

## Appendix B: PY 2024 - 2027 Local Plan Template

WIOA requires each local workforce area to develop a local plan. If the local area is part of a planning region, as defined in WIOA §3(48) or ADWS Policy No. WIOA I – 6.6, the local plan must support and be submitted as a component of the associated regional plan. The narratives framed in the local plan will include more detailed, actionable plans and objectives, consistent with the local plan’s respective regional plan strategic visions and goals, if the local area is part of a planning region. The local plan must also support the strategic vision and goals of the Arkansas State Plan.

In addressing the elements outlined below, if the local board is not prepared to provide a complete response to a specific element at the time of plan submission, a response must be provided that indicates how the local board plans to fully address that element in the multi-year plan.

**Local plans are not expected to exceed 75 pages.**

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## **Section 1: Workforce and Economic Analysis**

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

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

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

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

## Section 2: Strategic Vision and Goals

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

- 2.1 Describe the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment). Include goals relating to the performance accountability measures based on primary indicators of performance described in WIOA §116(b)(2)(A) to support local economic growth and economic self-sufficiency. *[WIOA § 108(b)(1)(E)]*
- 2.2 Describe how the local board's vision and goals align with and/or supports the vision and goals for the State's workforce development system as established by the Arkansas Workforce Development Board. *[WIOA §108(b)(1)(E)]* (See Appendix D: Planning References and Resources)
- 2.3 Describe how the local board's vision and goals contributes to each of the governor's goals. *[WIOA §108(b)(1)(E)]* (See Appendix D: Planning References and Resources) **Note: The State Plan includes several objectives under each goal.**
- 2.4 Describe how the local board's goals relate to the achievement of federal performance accountability measures. *[WIOA §108(b)(1)(E)]*

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

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

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

**Note:** The six (6) core programs identified by WIOA are: Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser Program, and Vocational Rehabilitation.
- 3.3 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). *[WIOA §108(b)(3)]*
- 3.4 Identify and describe (for each category below) the strategies and services that are and/or will be used to:
  - A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies.
  - B. Support a local workforce development system that meets the needs of businesses.

- C. Better coordinate workforce development programs and economic development; and
- D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs.

This may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies that support the local board's strategy in element 3.1. *[WIOA §108(b)(4)(A) & (B)]*

- 3.5 Describe local and regional efforts to support and/or promote entrepreneurial skills training and microenterprise services, in coordination with economic development and other partners. *[WIOA §108(b)(5)]*
- 3.6 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. *[WIOA §108(b)(10)]*
- 3.7 Describe efforts to coordinate supportive services provided through workforce investment activities in the local area, including facilitating transportation for customers. *[WIOA § 108(b)(11)]*
- 3.8 Describe strategies to implement the operational goals of the local one-stop system, maximizing coordination of services provided by the State's employment services under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), and the local board's service providers to improve services and avoid duplication. *[WIOA §108(b)(12)]*
- 3.9 Describe how the local board will carry out a review of local applications submitted under WIOA Title II Adult Education and Literacy, consistent with the local plan (as described in WIOA §107(d)(11) and WIOA §232). *[WIOA §108(b)(13)]*
- 3.10 Based on the analysis described in Appendix B - Section 1, identify the industries where a sector partnership is currently being convened in the local area or where there will be an attempt to convene a sector partnership and the timeframe. Categorize the sector partnerships as active, emerging, or exploring as defined below.
  - Active
    - Has a clear coordinator, convener, or convening team;
    - Is led by industry as demonstrated by private sector members playing leadership roles;
    - Has broad industry engagement as demonstrated by industry members attending meetings, partnering on activities, providing in-kind or financial resources, or similar;
    - Includes critical and engaged partners across programs from workforce development;
    - Can demonstrate that the partnership is not "just a workforce thing," "just an economic development thing," or "just an education thing."
    - Operates in a true labor market region, not within the confines of a workforce area or other geopolitical boundaries;
    - Operates under shared strategic plan, road map, etc.;

