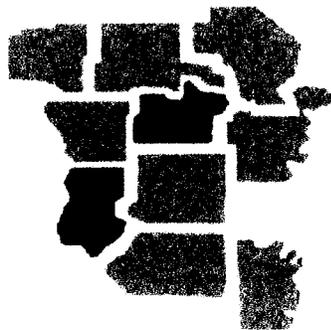


SOUTHEAST ARKANSAS
LOCAL WORKFORCE INVESTMENT BOARD
STRATEGIC PLAN



PROGRAM YEARS

2012—2017

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I. LOCAL WORKFORCE STRATEGIC PLAN

- Describe the Local Workforce Investment Board’s (Local Board) strategic vision for its local workforce investment area (local area) and the Board’s overarching goals. Rather than simply compiling data from various sources, base this section on a thorough understanding of the economic strengths and employment needs of the workforce area.
- Boards must review Governor Beebe’s Plan for Economic Development (<http://www.arkansasedc.com/arkansas-edc/the-governors-strategic-plan.aspx>) and the State of Arkansas Integrated Workforce Plan PY 2012–2016 (<http://dws.arkansas.gov/AWIB/pdfs/stateplan/PY%202012-2016%20Arkansas%20State%20WIA%20W-P%20Plan,%20FINAL,%2011-2-2012%20low%20res.pdf>) to ensure that their plans follow the same strategic direction. Consistent strategic direction among Board Plans will aid further integration of the Arkansas workforce system.

The vision of the Southeast Arkansas Workforce Investment Board is a reflection of the State Workforce Investment Board’s vision. The local board strives to foster a strong relationship between private business, educational institutions, and the local workforce investment system to assist in creating an employable workforce and in attracting quality employers to the Southeast area.

By working with private industry to understand their needs, information can be shared with educational systems to ensure that adequate training for high-demand areas are met. In addition, the local workforce investment system can refer quality candidates for employment to area employers.

A. LOCAL BOARD VISION AND GOALS

- Local board plans must identify the key issues, challenges, and opportunities that are expected in the next five years and that have an impact on the workforce system. Identify the goals and objectives for the workforce area. The plan must specifically address the following. [WIA §117(d)(1)], [WIA §118(a)]

- The vision for the local workforce investment system and how the local system will appear at the end of the five-year period covered by this plan.
- How the local workforce investment system will help achieve the state workforce investment goals.
- Aligning efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive service; and
- How the local board will coordinate the workforce investment activities carried out in the local area with local economic development strategies and develop other employer linkages with these activities.
- How programs and activities described in the plan will support both the Governor's plan for economic development and the state's strategic plan for employment and training needs of youth and adults in the state.

While the Department of Workforce Services shows a decline in unemployment for the Southeast Arkansas area, the figures can be a bit misleading when not read together with the current population trend of the area. While unemployment decreased by 225 in 2011, there was a loss of nearly 2,000 people in the population from 2010—2011. With 2,000 people leaving the area, the area loses a portion of its tax base in the local communities. Certainly, a number of those 2,000 may have been un- or underemployed, but they still contribute to the tax base of their local communities in the form of sales tax contributions. Further hurting the southeast area, in regards to population decrease, is that an exit of nearly 2,000 people means a loss of nearly 2,000 potential customers for local area businesses.

A number of challenges are present before the Southeast area in its efforts to achieve the goals of the board and of the State. These challenges are common to the Mississippi Delta. High illiteracy rates, high welfare dependency rates, high numbers of high school dropouts, above average teen pregnancy rates, lack of public transportation (almost nonexistent in the mostly rural area of Southeast Arkansas), gang activity, high crime rates and the trafficking and abuse of illegal drugs.

The Southeast Workforce Investment Area experienced a decline in population during the latest census. The population that remains in the area is an aging population. This declining population coupled with an aging population will result in greater demand for careers in the healthcare sector. The service sector in Southeast Arkansas far outpaced the goods production sector. Those jobs in production and transportation have suffered greater loss than any other sector. (See Attachment R-1).

Some of the major challenges that continue to face the area are declining population, rising unemployment, and exiting industry. Illustrating the exit of private industry and an increasingly elderly population is the fact that the leading employment opportunities are in government sector jobs followed by the health care sector. The compounding problem of rising unemployment is evidenced by the third largest sector for employment being in the social assistance sector. (See Attachment Q-5)

One-Stop centers will be co-located with other partnering agencies when possible. In addition, shared space in the one-stop center, or with other partnering agencies, will be encouraged to allow accessibility to as many resources as possible for clients.

Providing additional training to allow clients to become employable in a demand occupation will support the Governor's plan for increasing employment numbers and increasing earnings.

Over the course of the next five years, the State of Arkansas and the local workforce areas will continue to work together in providing a system of integrated services, unhindered by territorial disputes. This will assist in continuing to provide a system that is responsive to the needs of the unemployed and underemployed, in addition to the needs of the business community as employers.

Southeast Arkansas' vision is to continue to provide comprehensive year-round services to youth by connecting a wide array of programs to assist them in achieving success in both academics and employment. The creation of two youth advocate positions in the One Stop system will allow for connection of academic and workplace learning through a series of year-round services. Students will be assigned to a youth advocate who will ensure they receive the appropriate mix of services based on their assessments, interests, and past academic achievements.

The State workforce investment goals listed in the State Plan, and supported by the Southeast board, are:

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.

Every effort will be made by the Southeast board to achieve these goals. By providing opportunities for training, referrals to partnering agencies, and partnering with institutions of higher education, these goals can be achieved.

In order to enhance, meet, and support the goals of the Arkansas Workforce Investment Board, the Southeast Arkansas Workforce Investment Board will:

- Ensure the provision of accurate and current labor market information. All One Stop offices will have access to current labor market information and shall make that information available to all clients.
- Provide all clients in Southeast Arkansas access to career planning, as well as all preparation services needed—such services will be provided by the One Stop offices throughout the area.
- Use competency based certification programs for students and instructors.
- Support the efforts of state agencies to ensure that the basic skills of high school graduates are adequate for further work or education.
- Foster communication to enhance cooperative projects between schools and industries—the two youth advocate positions are created with the idea of bringing industry leaders and educators together to guide individual students through the program and into the world of work.
- Work to ensure that no duplication exists between new and existing programs, as well as providers, focusing on the needs of the client.
- Support the clearly defined role of education which will allow the coordination of these segments.
- Continue working to develop a unified system to upgrade the skills of existing employees.
- Strive to create opportunities for the unemployed and underemployed for occupations in long term, gainful employment through on-going economic development activities.

The Southeast Arkansas Workforce Investment Board, and more specifically the Planning Committee, will be responsible for coordinating local economic development strategies with other employer linkages to provide oversight for a consistent and unified effort within the local communities.

Southeast Arkansas Economic Development District, Inc. (SEAEDD) has been designated by the Chief Elected Officials as the fiscal agent and grant recipient. SEAEDD also provides administrative services for the Southeast Arkansas Workforce Investment Board. For over forty years, SEAEDD has been involved in various aspects of economic development and will be instrumental in assisting the Planning Committee in the coordination of local services and activities and the area's economic development strategies. SEAEDD, through projects sponsored by the United States Department of Commerce, provides a number of economic

development activities ranging from EDA grants to revolving loans to new or expanding industries and are designed to provide for increased job opportunities. SEAEDD is responsible for preparing a Comprehensive Economic Development Strategy (CEDS) which outlines the economic development activities for the area. The CEDS is submitted to the United States Department of Commerce, Economic Development Administration. In preparing this document, data was utilized from a study published by the University of Arkansas at Little Rock's Institute on Economic Advancement (UALRIEA). The study includes demographic and economic profiles and outlooks, labor sheds, infrastructure assessments, workforce assessments and other useful information.

The very nature of the SEAWIB, by its composition, will lend itself to coordination. As required by the Act, the board is made up of more than 51% of private business leaders. As envisioned by the Act, business representatives on the board will be able to provide firsthand knowledge of the services offered by the board and the ongoing efforts in economic development arenas, which will place them in a position to better influence Southeast Arkansas. These members will also be instrumental in developing linkages with other area employers.

B. ECONOMIC AND WORKFORCE INFORMATION ANALYSIS

Local plans should include: [WIA §117(d)(7); A.C.A §15-4-2212]

- Identify the workforce needs of businesses, job seekers, and workers in the local area and how the local workforce system will address these needs.

Businesses in the area need an educated and sustainable workforce. Job seekers need quality positions in order to provide for a way of life. Workers need the tools to capitalize on opportunities for upward economic mobility in the workforce. (See Attachment Q-1 and R-3).

- Current and projected employment opportunities in the local area and the job skills necessary to obtain the employment opportunities. (See Attachments Q-2 and R-2).

Most of the current job opportunities are in the service sector. The goods producing sector declined during the last census period. In addition, the population declined but the average age of the population rose. This indicates that more jobs in the healthcare field will become available as an aging population will require greater care. Of course, this also creates a new set of problems for the area. As an increasing number of people prepare to retire in the coming years, there will be fewer and fewer young people to fill those positions vacated by retirements.

Obviously, the healthcare sector will continue to grow in its demand for employees. The local board has received and begun utilizing a study, produced

by the University of Arkansas at Little Rock Institute for Economic Advancement, of the resources in the Southeast delivery area. The information in this study will be of great benefit to economic developers in the area as they attempt to foster economic growth and employment opportunities for Southeast Arkansas. (See Attachment R-3).

