School	2,313	2,317	4	0.17%	4	127	131
Clergy	2,410	2,458	48	1.99%	49	71	120
Physical Therapists	1,615	1,696	81	5.02%	80	32	112
Instructional Coordinators	1,438	1,474	36	2.50%	35	60	95
Child, Family, and School Social Workers	1,520	1,544	24	1.58%	24	69	93
Industrial Engineers	1,417	1,438	21	1.48%	24	58	82
Occupational Therapists	1,031	1,078	47	4.56%	48	34	82
Librarians	1,573	1,573	0	0.00%	0	78	78

Top 15 Occupations that require Reading Comprehension at a Moderate Level and is Moderately Important for the job, Moderate Skill							
Occupation	2011 Estimated Employment	2013 Projected Employment	Net Growth	Percent Growth	Openings due to Growth	Openings due to Replacement	Total Openings
Criminal Justice and Law Enforcement Teachers, Postsecondary	111	116	5	4.50%	5	3	8

Top 15 Occupations that require Reading Comprehension at a Moderate Level and is Moderately Important for the job, Basic Skill							
Occupation	2011 Estimated Employment	2013 Projected Employment	Net Growth	Percent Growth	Openings due to Growth	Openings due to Replacement	Total Openings
Parts Salespersons	3,003	3,068	65	2.16%	66	260	326
Insurance Sales Agents	2,895	3,060	165	5.70%	166	129	295
Executive Secretaries and Administrative Assistants	7,185	7,269	84	1.17%	78	190	268
Human Resources Assistants, Except Payroll and Timekeeping	1,607	1,626	19	1.18%	25	91	116
Purchasing Agents, Except Wholesale, Retail, and Farm Products	1,624	1,628	4	0.25%	2	82	84
Procurement Clerks	*	*	*	*	*	*	*

* Data does not meet DOL standards for release