- Can demonstrate clearly identified priorities and an action plan, be able to demonstrate recent or current activities, services or products that are a direct outcome of the partnership.
- Emerging
  - Has at least an interim coordinator, convener, or convening team;
  - Has engaged at least one private sector champion to help drive the launch and implementation of a sector partnership;
  - Includes individuals from workforce development, education, economic development and other programs or organizations in strategic partner roles;
  - Actively working to implement strategic priorities outlined in a launch meeting.
- Exploring
  - Is in the infancy stage, but actively considering or planning the preparation needed to launch a partnership;
  - Working to identify partners who would be involved;
  - Determining if the partnership really makes sense for the community.

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

## Section 4: Program Design and Evaluation

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

- 4.1 Describe the one-stop delivery system in the local area including:
- A. The local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted service providers and providers on the eligible training provider list, and ensure that such providers meet the employment needs of local employers, workers, and jobseekers. *[WIOA §108(b)(6)(A)]*
  - B. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, using technology, and through other means. *[WIOA §108(b)(6)(B)]*
  - C. How entities within the one-stop delivery system, including one-stop operators and the one stop partners, will comply with WIOA section 188, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. *[WIOA §108(b)(6)(C)]* (See Appendix D: *Planning References and Resources*)
  - D. List all required and optional program partners; indicate the program(s) each partner provides and the physical location where the program(s) can be accessed. Describe the roles and resource contributions of the partners. *[WIOA §108(b)(6)(D)]*
  - E. Describe how the workforce centers are implementing and transitioning to an integrated technology- enabled intake and case management information system for core programs. *[WIOA §108(b)(21)]*
- 4.2 Describe the local board's assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. *[WIOA §108(b)(7)]*
- 4.3 Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities. *[WIOA §108(b)(8)]*
- 4.4 Describe the local board's assessment of the type and availability of youth workforce activities, including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. *[WIOA §108(b)(9)]*
- Note:** This section must include a description of the program design elements as well as how the local area will implement the 14 program elements.
- 4.5 Describe how training services will be provided in accordance with WIOA Sec. 134(c)(3)(G), the process and criteria for issuing individual training accounts. *[WIOA §108(b)(19)]*

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

## Section 5: Compliance

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

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

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

- 5.5 Describe the indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), eligible providers and the one-stop delivery system, in the local area. *[WIOA §108(b)(17)]*
- 5.6 Describe the process used by the local board for the receipt and consideration of input into the development of the local plan in compliance with WIOA section 108(d). Describe the process to provide an opportunity for public comment prior to submission of the local plan. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plan. *[WIOA §108 (b)(20)]*
- 5.7 Prior to the date on which the local board submits a proposed local plan, the proposed local plan must be made available to members of the public through electronic and other means.
  - A. Describe how the local board made the proposed local plan available for public comment. *[WIOA §108(d)(1)]*;
  - B. Describe how the local board collected and considered public comments for inclusion in the proposed local plan. *[WIOA §108(d)(2)]*; and
  - C. If any comments were received that represent disagreement with the proposed local plan, include such comments within the local plan's attachments. *[WIOA §108(d)(3)]*
- 5.8 List the name, organization, and contact information of the designated equal opportunity officer for each workforce center within the local area.

**Section 6: Plan Assurances**

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

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

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

<p>6.29 <input type="checkbox"/> The local board has a written policy for priority of service at its workforce centers for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.</p>	<p>Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09</p>
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**Local Plan Modification**

At the end of the first 2-year period of the 4-year local plan, each local workforce development board, in partnership with the appropriate chief elected official, must review the local plan, and prepare and submit modifications to the local plan to reflect changes. Please provide detailed responses to each of the following elements:

Describe changes in labor market and economic conditions; and other factors affecting the implementation of the local plan, including but not limited to:

- Significant changes in local economic conditions,
- Changes in the financing available to support WIOA title I and partner-provided services,
- Changes to the Local WDB structure, and
- The need to revise strategies to meet local area performance goals.