Current employer needs have been determined by the Department of Workforce Service's (DWS) Labor Market Information (LMI) Division. Reports are available on DWS's website. These needs will be addressed by the workforce system through the partnership between the One Stop and DWS.

Key employers in the Southeast area by county are:

Arkansas: Lennox Industries, Riceland Foods, Belleville Shoe, Producers Rice Mill, and Baptist Medical Center.

Ashley: Georgia Pacific

Bradley: Potlatch Corporation

Chicot: Chicot Memorial Medical Center, Farm Fresh Catfish

Cleveland: Wilson Brothers, Treated Materials Company, River Ridge Equipment

Desha: Potlatch Corporation

Drew: University of Arkansas at Monticello, Drew Memorial Hospital, Maxwell Hardwood Flooring, Hood Packaging, J.P. Price Lumber Company, Drew Foam Company, War Eagle Boats, and SEARK Marine.

Grant: Kohler Corporation

Jefferson: Tyson Foods, Jefferson Regional Medical Center, U.S. Army Pine Bluff Arsenal, Arkansas Department of Correction, Evergreen Packaging, Stant, Central Moloney, University of Arkansas at Pine Bluff, Union Pacific Rail, and National Center for Toxicological Research.

Lincoln: Arkansas Department of Corrections

The job skills required for employment obviously vary according to the industry in which employment is sought. However, some basic skills are necessary for any employment, such as job retention skills, including showing up for work, being punctual, working well with others, calling in sick, and dressing appropriately. Those job skills that are industry specific have been addressed by the eligible training providers in the area.

- How local boards will work cooperatively with local economic development to identify local targeted industries that supports state identified targeted industries and the Governor's plan for economic development.

Employers will be engaged in the One Stop system through Wagner-Peyser funded activities, with most job listings, referrals, and follow-ups being handled in a Web based system which will acknowledge a job order, a referral, and the removal of a job order filled; listed over a time frame, with unfilled or no longer needed job orders removed by the employer and a pro-active electronic method.

Unemployment has increased in the area during the past census period. Combating unemployment in the area is a challenge as many individuals who have not been in the labor market for a number of years must be convinced to seek employment and training services from the One Stop system. Recent closures and industry exits have caused some dislocation for adults who may need assistance finding employment. Some workers that have been recently dislocated are facing the challenge for the first time and need counseling and encouragement to prepare for an interview and obtain employment. In some cases, workers may need additional training to prepare for a job in a demand field.

In order to remain competitive in an increasingly global economy, workers must be able to upgrade their existing skillset and learn new skills to adapt to an ever changing work environment. The One Stop Operator and area training providers must be able to quickly react to the ever changing demands of area employers and their employees.

Key clients in the area will be those with greatest need and stand to gain greatest benefit from the services offered. Law requires veterans be given preferential service. The economically disadvantaged using public assistance will be next, with the homeless, cash recipients, and those needing less assistance being a priority for service.

Funds will be utilized in the priority of core services and intensive services, with intensive services being applied in the order of most need and greatest benefit. Need relates to personal and family income to sustain themselves, as well as barriers to employment. Benefit will most relate to eliminating barriers and enhance or generate income to become sufficient or reduce the dependence on public assistance.

Services to youth will focus on high school/GED completion and job readiness skills. Most of the Southeast area faces the challenge of low test scores, high dropout rates, and an overall lack of interest in education by most youth. (See Attachment Q-3).

Present and future needs of employers in the Southeast area will be addressed by the involvement and cooperation of all agencies, local and state, and will be tracked by the One Stop operator through feedback from satellite centers and employers' direct participation in the system.

The local board will work cooperatively with local economic development to identify local targeted industries that support the state identified target industries and the Governor's plan for economic development by relying on the study conducted by the UALR IEA. This study identified key industries, infrastructure, and other resources available to and in the Southeast area. This information can be shared with other economic development and industry leaders in planning and implementing strategies for success in Southeast Arkansas. Further, representatives of local economic development agencies and local industries serve as representatives on the Southeast Arkansas Workforce Investment Board where they are able to offer input regarding the needs of the labor force and employers in the area. In addition, representatives from state level partner agencies, such as DWS also serve on the local board.

II. LOCAL OPERATIONAL PLAN

- The local operational plan must present an overview of the workforce system in the local area.

There are two comprehensive One Stop Centers located in Pine Bluff, and Dumas. These offices are co-located with DWS. There are three additional satellite One Stop Centers throughout the district. They are located in Crossett, Lake Village and Monticello. The centers in Crossett and Lake Village are located in their own space, but have space available for visiting partner agencies. The center in Monticello is co-located with DWS. Additionally, the Dumas One Stop Center is located in the Dumas Technology and Education Center (DTEC) with DWS and provides clients with access to a wide array of additional services and classes that are offered in the area.

A. LOCAL GOVERNANCE

- Identify the fiscal agent or entity responsible for the disbursement of grant funds described in WIA § 117(d)(3)(B)(i)(III), as determined by the chief elected official(s) under WIA § 117(d)(3)(B)(i). [WIA §118(b)(8); Act 1125 §12(b)(8); 20 CFR 661.350(a)(9)]

The Fiscal Agent for Southeast Arkansas is the Southeast Arkansas Economic Development District, Inc. as determined by the Chief Elected Officials (CEOs).

- Describe the agreement specifying the respective roles of the individual chief elected officials, including fiscal liability. [WIA §101(6)(B); 20 CFR 667.705(c); 20 CFR 661.300(e)]
 - Attach a copy of this agreement.

A copy of the CEO agreement, which was adopted December 28, 1999, is attached.

- Describe the local workforce investment board. [WIA §117(d)(4); Act 1125 §11(g)]
 - How will the local board provide a leadership role in developing policy, implementing policy, and providing oversight for the local workforce investment system?
 - How will the local board do this in partnership with the chief elected officials?
 - Attach a copy of the board by-laws.

Arkansas Code Annotated § 15-4-2209 establishes the basic composition requirements of the Southeast Arkansas Workforce Investment Board. Members of the SEAWIB were appointed in accordance with Arkansas Code Annotated § 15-4-2209. As required by statute, a business representative must serve as chairman of the board.

The CEOs have ensured that there is minority representation on the SEAWIB. The CEOs determined the terms of the board members. SEAWIB members will serve two-year terms. These terms will be staggered and one-half of the board terms will expire each year. The SEAWIB has five standing committees (Executive, Planning, One-Stop, Performance, and Youth). In addition, Ad Hoc committees shall be designated as necessary for specific purposes. A copy of the SEAWIB By-Laws, revised and adopted on April 20, 2011, are attached.

The Southeast Arkansas Chief Elected Officials are committed to the success of the SEAWIB and to the workforce activities of the area. The CEOs remain actively engaged in the process of maintaining the SEAWIB as an effective, functional board.

- Describe the youth council and its development of the portions of the local plan relating to eligible youth. [WIA §117(h); Act 1125 §11(o)]; 20 CFR 661.335; 20 CFR 661.340(b)]

A detailed list of Youth Council members and the sectors they represent is included in the attachments. The members of the Youth Council have been an integral part of the development of youth services for the Southeast Workforce Investment Area, and in the development of this plan. The Youth Council is also responsible for the development of the RFP package, which is also included in the attachments.

- Describe the local board's plans to provide administrative services. [WIA §117(3) (b)(ii)(4); Act 1125 §11(e)]
 - Identify any staff positions that will be hired directly by the board.
 - Describe the board's plans, if applicable, to contract for some or all of its administrative services (administrative agent).

The SEAWIB recently issued a legal notice requesting qualifications to provide Administrative Services, for a One-Stop Operator, and for Youth Providers. These notices ran for two consecutive weeks in all the local area newspapers and in the statewide newspaper as well.

No individuals are hired by the board.

The Fiscal Agent and Grant Recipient for the Southeast Arkansas Workforce Investment Area is the Southeast Arkansas Economic Development District, Inc. as determined by the CEOs. Central Arkansas Planning and Development District, Inc. is the local One-Stop Operator and provider of adult, dislocated worker, and youth services. The youth advocate positions work to reach out to local area youth in need of services by working with local educational entities.

- Describe the local grievance procedure established in accordance with 20 CFR 667.600.
 - Attach a copy of the local grievance policy.

The local grievance procedure is attached.

- How will the local board ensure that the public – including persons with disabilities – has access to board meetings and activities, including information regarding the local board membership, the designation of One-Stop operators, the award of grants or contracts to eligible providers of youth activities, notification of meetings, and meeting minutes? Per Arkansas Workforce Investment Board Open Public Meetings policy, please provide the website where notices of meetings, board agendas, and minutes will be posted. [WIA §117(e), AWIB Open Public Meetings Policy]

The SEAWIB will ensure that the public, including those with disabilities, have access to board meetings and activities, information regarding local board membership, the designation of the One-Stop Operator, the award of contracts to eligible providers, notification of meetings and the minutes of prior meetings. The SEAWIB notifies the local newspapers regarding all meeting notices. The SEAWIB will also submit to the Arkansas Workforce Investment Board staff meeting notifications and minutes for publication on their website.

- Include as a separate attachment a list of the board of directors, the by-laws, and an organizational chart (with names) for the fiscal agent, the administrative agent, and the major entity responsible for providing core and intensive services.

Included in the attachments are a list of the board of directors, the by-laws, and an organizational chart for the fiscal agent, the administrative services provider, the One-Stop Operator, and the local workforce investment board.

- Attach organizational chart here
- Also include an organizational chart (with names) for the local workforce investment board.

B. ONE-STOP DELIVERY SYSTEM

- Describe the One-Stop delivery system to be established in the local area, including the location of comprehensive centers, satellite centers, and affiliate centers. [WIA §118(b)(2); Act 1125 §12(b)(2); 20 CFR 661.350(a)(3); 20 CFR 662.100(e)]

The One-Stop system in Southeast Arkansas is comprised of two comprehensive centers located in Pine Bluff and Dumas and three satellite centers located in Monticello, Lake Village, and Crossett.

- Describe the process used for selecting the One-Stop operator(s), including the appeals process available to entities that were not selected as the One-Stop operator(s). [WIA §121(d); 20 CFR 662.410; 20 CFR 670.667(b)(1)]

The fiscal agent for the SEAWIA posts legal notices for a request for qualifications to serve as One-Stop operator for the Southeast Arkansas Workforce Investment Area. These notices run in all the local area newspapers and in the statewide newspaper for two consecutive weeks.

In the event that more than one entity applies, the selection is made by the One Stop Committee, the SEAWIB and ratified by the Chief Elected Officials. If there

is an appeal by the entity not selected, the appeal will be reviewed by the Executive Committee and the Chief Elected Officials. A ruling will be issued within fifteen (15) calendar days of the review.

- Describe how the local board will terminate a One-Stop operator for cause. *[WIA §117(d)(2)(A)(ii); Act 1125 §11(a)(2)(B)]*

The Southeast Arkansas Workforce Investment Board may terminate a One-Stop Operator for cause. Such action may be initiated by the Chief Elected Officials, the full board, or the Performance Committee of the full board. The recommendation for termination will be reviewed by the One-Stop Operations Committee, which will make a recommendation to the full board and the Chief Elected Officials concerning necessary action to be taken. A copy of the “termination for cause” provision is included in the attachments.

- What programs and funding streams will support service delivery through the One-Stop system? How will services provided by each of the One-Stop partners be integrated and made available in the local One-Stop system? What optional partners will be included?

The partnering agencies and funding streams currently involved with the One-Stop System are as follows:

- Arkansas Department of Workforce Services—Employment Division, the Governor’s dislocated worker task force, NAFTA/Transitional Adjustment Assistance, Trade Adjustment, veterans employment and training program and unemployment insurance.
- Central Arkansas Planning and Development District, Inc., as the One-Stop Operator—adult, dislocated worker, and youth activities under WIA.
- National Caucus for Black Aged under Title V of the Older American Act
- Arkansas Department of Human Services—Temporary Assistance for Needy Families, Employment and Training, Food Stamps and Community Service Act program and local TEA Coalitions.
- Department of Workforce Education—Adult Education, GED, Vocational Skills Training
- Arkansas Rehabilitation Services
- Southeast Arkansas Economic Development District, Inc.—economic development
- Division of Services for the Blind
- Arkansas Human Development Corporation—Migrant and Seasonal Farmworkers
- Job Corps

Each satellite one-stop will include as applicable, educational institutes as partners. The participation of educational institutions will serve as an essential link in the success of the workforce development system. This is reflected in the number of educational representatives that serve on the SEAWIB. SEAWIB will ensure non-duplication of services by the MOUs between the SEAWIB, the CEOs, and One-Stop partners. Basic components contained in the MOU are:

- Services offered and provided by the One-Stop.
- Understanding and agreement of the responsible party for the One-Stop fund. This will include the dispersal of funds and how this will be maintained.
- Provisions for the funding of operating costs and services that will include methodologies and cost sharing formulas and/or strategies.
- Establish methods of individual referrals between one-stop and participating partners.
- Duration of the MOU.
- Practices and procedures for amending the MOU.

SEAWIB will require all participating partners and agencies to contribute to the service delivery in terms of service and/or operating costs.

- Attach a copy of each memorandum of understanding between the local board and each of the One-Stop partners concerning the operation of the local One-Stop delivery system. [*WIA §118(b)(2)(B); Act 1125 §12(b)(2)(B); 20 CFR 662.310(b)*]

Memoranda of Understanding are attached as well as the One-Stop Certification.

- Typically, what information and services will be provided and how will customers access them? How will the goal of universal access be achieved?

Services to be provided include, but are not limited to the following:

- Core Services
 - Core services, as defined in 29 U.S.C. § 2864(d)(2), may include, but shall not be limited to eligibility, outreach, intake, initial skills assessment, job searches, job placements, career counseling, the provision of employment statistics, and follow-up services. Information from the UALR IEA study will be utilized in providing many of these services.
- Intensive Services
 - Intensive services, defined in 29 U.S.C. § 2864 (d)(3), may include, but shall not be limited to skill assessments, identification of employment

barriers, establishing employment goals, counseling, career planning, case management, and short-term prevocational services.

- Training
 - Training providers on the eligible training provider list will provide training services in the Workforce Investment Area. Training will be provided to those clients who, following unsuccessful core and intensive services, have, in the priority of need and benefit, an employment training plan which will lead to employment in a demand occupation within the Workforce Investment Area. Individuals who are approved for training services will be provided information on the performance and training facilities. (See Attachments M-1, M-2, M-4, and P-3).
- What is the local plan for delivery of core and intensive services?

Core services will be readily available to all clients by visiting the Resource Centers at the local One-Stop centers. Intensive services will be provided by workforce staff in the local One-Stop centers. Much of what is offered by way of Core Services can be obtained through “self-service” tools that are available while the Intensive Services often require the client and the workforce staff working in harmony with one another.

- Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area.[WIA §118(b)(4); Act 1125 §12(b)(4); 20 CFR 661.350(a)(5)]

The Wagner-Peyser Act labor exchange services (Title III of the Workforce Investment Act) will also be made available to youth and adults at the One-Stop centers. The labor exchange services are provided by the Arkansas Department of Workforce Services (ARDWS) or by staff made available to ARDWS through an agreement. Most job orders received by ARDWS or One-Stop staff will be posted on America’s Job Bank (AJB) and available to youth and adults via internet. Clients also have access to ARDWS employment service interviewers and to locally posted jobs that do not meet Arkansas’ standards for posting on AJB.

Generally, Unemployment Insurance (UI) services pertain only to older youth and adults. In Arkansas, continued UI claims are handled by phone, and assistance with UI related problems is available by ARDWS staff on site and via phone. Claim forms and basic assistance for filing claims will be available in One-Stop centers if no UI staff is present.

ARDWS also provides a significant amount of labor market information, and this information is available to all clients through the One-Stop services systems and the one-Stop partner agencies. This information includes occupational projections, data about employment opportunities and earnings potentials of specific occupations and industries, demographic information on the workforce, information about the availability of training courses and the locations of training providers, information and assistance with matching

occupational interests to possible careers, and other information helpful to adults and youth.

In addition to information available from ARDWS regarding labor market information, Southeast Arkansas Economic Development District, Inc. has obtained a study from UALR's Institute for Economic Advancement, which contains information on demographic and economic profiles and outlooks, retail analysis, labor sheds, infrastructure assessments, and workforce assessments. Such information will be available in the One Stop Centers for individuals seeking training and employment. (See Attachments M-1—M-4 and P-1—P-3).

The intention of the Southeast Arkansas Workforce Investment Board is to ensure the inclusion of all required partners represented on the board in the operation of the One-Stop system.

The Southeast Arkansas One-Stop system will be a “value added” service to the citizens of Southeast Arkansas, elevating the quality of life, skills, and employability, through human development for all Arkansans. The Southeast Arkansas One-Stop system will not be “all things to all people,” but there will be something for everyone. A significant key to the success of the Southeast Arkansas One-Stop system will be a “no wrong door” approach to providing services that encompass the principles of universal access, integration, collocation, collaboration, and performance as the building blocks to the system. With a “no wrong door” approach, when a customer seeks services requesting assistance with employment and training needs or services in support of employment and training, the customer may be referred to any of the One-Stop partners.

Universal access at the One-Stop centers has been assured through strategic placement of One-Stop centers, with appropriate marketing and appropriate staffing. All efforts will be made to assist persons with disabilities or persons who might otherwise encounter barriers in applying for and receiving services.

Youth customers will be primarily served by the area Youth Advocates. In addition, youth will have access to training and employment information through electronically posted information on websites, hard copy information available in physical One-Stop centers, and one-on-one consultation with career counselors and case managers.

Services and products available to the youth of Southeast Arkansas through the One-Stop system will include:

- Eligibility determination and referral to USDOL-funded training programs, including Workforce Investment Act programs.
- Initial eligibility information and referral to programs available within the community other than those funded by USDOL.
- Assistance with access to school-to-work programs.
- Aptitude testing and assessment for job-training seekers.
- Assistance with acquiring job-search skills.
- Information on the availability and quality of education and training programs.

- Directional assistance for customers to all appropriate staff and/or self-services.
- Customer-oriented information on careers, labor markets, and jobs.
- Information on occupational demand, supply, and wages.
- Information, materials, equipment, and the necessary assistance to enable job applicants to prepare and distribute job applications and resumes, gain access to information about job openings and requirements, and request referrals to specific jobs.
- Ability for employer to list job orders directly.
- Assistance for employers in listing job orders or job openings.
- Assistance for employers in reviewing resumes through America's Talent Bank.
- Serve as the local primary point of contact for employer services.
- Follow-up to determine program effectiveness.

Work-related experience such as internships, cooperative education, entrepreneurship, and job-shadowing may be available to lead the youth of the Southeast Arkansas Workforce Investment Area into high-skill and high-demand career areas. Mentoring and support services may be provided to enhance and improve the resources and skill-development programs offered by service providers through the use of the Youth Advocates. Parents, businesses, and other organizations may be actively involved in the process as participants on the Youth Council, designing, implementing, and evaluating youth programming. In creating a plan for becoming economically self-sufficient adults, youth, in cooperation with their Youth Advocate, will participate in the plan writing process by goal-setting, and implementing the actions necessary to achieve their goals.