**PILLAR I: Industry-Driven Strategies:** The skill demands and hiring needs of industry must drive how workforce development programs train and prepare the participants they serve. Local employers should play a central role in defining in-demand skills, validating training models, and steering investments toward the roles and credentials that propel workers into secure, well-paying, and high-need American jobs. The public workforce system can support this pillar by prioritizing Registered Apprenticeships, Integrated Education and Training programs, and other high-quality work-based learning models; organizing employers into industry sector partnerships to identify high-wage, high-skill, or in-demand industry sectors and occupations and design workforce strategies to address their needs; aligning eligible training programs to career pathways within the State or regional economy; and targeting investments towards employer-led upskilling initiatives designed to fill talent shortages in priority industries.

**PILLAR II: Worker Mobility:** Individuals returning to the workforce or seeking better career opportunities should be able to take tangible steps that lead to upward mobility and long-term economic independence. Next-generation workforce and labor market intelligence tools should help participants identify their skills, understand skills-aligned career options and take intentional steps toward better-paying jobs. The public workforce system can support this pillar through several targeted strategies such as: clearly identifying credentials that are valued in the labor market to support informed decision making and support jobseekers to earn such credentials; developing informed customer choice policies designed to mitigate benefits cliffs; advancing innovative use of technology and labor market data, including employing competency-based assessments and benefits cliff navigation tools during intake into the public workforce system; and integrating Artificial Intelligence (AI)-powered tools including

comprehensive talent marketplaces composed of comprehensive learner records or learning and employment records solutions, credential registries, and skills-based job description generators, that allow workers to advance based on demonstrated competencies. The public workforce system can also help connect disconnected workers to training opportunities that lead to self-sufficiency.

**PILLAR III: Integrated Systems:** The public workforce system must be unified, navigable, and built around the needs of its users. Job seekers should be able to access training and employment opportunities without getting lost in a maze of government agencies, and employers should be able to engage with the system just as easily to find talent and grow their workforce. The public workforce system can support this pillar by integrating disparate funding streams and improving service delivery through adopting shared eligibility standards across programs; implementing and scaling virtual service delivery practices to reduce overhead expenses; and advancing education and workforce alignment, streamlining intake processes, and implementing digital tools that help frontline staff guide individuals to the right services.

**PILLAR IV: Accountability:** Taxpayer funded workforce development programs must deliver measurable and transparent results for job seekers and employers. Ineffective training providers should be removed from public funding lists. Grantees' funding models should tie resources to outcomes, including through the expanded use of pay-for-performance contracts to ensure public investments generate measurable returns in employment, earnings, and credential attainment. The public workforce system can support this pillar by identifying and eliminating ineffective activities, adopting state-driven measures of program performance, establishing state and local area postsecondary attainment and labor force participation goals, redirecting funding to programs and providers that demonstrate success in connecting Americans with high-wage jobs, and enhancing data linkages, including by exploring enhanced wage records, and publishing education and training programs in structured, open, linked, and interoperable data formats, to produce valid and transparent data that assesses the return on investment and the impact on closing talent gaps.

**PILLAR V: Flexibility and Innovation:** The public workforce system must be adaptable and designed for continuous iteration, with exponentially faster feedback loops between employers, educators, and training providers to ensure that programs can evolve in step with economic shifts, particularly those driven by AI. States and local communities need more control to tailor solutions to their regional economies without being constrained by outdated program rules or processes. The public workforce system can support this pillar by leveraging existing statutory authorities to promote flexibility and innovation within the system, braiding federal and state funding streams from multiple sources to support integrated career pathways, creating new models of workforce innovation built to match the speed and scale of AI-driven economic transformation, prioritizing AI literacy and skills development across the public workforce system, and developing pilot projects to drive rapid reskilling and fuel other AI-era innovations.