All clients will have access to employability skills assessment and training at One-Stop Career Centers and other identified sites. Clients with below basic skill levels will have access to basic skills training programs at various sites.

Linkages between summer employment opportunities and year round services will be established and maintained by the Youth Advocates. The Youth Advocates will be assigned specific areas of the Southeast area and will be responsible for tracking the youth as they participate and complete various programs.

- How will the local board promote the participation of private sector employers in the statewide workforce investment system and ensure the effective provision, through the system, of connecting, brokering, and coaching activities, through intermediaries like the One-Stop operator in the local area or through other organizations to assist the employers in meeting hiring needs. [Note the limitation on use of funds in WIA §181(e).] [WIA §117(d)(8); Act 1125 §11(k)]

Continued operation of a successful workforce must include active participation of private sector employers. Involvement of the private sector is accomplished by the very nature of composition of the Southeast Arkansas Workforce Investment Board, the membership of which consists of at least 51% business and industry. The members on the board represent the requirements and needs of area industries and the business

community and are instrumental in providing information related to a skilled workforce to meet industry needs. A major customer target for the one-stop career system is private industry. The foundation of a comprehensive and skilled workforce necessary and required by all industries and business are the services the one-stop system can provide to business and industry. Through the on-going efforts of the administrative services provider, the one-stop operator, and the private sector representatives on the SEAWIB, the SEAWIB will continue to ensure that private sector employees remain connected to the Workforce Investment System and be given every effort to participate to the fullest extent possible.

C. SPECIAL TARGET POPULATIONS

- The local operational plan must describe how all workforce system partners will work together to ensure that customers who need a broad range of services receive them. This is an opportunity for the local area to describe how the workforce center services will address more specific needs of targeted sub-populations.

The SEAWIB is committed to providing services to those that represent special populations in the local community. The One-Stop operator's internal policies discretely identify clients with special needs and staff directs those clients to the services most appropriate and available, whether it is directly or indirectly through the One-Stop center.

- Describe how the local system will meet the needs of the following groups:
 - Services to the Unemployed, to include:
 - How will reemployment services to Unemployment Insurance claimants be coordinated?

Reemployment services to Unemployment Insurance claimants will be coordinated with local DWS offices. Job searches for open positions in the field for which the claimant is trained will be conducted. Failure of a successful job search will result in more intensive services, whereby the One-Stop staff will meet one-on-one and work with the client on honing their employability skills. If these services fail in assisting the client in obtaining employment, training services will be provided, as available, to train the client for a demand area that has openings.

- How will services to Trade Adjustment Assistance customers be coordinated and how will these customers be co-enrolled in these programs?

In an effort to support Trade Adjustment Assistance customers, the SEAWIB works very closely with DWS. The SEAWIB expects DWS to maintain open communication and to refer clients who are in need of or may benefit from SEAWIB services.

- Low-Income Individuals – Include how Temporary Assistance to Needy Families (TANF) services will be further integrated into the

workforce center system and how services to TANF customers are coordinated within the workforce centers

- Migrant and Seasonal Farmworkers – please specify what outreach activities the local area will make to reach this population
- Veterans Services – include how the Veterans Priority of Service will be implemented in the local area
- Limited English Proficiency
- Ex-Offenders
- Mature Workers
- Services to Individuals with Disabilities – Include how the local system will ensure non-discrimination and equal opportunity, as well as compliance with the Americans with Disabilities Act.

[WIA §188(a)(2)]

Historically, the needs of dislocated workers, migrant and seasonal workers, and older workers have centered on returning to employment. It is the intention of the SEAWIB that these individuals receive assistance designed to place them back into employment and when possible, at a wage equal to or greater than their previous employment. The Arkansas Human Development Corporation offers specific services to migrant and seasonal workers and a number of internet services available to older workers via discoverarkansas.net, which may be accessed by older workers at any of the One-Stop centers.

Efforts on the part of the One-Stop Operator and the Department of Workforce Services to respond quickly to major layoffs and plant closings will be critical. Coordination between the One-Stop Operator, Department of Workforce Service, and the Governor's Dislocated Worker Task Force will be critical in responding in as expeditious manner as possible to mass layoffs and plant closings in the area.

The needs of displaced homemakers, individuals with disabilities, and public assistance recipients may be more complex and may require a more detailed mix of career and personal counseling designed to rebuild confidence and self-esteem. One-Stop staff is trained to identify these needs. Counseling and core services may not be enough to assist displaced homemakers, individuals with disabilities, or public assistance recipients. In the event that they are not, job specific training or referral to other community services may be required.

Those individuals with learning disabilities and people with limited English proficiency may require more detailed services, such as those provided by local literacy councils or special school programs provided by educational facilities in the area. One-Stop staff is trained to utilize multiple resources to meet the needs of the client. Staff is encouraged also to mix services in order to better and more effectively assist clients. Special programs for those with learning disabilities may be coupled with short term training in "soft skills" or "life skills" and finished with short term job shadowing referrals or other appropriate activity.

- Youth Services – include the local area’s design framework for the youth program and the local area’s definition regarding the sixth youth eligibility criterion. Describe and assess the type and availability of youth activities in the local area, including an identification of successful providers of the activities. Also, include how the services for youth will be connected to the workforce center.

The Youth Council works with the One-Stop operator to work to identify youth providers in the area. In addition, the One-Stop operator employs youth advocates who are active in recruiting eligible youth through the local area schools and working with partnering agencies to identify those youth who are not enrolled in school, but are in need of services. Youth participants may be eligible for assistance if they are:

- A school dropout
- Deficient in basic literacy skills
- Homeless, runaway, or a foster child
- Pregnant or a parent
- An offender
- Need help completing an educational program or securing and holding a job

The Youth Advocates, after identifying youth in need of services, will refer the youth to the workforce centers so that they can be matched up with services most appropriate for their individual circumstances and those that will best provide for their current need.

The SEAWIB’s Youth Council is responsible for developing guidelines to ensure a comprehensive youth service strategy is in place. It is the responsibility of the Youth Council to:

- Recommend to the SEAWIB eligible providers of youth activities to be awarded contracts on a competitive basis by the local board to carry out the youth activities, when funds are available.
- Work with the SEAWIB to conduct oversight of the eligible providers of youth activities in the local area.
- Coordinate youth activities authorized by Workforce Investment Act.

During the process, strategies for providing comprehensive services to eligible youth, including coordination with foster care, education, juvenile justice, welfare, and other relevant resources will be addressed. The Youth Council will work with local Transitional Employment Assistance (TEA) representatives and other resource organizations in developing strategies for assisting youth with special needs or barriers to employment, including youth who are pregnant, parenting, or have disabilities.

The Youth Council will make recommendations to the SEAWIB and the SEAWIB will select the local providers of youth services and activities funded by Title I of the Workforce Investment Act. The RFP utilized by the Youth Council is attached. The

RFP may be modified as necessary, but the general format will remain the same. The SEAWIB will ensure that parents, participants, and other members of the community with experience relating to programs for youth are involved in design and implementation of programs for youth. This involvement will be provided under the leadership and guidance of the Youth Council. The Youth Council is comprised of members of the above-mentioned resources. The Youth Council is also responsible for providing coordination with youth service providers in the local workforce investment area. This is accomplished through communicating and creating linkages with these agencies.

The Youth Council ensures that funds allocated to the local area for WIA Title I youth activities are used to provide youth services that:

- Provide an objective assessment of the academic levels, skill levels, and service needs of each participant.
 - These assessments include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and development needs of each participant.
- Develop service strategies for each participant that will identify training and employment goals, appropriate achievement objectives, and appropriate services for the participant.

In addition, these programs must provide:

- Preparation for postsecondary educational opportunities, where appropriate.
- Strong linkages between academic and occupational learning.
- Preparation for unsubsidized employment opportunities, where appropriate.
- Effective connections to intermediaries with strong links to the job market and to local and regional employers.

Each eligible applicant for WIA youth services will be provided:

- Information on the array of services that available through the local board, other eligible providers, or One-Stop partners.
- Referral to appropriate training and educational programs that have the capacity to serve the applicant.

Each eligible program provider, when funding is available, will ensure that if an applicant does not meet the enrollment criteria of a program or cannot be served for other reasons, the applicant will be referred to appropriate programs that meet the basic skills and training requirements of the applicant. These programs include:

- Preparation for postsecondary educational opportunities, where appropriate. This will be accomplished through coordination with local school districts. Tutoring, mentoring, study skills training, and instruction leading to completion of secondary school will be provided as feasible.
- Preparation for unsubsidized employment opportunities, where appropriate. All youth activities and services are geared toward the

development of appropriate skill levels to enter unsubsidized employment. Skills may include study skills, soft skills, team building, communication skills, other pre- and post-employment skills, as well as specific occupational skills. Development of an individual employment plan will result from an assessment process to determine which type of preparation is needed. From this, the specific training activities will be chosen for each participant.

- The mandatory composition of the board (51% business) will assist in the development of strong linkages to the employer community. Additionally, mandated partnerships of the One-Stop delivery system will enhance these linkages.
- Alternative Secondary School services, where appropriate, will be evaluated to determine if cooperative and collaborative efforts would improve local youth outcomes and services. When possible, and as needed, assistance will be offered to these schools.
- Summer Youth Employment opportunities will provide both academic (as necessary) and occupational learning. Paid work experience will be coupled with structural learning opportunities that emphasize the connection of education to the world of work. When time constraints are an issue a priority will be placed on occupational learning skills that will directly and immediately benefit the youth in their summer employment experience. This commitment to occupational learning skills will further enhance the effect and experience of not only the youth, but the business partners that are providing a worksite for the program.
- Paid and unpaid work experience will be made available to eligible youth on a year-round basis according to individual interests and needs. This activity may be linked with other youth program elements. Work experience will be made available based on the availability of visible work sites. Internships will be an activity provided in both the public and private sector, with an emphasis on the private sector. Internships can be paid or unpaid. All internships must be provided in conjunction with courses designed to enhance occupational skills. Courses relevant to the internship can be provided prior to, during, or following actual internship. The Youth Council will coordinate activities from various sources.
- Occupational skills training will be provided based on assessed needs and abilities. Labor market information, including employment projections and trends, which are all available to the One-Stop centers via the UALR-IEA study, will be used to determine training to be offered.
- Leadership skills, and opportunities for leadership, will be gained through participation in community programs and projects, and similar activities as well as regular WIA youth activities and programs.
- Comprehensive guidance and counseling, when needed, will be provided to the youth by the One-Stop system as part of intensive services. Local school guidance and counseling will be available through local school systems.

- Follow-up services will be provided to youth enrolled in WIA for a minimum of 12 months.
- Youth participants meeting minimum criteria will be provided information on available services by eligible providers or One-Stop partners.

Up to 5% of youth not meeting the minimum income criteria may be served if they also meet certain category requirements. A minimum of 30% of the youth funds will be allocated for out-of-school youth as mandated by WIA.

It is envisioned that partner agencies will receive referrals and provide value added services to these special populations.

D. GRANTS MANAGEMENT

- Describe the process for developing a budget for the purpose of carrying out the duties of the local board. In answering this question, indicate how allowable administrative funds will be divided between the local board and the One-Stop operator(s). [WIA §117(d)(3)(A); Act 1125 §11(a)(6)]

In accordance with the By-laws of the Southeast Arkansas Workforce Investment Board, the budget will be developed by the Planning Committee with input from the Youth Council and the One-Stop Operations Committee. In order to allocate allowable administrative funds between the administrative services provider and the One-Stop operator, rates will be set, contractually, for both organizations. The local board is aware that budgets are estimates and subject to change upon recommendation by the Planning Committee and full board approval.

- Describe the competitive process to be used to award grants and contracts in the local area for activities carried out under WIA Title I, Subtitle B, including the process to be used to procure training services that are made as exceptions to the Individual Training Account process as described in WIA §134(d)(4)(G). [WIA §118(b)(9); Act 1125 §12(b)(9); 20 CFR 661.350(a)(10)]

A competitive procurement system is utilized by the SEAWIB to award contracts in the local area for activities funded by WIA Title I monies, in accordance with OMB circulars. The system is based on a formal Request for Qualifications format. Notices of request will be placed in all local area newspapers which will inform potential respondents of the availability of an instruction package and the deadlines for requesting the package and for submitting the completed package. Completed packages submitted to the SEAWIB after the established deadline may or may not be reviewed by the SEAWIB. The RFQ package includes specifications, conditions, and evaluation criteria. A copy of the RFQ is attached. Portions of the RFQ may be modified as necessary, but the general format will remain the same.

Negotiation provisions made in the RFQ calls for goods, services, training, and like items. Sole source procurements, when used, will be conducted and documented in accordance with DOL procurement policies. Statements of work or specifications for work, for services or for materials will be specific to need and not to brand or provider name. All other expenditures will be based on a contract or other purchase agreement. OMB, state, and local procurement procedures that have been defined and refined since the inception of WIA will continue to be a part of the local area best practices. These procedures are complete and tested.

- Describe the criteria to be used under 20 CFR 663.600 to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133(b)(2)(A) or (3) are limited and the process by which any priority will be applied by the One-Stop operator. *[20 CFR 661.350(a)(11)]*

As one of the higher funded areas in the state, the Southeast Arkansas Workforce Investment area should have sufficient funds to provide training to most eligible clients that may qualify for training in the area. As previously stated, the funds will be used in the priority of core services and intensive services, with intensive services being applied greatest need and greatest benefit. Need relates to personal and family income as well as barriers to employment. Benefit relates to eliminating barriers to employment and enhancing or generating income to become self-sufficient or to reduce dependence on public assistance.

Priority for adult intensive and training services shall be given to public assistance recipients and low income individuals, as required in 20 CFR 663.600. However, this does not preclude the provision of services to individuals who do not meet the criteria, given that other factors, such as barriers to employment, exist. Case managers will be required to note any additional factors in the case files. Individuals that are currently employed may be eligible for intensive or training services even if their income is not below 100% of the LLSIL and there are documented factors. Priority shall be given to employed individuals whose income falls below 100% of the LLSIL.

- Describe any current plans to solicit grants and donations from sources other than WIA funds. *[WIA §117(d)(3)(B)(iii); Act 1125 §11(f)]*

The SEAWIB does not intend to solicit grant funds from other sources, at this time. However, this is not to say that the board wishes to rule out the possibility in future funding cycles.

The SEAWIB has not entered into any agreements with any other local area to share the cost of educating or training individuals. The SEAWIB does reserve the right to enter into such agreements in the future, if it can be demonstrated to be in the best interest of

the SEAWIB. The SEAWIB will modify this plan to reflect any such agreement should the possibility arise and would make the pertinent changes prior to entering into any such agreements.

- How will funds received under the Workforce Investment Act be used to leverage other federal, state, local and private resources to maximize the effectiveness of such resources and expand the participation of business, employees, and individuals in the local workforce investment system? *[WIA §112(b)(10)]*

The One-Stop Committee continues to investigate and consider possible resources available for leveraging additional resources to support the system. Additional resources to support the One-Stop system include, but are not limited to, cash and in-kind contributions from each physical location.

- Describe the ITA system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified under WIA §134(d)(4)(G)(ii) and 20 CFR 663.430. *[20 CFR 661.350(a)(5)]*

Individual Training Accounts will be managed in accordance with § 134(d)(4)(G)(ii).

- Describe any limits on ITAs as established by local board policies, in accordance with 20 CFR 663.420. *[20 CFR 663.420(c)]*

ITAs will be issued to those customers who are enrolled in training services with an employment and training plan, which will result in being employable in a demand occupation in the area. (See Attachment R-2). The basic ITA will be issued with information concerning the training service providers eligible to redeem the ITA. The current ITA limit is \$10,000. However, the following caveat regarding completion is attached: clients should be a full time student if working part-time (29 hours or less per week); clients working full-time (30 hours or more per week) should be enrolled in at least 9 hours per term. The SEAWIB is aware that situations may arise that could interrupt the client's training, or plans for completion. In order to give the client the best opportunity to complete the training, certain circumstances may justify altering the plan of study, so long as the ITA amount is not exceeded.

Eligible training providers apply for the privilege of being a training provider for the Southeast area. Their request includes an agreement that they abide by the policies of the SEAWIB issued with respect to the ITAs. The ITA format will be used to procure training. Drop and refund policies of the respective providers will apply to the use of ITAs and the recovery of funds as appropriate to the situation.

- If the local board has determined that there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of ITAs, describe the process to be used in selecting the providers under a contract for services. This process must include a public comment period for interested providers of at least 30 days. *[20 CFR 663.430(a)(2)]*

The SEAWIB has determined that there are a sufficient number of providers. In the event the SEAWIB was to notice a deficiency of providers in the future, the regulations at 663.430 would be applied.

E. COORDINATION AND NON-DUPLICATION

- Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as appropriate. *[WIA §118(b)(5); Act 1125 §12(b)(5); 20 CFR 661.350(a)(6)]*
- Describe how coordination with Job Corps, Youth Opportunity Grants, and other youth programs in the local area will occur. Note the limitation on use of funds in WIA §129(c)(6)(B). *[WIA §112(b)(18)(C)]*
- Describe the local plan for avoiding duplication of services. *[WIA §112(b)(8)(A)]*
- Describe the business service team and how the team will be used to coordinate services to employers.

The State is responsible for the dislocated workers program through the Governor's Dislocated Worker Taskforce, a rapid response program. Rapid Response activities are a function of the State and not delegated to the local area. When these activities are delegated to the local area, planning will include community and company leaders, planning workshops to provide information regarding available services, required registrations, core, intensive, or training services as required by the situation, as well as other possible assistance from partnering agencies, including use of DWS mobile resource units.

The Youth Council will be responsible for ensuring coordination of various programs and projects in the local area. Other coordination and efforts to eliminate duplication will be accomplished through the use of the Youth Advocates. These positions are designed to coordinate the movement of youth clients between the various programs and projects to ensure effective and appropriate delivery of services. The use of the Youth Advocates as opposed to a case manager position for youth ensures that hard to serve clients are more likely to receive services because the Youth Advocates are not waiting on their clients to come to them. Rather, they are in the schools and in other various youth provider locations seeking out those youth that are in need and can benefit from their service.

F. PROFESSIONAL DEVELOPMENT AND SYSTEM IMPROVEMENT

- Describe how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such

providers meet the employment needs of local employers and participants.
[WIA §118(b)(2)(A); Act 1125 §12(b)(2)(A); 20 CFR 661.350(a)(3)(i)]

The SEAWIB remains committed to meeting the needs of clients and employers. The SEAWIB will utilize information from the skill gap analysis by community, which was part of the UALRIEA study. (See Attachment R-2 and R-3). The board can then take this information and work with educational entities in the area to meet the needs of those in the area. In addition, the Planning Committee regularly receives and reviews applications for addition to the eligible training provider list for the Southeast Area. In reviewing these applications, again the information from the UALRIEA study can be utilized to ensure that the needs of employers and participants are met.

- How will the local board determine the satisfaction of users of the workforce system?

The One-Stop staff strives to provide the best customer service possible in order to effectively meet the needs of clients and to assure they leave the workforce center satisfied.

The One-Stop staff has determined the best customer satisfaction survey is one that is conducted verbally, in person with the customer. The One Stop management and staff want all customers to leave the Workforce Center with the feeling that staff did all they could do to assist. Any complaints, suggestions or compliments are taken into consideration and used to improve services throughout the service area. The One-Stop staff participates in customer service training periodically to ensure that staff is properly trained. One-Stop management personnel are always open to suggestions from customers and are willing to adjust operations to better meet the needs of the customers and ensure they are satisfied with the services offered at the Workforce Center.

In addition, the board has, in the past, invited former clients to come and share their experiences with the board. While former clients typically discuss how the workforce system benefitted them in their career development, they may also share their experiences from using the One-Stop system.

- How will the board develop and implement a continuous improvement plan based on customer feedback?

The One-Stop operator makes a regular report to the board and may use this report as an opportunity to share with the board any feedback received from clients. The board may then use that information to develop policies that will continue to improve the delivery of services to clients in the One-Stop system.

As well, information from the former clients that are invited to the board meeting to share their experiences may be used in developing a plan for continued improvement of delivering services to clients.

- Provide a staff development plan for each classification of staff working in the workforce center to include professional development goals, priorities, and training needs. Describe the plan for cross-training of partner staff.

All One-Stop staff participate in training on a quarterly basis or as change occurs and the needs arise. Training topics are based on ways to improve operations and performance. Management staff conduct internal monitoring, accept feedback from staff and customers to determine what areas need the most improvement and to look at ways to be more effective. One-Stop management staff and the Southeast Arkansas Workforce Investment Board are always looking at ways to cooperatively improve performance and customer service.

All staff are evaluated annually. These evaluations are used as a tool for management to look at the developmental needs of the staff. All training has the same objective in mind—to improve operations and performance.

G. PERFORMANCE ACCOUNTABILITY

- Describe and provide specific quantitative targets for the local levels of performance negotiated pursuant to WIA §136(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the One-Stop delivery system, in the local area. [WIA §118(b)(3); Act 1125 §12(b)(3); 20 CFR 661.350(a)(4) 20 CFR 661.350(c)]

The local levels of performance, which are established by the State and agreed to by the One-Stop Committee of the SEAWIB, the SEAWIB, and the Chief Elected Officials, are located in the attachments. The SEAWIB intends to use these local performance standards to measure the success of the One-Stop System, and the eligible training providers.

H. WAIVER REQUESTS

- Will the local area be requesting any waivers in accordance with WIA sections 117, 189, or 192 as part of this plan? If so, waiver plans should be developed in accordance with 20 CFR 661.420(c) that includes the following information for each waiver requested:

The SEAWIB has no intention of requesting waivers in accordance with §§ 117, 189, or 192 as part of this plan. In the event that a waiver is necessary in the future, the SEAWIB is aware that such waivers must be developed in accordance with 20 CFR 661.420 (c).

- Statutory and/or regulatory requirements for which a waiver is requested.

Not applicable.

- A description of the actions the local area has undertaken to remove state or local statutory or regulatory barriers.

Not applicable.

- A description of the goals of the waiver, how those goals relate to workforce plan goals, and expected programmatic outcomes if the waiver is granted.

Not applicable.

- A description of individuals impacted by the waiver.

Not applicable.

- A description of the processes used to monitor implementation and ensure meaningful public comment, including comment from business and labor.

Not applicable.

I. PLAN DEVELOPMENT AND IMPLEMENTATION

- Describe the plan development process, including a discussion of the process used by the local board, consistent with WIA §118(c) to provide an opportunity for public comment – including comment by representatives of business and labor organizations – and input into the development of the local plan, prior to submission of the plan.

The process for developing the plan began upon notification by the State Workforce Investment Board was received advising the local areas that the deadline for submission of local plans was March 31, 2013. The SEAWIB met February 20, 2013, to review work that had been compiled by the fiscal agent. The local plan draft was sent to the local board a week prior to this meeting. At the meeting, the plan was discussed and input was received. The recommendations of the board regarding the compilation of the plan were integrated into the plan.

- What other organizations were involved in the development of the local plan, visions, and goals, and how were they involved? [*WIA §118(b)(7); Act 1125 §12(b)(7); 20 CFR661.350 (a)(8)*]

Representatives of business and labor were given an opportunity to make changes to the plan at the February 20, 2013 meeting.

The Planning Committee of the Southeast Arkansas Workforce Investment Board was the committee with the primary responsibility of preparing a draft of the local plan. The first draft was made available for public comment on February 28, 2013. Notification of the draft availability was published in the statewide newspaper and in major local area

newspapers. Though the official comment period is limited, the SEAWIB will continue to accept comments and suggestions regarding the plan beyond the date on which the plan was submitted to the Arkansas Workforce Investment Board for approval. All correspondence related to the development of the plan will be maintained in a file and considered in the future as the plan is modified or adjusted. Many organizations, agencies, and individuals throughout Southeast Arkansas will have continued input into the development of this plan and this collaboration will continue throughout the implementation process. Contributors to this plan include, but are not limited to, SEAWIB members representing the Arkansas Department of Workforce Services, Arkansas Department of Human Services, the Arkansas Department of Workforce Education, Arkansas Career Opportunities, the Department of General Education, the Department of Higher Education, Arkansas Rehabilitation Services, representatives of the current Arkansas Service Delivery Areas, Community Based Organizations, and Economic Development Organizations.

- What was the role of the chief elected official(s) (CEOs) in developing the Plan? [WIA §118(a)]

Consistent with provisions of WIA, the Chief Elected Officials have been involved in the development of the plan from the beginning. The Chief Elected Officials were presented with copies of the draft of the local plan at the March 14, 2013 Chief Elected Officials meeting. This afforded the CEOs the opportunity to review and comment on the draft prior to submission. As required by the Act, the CEOs must approve the plan for submission.

- Describe the method used to make copies of the local plan available through such means as public hearings, the local news media, and via the Internet. [WIA §118(c)(1)]

The unified plan was made available for public comment February 27, 2013. A copy of the public notice is included in the Attachments. Notification was published in the major newspapers in the local workforce investment area. The public had an opportunity to comment on the plan at subsequent meetings of the Planning Committee and the full Board.

- Attach any public comments received. How were these comments considered in developing the local plan? [WIA §118(c)(3); Act 1125 §12(c)(3); 20 CFR 661.345(c)]

Any correspondence related to the plan will be maintained in a file and will be considered as the plan is modified or adjusted in the future.

**SOUTHEAST ARKANSAS LOCAL ELECTED OFFICIALS
AGREEMENT**

In accordance with the Workforce Investment Act of 1998 (Public Law 105-220) and Arkansas' Workforce Investment Act (Act 1125), hereinafter referred to as the Act, the Local Elected Officials hereinafter referred to as LEO, the Chief Elected Officials, hereinafter referred to as CEOs, of the Workforce Investment Area, hereinafter referred to as WIA, made up of Arkansas, Ashley, Bradley, Cleveland, Chicot, Desha, Drew, Grant, Jefferson, and Lincoln Counties. CEOs means the County Judges. LEOs mean the County Judges and Mayors of First Class Cities and County Seats of the Area.

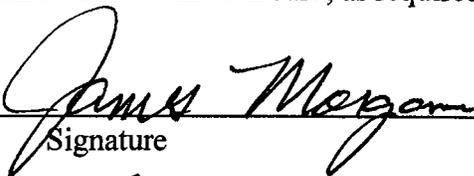
The CEOs will function as a group, with an elected spokesperson, who is authorized to carry out the decisions of the CEOs and sign on behalf the CEOs. Decisions of the CEOs will be recorded in the minutes of the CEO meetings, as approved by a majority vote of all CEOs. A meeting of the LEOs may be called by either a simple majority of the LEOs or a simple majority of the CEOs. The LEO Agreement may be modified by a majority vote of the LEOs.

The CEOs shall be responsible for the appointment of the Local Workforce Investment Board (LWIB) and shall approve the LWIB appointments to the Youth Council for the Area. It is the intent of the CEOs to maintain equitable county representation on the LWIB. Representatives of Business and Industry shall comprise no less than fifty one percent of the LWIB membership.

Upon certification of the LWIB by the Governor and in accordance with the Act, the CEOs shall sign and execute a partnership agreement with the LWIB.

The CEOs agree to designate a fiscal agent. The designation of a fiscal agent shall not relieve the CEOs of their fiscal liability for Workforce Investment funds allocated to the Workforce Investment Area. Liability shall be shared among the CEOs.

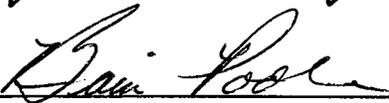
The CEOs, as the appointed representatives of the LEOs, hereby assure and certify that they will comply with the provisions of the Act and the policies issued by the Governor and the Arkansas Workforce Investment Board, as required by the Act.



Signature

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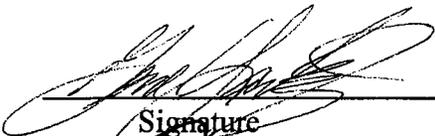
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SEALEO Agreement

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Lita Shepherd
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L. R. Bismar
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Scott McCombs
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Jan Knaul
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K. Bryan Blagg
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Southeast Arkansas Local Elected Officials' Agreement

RECEIVED
JUN 29 2000

I have reviewed and do hereby concur with the amended Southeast Arkansas Local Elected Officials' Agreement which was presented to the Local Elected Officials on Thursday, June 15, 2000.

Henry M. Richardson
Signature

Meyer
Title

6/26/00
Date

Southeast Arkansas Local Elected Officials' Agreement

**RECEIVED
JUN 21 2000**

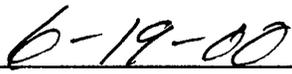
I have reviewed and do hereby concur with the amended Southeast Arkansas Local Elected Officials' Agreement which was presented to the Local Elected Officials on Thursday, June 15, 2000.



Signature



Title



Date

Southeast Arkansas Local Elected Officials' Agreement

RECEIVED
JUN 21 2000

I have reviewed and do hereby concur with the amended Southeast Arkansas Local Elected Officials' Agreement which was presented to the Local Elected Officials on Thursday, June 15, 2000.

Conrad P. Hester, Jr.
Signature

Mayor of Dewitt
Title

6-19-00
Date

RECEIVED
JUN 21 2000

Southeast Arkansas Local Elected Officials' Agreement

I have reviewed and do hereby concur with the amended Southeast Arkansas Local Elected Officials' Agreement which was presented to the Local Elected Officials on Thursday, June 15, 2000.

John H. Bush
Signature

Mayor
Title

6-19-00
Date

RECEIVED
JUN 20 2000

Southeast Arkansas Local Elected Officials' Agreement

I have reviewed and do hereby concur with the amended Southeast Arkansas Local Elected Officials' Agreement which was presented to the Local Elected Officials on Thursday, June 15, 2000.

Mark McShay
Signature

Dustin County Judge
Title

6-19-2000
Date

RECEIVED
JUN 20 2000

Southeast Arkansas Local Elected Officials' Agreement

I have reviewed and do hereby concur with the amended Southeast Arkansas Local Elected Officials' Agreement which was presented to the Local Elected Officials on Thursday, June 15, 2000.



Signature

Mayor

Title

6-19-2000

Date

RECEIVED
JUN 23 2000

Southeast Arkansas Local Elected Officials' Agreement

I have reviewed and do hereby concur with the amended Southeast Arkansas Local Elected Officials' Agreement which was presented to the Local Elected Officials on Thursday, June 15, 2000.

Barbara J. Mcker
Signature

City of Hamburg
Mayor
Title

6-19-2000
Date

Southeast Arkansas Local Elected Officials' Agreement **RECEIVED**
JUN 27 2000

I have reviewed and do hereby concur with the amended Southeast Arkansas Local Elected Officials' Agreement which was presented to the Local Elected Officials on Thursday, June 15, 2000.

Thomas Crutchfield
Signature

Cleveland Co. Judge
Title

6/26 - 00
Date

RECEIVED
JUN 26 2000

Southeast Arkansas Local Elected Officials' Agreement

I have reviewed and do hereby concur with the amended Southeast Arkansas Local Elected Officials' Agreement which was presented to the Local Elected Officials on Thursday, June 15, 2000.

Clay Oldham
Signature

Mayor
Title

6-23-00
Date

RECEIVED
JUN 26 2000

Southeast Arkansas Local Elected Officials' Agreement

I have reviewed and do hereby concur with the amended Southeast Arkansas Local Elected Officials' Agreement which was presented to the Local Elected Officials on Thursday, June 15, 2000.

Charlotte Hellige
Signature

Mayor of Eudora
Title

6/22/00
Date

RECEIVED
JUN 28 2000

Southeast Arkansas Local Elected Officials' Agreement

I have reviewed and do hereby concur with the amended Southeast Arkansas Local Elected Officials' Agreement which was presented to the Local Elected Officials on Thursday, June 15, 2000.

Donald L. Gray
Signature

Mayor
Title

06-23-00
Date

Southeast Arkansas Local Elected Officials' Agreement

I have reviewed and do hereby concur with the amended Southeast Arkansas Local Elected Officials' Agreement which was presented to the Local Elected Officials on Thursday, June 15, 2000.

Raymond J. Lewis

Signature

Mayor

Title

6-26-00

Date

Southeast Arkansas Local Elected Officials' Agreement

I have reviewed and do hereby concur with the amended Southeast Arkansas Local Elected Officials' Agreement which was presented to the Local Elected Officials on Thursday, June 15, 2000.

Charlotte Hillge
Signature

Mayor
Title

6/22/00
Date

8705826846 P.02

Southeast Arkansas Local Elected Officials' Agreement

I have reviewed and do hereby concur with the amended Southeast Arkansas Local Elected Officials' Agreement which was presented to the Local Elected Officials on Thursday, June 15, 2000.

Clyde Oldham
Signature

Mayor
Title

6-23-00
Date

Section III: Membership:

- A. In accordance with the Act, the Workforce Investment Board shall consist of:
- 1) Representatives of the private sector, who shall constitute a majority of membership of the Board and who shall be owners of a business concern, chief executives or chief operating officers or other private sector executives who have optimal policy making responsibility; and
 - 2) Representatives of the educational agencies, organized labor, rehabilitation agencies, community based organizations, economic development agencies, persons with disabilities and the required one stop partners who have optimal policy making responsibility; and
 - 3) The Chairman and Vice Chairman of the Board shall be selected from among members of the Board who are representatives of the private sector.
- B. In accordance with the Act and an agreement among the Chief Elected Officials there shall be a minimum of thirty four (34) members on the Board which shall be comprised of three (3) members from Arkansas, Ashley, Bradley, Chicot, Cleveland, Desha, Drew, Grant and Lincoln Counties. Seven (7) members of the Board shall be from Jefferson County. There will be at-large members.
- C. Members shall be appointed for staggered terms of two (2) years and shall serve until a replacement has been appointed. The initial staggered terms will be established by a lot.
- 1) Members may be reappointed and continue to serve on the Board with the approval of the Chief Elected Officials.
 - 2) The occurrence of a vacancy shall be limited to the resignation of a member, or the removal of a member by the Chief Elected Officials, and shall be filled in the same manner as the original appointment.
 - 3) Members who change occupations and no longer represent their original sector shall be removed or designated to represent a new sector.
 - 4) The initial one year terms shall have an anniversary date of June 30, 2001. Two year terms shall have an anniversary date of June 30, 2002.

Section IV: Officers:

The Workforce Investment Board shall elect from and by the general membership of the Board a Chairman, a Vice-Chairman and a Secretary for one year terms expiring on June 30 of each year. Officers may continue to serve until their replacement has been named. These

officers will have the following indicated duties:

- A. Chairman - The Chairman shall preside at all meetings of the Board and shall advise with the other officers of the Board on matters of policy. He shall have the powers and perform other such duties as may be incidental to his office, as are given to him by these By-Laws or may be assigned to him by the Board.
- B. Vice-Chairman - In the event of the absence of the Chairman, the Vice-Chairman shall act as Chairman. In addition, the Vice-Chairman shall serve as Parliamentarian for the Board.
- C. Secretary - The Secretary shall keep minutes of the proceedings of the Board in appropriate books provided for that purpose, see that all notices are duly given as required by the Board and perform such other duties incidental to the office of Secretary and such duties as may be assigned or delegated by the Chairman or Board.

Section V: Committees:

The Board shall have five standing committees: the Executive Committee, the Planning Committee, the Performance Committee, the One Stop Operations Committee and the Youth Council. Ad Hoc Committees may be used when deemed necessary by the Chairman. The Executive Committee shall consist of the Chairman, Vice Chairman, Secretary, and one member from each of the remaining counties. Each county shall caucus and make recommendations to the Chairman of the Board concerning the representation on each committee. The Chairman shall appoint the members to the committees based on the recommendations of each county. Each committee shall elect a chairman. A quorum of each committee shall be at least 51% of the membership of the committee. The committees shall function as follows:

- A. Executive Committee
 - A. The Executive Committee shall consist of the Chairman, Vice Chairman, Secretary, and one member from each of the remaining counties.
 - B. The Chairman of the Board shall be the Chairman of the Executive Committee.
 - C. The Executive Committee may act on behalf of the Board between the regularly scheduled meetings of the Board. Such action by the Executive Committee shall be reported to the Board, shall be ratified by the Board and shall have the effect of the Board until rescinded by the Board.
- B. Planning Committee
 - A. The Planning Committee shall draft the local plan and all alterations to the local plan.

- B. The Planning Committee shall develop the local area budget with input from the Youth Council and the One Stop Operations Committee.
 - C. The budget developed by the Planning Committee must be approved by the Board and Chief Elected Officials.
 - D. The Planning Committee shall review and recommend action on eligible training providers in accordance with state procedures.
- C. Performance Committee
- A. The Performance Committee shall review the overall performance of the program.
 - B. It shall evaluate the effectiveness of training activities.
- D. One Stop Operations Committee
- A. The One Stop Operations Committee shall be responsible for the overall design and maintenance of the one stop system.
 - B. It shall develop the memorandums of understanding with the various partnering agencies.
 - C. It shall be responsible for negotiating with the partnering agencies to leverage resources to support the system.
- E. Youth Council
- A. The Youth Council shall be comprised of members of the Board and additional non voting members as specified in the Act. The additional members shall be nominated by the Board and approved by the Chief Elected Officials.
 - B. It shall be responsible for the design and implementation of the youth services and activities.
 - C. It shall recommend to the Board the approval or disapproval of requests for funding from various providers.

F. County Committees

The County Committees shall be comprised of members from each county and the Chief Elected Official. They **may** meet periodically and assess the needs of the County.

- G. Ad Hoc Committees shall be designated as necessary for specific purposes.

Section VI: Meetings:

- A. A minimum of nine (9) days notice of all meetings shall be given to each member of the Board. All meeting materials shall be mailed to the members with the meeting notice and the agenda.
- B. The Board will meet as needed.
- C. The Board Chairman, a majority of the Chief Elected Officials or the Chairman of the Chief Elected Officials may call a meeting of the Board at any time provided the notice requirement is met.
- D. All meetings of the Board will be held at a place and time reasonably accessible to all Board members.
- E. Only members, staff or invited guests listed on the agenda will be allowed to address the Board. Invited guests will be allowed to speak near the end of the meeting.
- F. The order of business for the Board meetings shall be as follows:
1. Call to Order
 2. Roll Call
 3. Approval of Minutes of Previous meeting
 4. Report of the Chairperson
 5. Report of the **Fiscal Agent Staff**
 6. Executive Committee Report
 7. Youth Council Report
 8. Planning Committee Report
 9. Performance Committee Report
 10. One Stop Committee Report
 11. Ad Hoc Committee Reports
 12. Invited Guests
 13. **Lunch and One Stop Operator Report**
 14. Other Business
 15. Adjourn
- G. Visitors and invited guests will be seated separate and apart from the membership during the committee and full Board meetings.

Section VII: Quorum:

A quorum shall consist of a majority of the Board members and member proxies. Proxies may be used only for the purpose of establishing a quorum. Proxies must be presented to the Chairman prior to the meeting.

Section VIII: Vote Required for Board Action:

Any action of the Board may be taken by a simple majority vote except for amendments of the By-Laws. An amendment to the By-Laws shall require a two-thirds majority of those present at a Board meeting provided that notice of any proposed change has been submitted to the members nine days prior to such meeting.

Section IX: Rules of Parliamentary Procedure:

Roberts Rule of Order shall govern all meetings of the Board.

Section X: Number of Votes per Member:

Each representative shall have one vote.

(Adopted on April 5, 2000)
(Amended on December 19, 2001)
(Amended on May 21, 2003)
(Amended on May 21, 2008)
(Amended on April 20, 2011)

ATTACHMENT C

Youth Council

Vacant	Arkansas
Vacant	Ashley
Dorothy Henderson	Bradley
Lillie Edwards	Chicot
Vacant	Desha
Vacant	Drew
Vacant	Grant
Ranae Allen	Jefferson
David McCoy	Lincoln
Lowandia Williams	Job Corps
Sharon Burns	At Large
Rose Mary Bates	DHS
Linda Kittler	Adult Ed.
Verma Jones	Higher Ed.
Mary Warfield	DHS
Larry Livingston	Jefferson
Henryetter Curtis	At Large
Jeremy Wilson	At Large

REQUEST FOR PROJECT FUNDING
UNDER THE
WORKFORCE INVESTMENT ACT (WIA PL. 105-220)

GENERAL INFORMATION

The purpose of this Request for Project Funding is to solicit proposals for the purpose of operating the Year Round Youth program under Title I of the Workforce Investment Act. The project must be designed in accordance with the applicable regulations related to the training and employment of eligible youth residing in Southeast Arkansas. The Southeast Arkansas Workforce Investment Area (SEAWIA) includes: Arkansas, Ashley, Bradley, Chicot, Cleveland, Desha, Drew, Grant, Jefferson, and Lincoln Counties.

Those preparing proposals should refer to the Workforce Investment Act, the Federal Regulations and Southeast Arkansas Workforce Investment Board (SEAWIB) Local Plan. Both documents are available at the SEAEDD, Inc. office at 8th and Walnut Streets, P.O. Box 6806, Pine Bluff, Arkansas 71611.

A. **Services That Must Be Provided**

1. Tutoring, study skills training and instruction leading to secondary school completion, including dropout prevention strategies;
2. Paid and unpaid work experiences, including internships and job shadowing, as provided in Section 664.460 and 664.470 of the Regulations;
3. Leadership development opportunities, which may include such activities as positive social behavior and soft skills, decision making, team work, other activities, as provided in Section 664.420 and 664.430 of the Regulations;
4. Supportive services, which may include the services listed in Section 664.440;
5. Adult mentoring for a duration of at least twelve months, that may occur both during and after program participation;
6. Followup services, as provided in Section 664.450; and

7. 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.

B. Contracting and Fiscal Agent

The Southeast Arkansas Economic Development District, Inc. is the WIA Grant Recipient and Fiscal Agent for this area. Any approved proposal will be contracted through SEAEDD after the budget, scope of work and area of operation has been negotiated and must be agreeable to the SEAWIB, the Youth Council and SEAEDD. SEAEDD will require that any contractor be willing to sign a contract that contains the following elements (a copy of the contract terms and conditions are attached):

1. The contractor or its Board of Directors, either as a board or individually, shall be held responsible for any loss or misuse of funds under its jurisdiction.
2. The contractor will hold harmless the SEAWIB and SEAEDD against any and all claims, losses, liabilities, or expenditures of any court costs and expenses, resulting from injuries or damages sustained by any person or persons, firm or corporation, or property, by virtue of the performance of the contract.
3. The contractor will be required to carry errors and omissions insurance or have funds available to repay costs determined by SEAEDD, Inc. the contractor's auditors, or SEAEDD's auditors as being inappropriate or disallowed costs. The repayment of funds cannot be made with any federal funding.
4. Every officer, director, agent, or employee authorized to act on the contractor's behalf in receiving or depositing funds into program accounts, or in issuing financial documents, checks, or other instruments of payment for program cost will be bonded to provide protection against loss, in accordance with State requirements.
5. The contractor will carry insurance to cover liability with respect to bodily injury, illness, or any other damages or losses, or with respect to any claims arising out of any activities undertaken under the contract.

6. The contractor will comply with the Workforce Investment Act's regulations and SEAEDD's directives.
7. The contractor will provide complete and immediate access to all documents and staff relevant to program operation to authorized SEAWIB members, SEAEDD staff, monitors and auditors.
8. SEAEDD will notify the contractor of all reports required as part of the contract. Late and/or inaccurate reporting shall constitute noncompliance.
9. The contractor will not assign any interest in this contract.
10. Subcontracting is not allowed.
11. The contractor will practice policies of nondiscrimination, equal opportunity, equitable service, and affirmative action. Program costs, training opportunities and educational services will be the same for WIA and non-WIA trainees.
12. The contractor will follow the SEAWIB established program participant compliant and grievance procedure.
13. The contractor will be required to monitor program operations and submit a report to SEAEDD.

C. Period of Performance

Any contract awarded for a project under Title I will be for a period for a ten (10) month period.

All proposals must reflect operating plans and budgets not to exceed the appropriate time period. Proposals not specifying a time frame will not be considered for funding.

D. Participant Eligibility Criteria

A participant must qualify under WIA eligibility standards in regard to residence, age, family income and other personal identification, including that they:

1. Reside in the ten county Southeast Arkansas Service Delivery Area.
2. Desire training and/or employment.
3. Be economically disadvantaged.
4. Meet one or more of the categories outlined in Section 664.200(c).

E. Contract Funding

The award of any funding based on proposals received is contingent upon the Workforce Investment Board receiving adequate funds from the state.

The Workforce Investment Board reserves the right to reject any or all proposals received. Any costs incurred by the proponent prior to the commencement date of a contract will not be paid from contract funds and will not be reimbursed by the Board.

Agencies which are denied funding by the SEAWIB may appeal the decision. Appeals must be submitted, in writing, to the chairman of the SEAWIB within fourteen days of notification that the proposal had been denied. The appeal must provide justification pertaining to the denied proposal to support the SEAWIB Youth Council's review the previous action taken. The SEAWIB Youth Council will review the justification at the next scheduled meeting and determine whether or not to act on any appeal.

All funds will be disbursed on a cash advance or cost reimbursement basis, as negotiated through individual contracts with the Fiscal Agent.

F. Reporting Requirements

Contractors shall be required to report fiscal information monthly, and on an accrual basis. Failure to submit the reports in an accurate and timely manner shall be grounds for the termination of the contract.

Contractors shall be required to report trainee activity monthly, reports may include numerical reports on enrollments, slot availability, placement, general program activities, etc.

Contractors shall be required to report planned versus actual expenditures, per budgeted line items, on a quarterly basis.

Other reports may be required from time to time.

G. Technical Assistance to Proposers

Limited technical assistance is available to proposers who have specific questions about the proposal prior to the deadline for submission for funding by contacting the Southeast Arkansas Economic Development District, Inc. (870-536-1971).

H. Proposal Submission

To be considered, all proposals should be submitted and received by 12: noon Friday, March 22, 2013 and must be submitted in the original (typewritten form) to:

SEAEDD

Attn: David Dempsey, Deputy Director

P. O. Box 6806

Pine Bluff, AR 71611

Proposals received after 12: noon, on Friday March 22, 2013 will not be considered by the SEAWIB.

A proposal may be withdrawn from consideration for funding if the proposer transmits such a request to the Fiscal Agent.

If the proposer needs to express any additional information beyond the narrative format, this information must be attached to the back of the narrative section with a cover sheet entitled "Addendum to Narrative" preceding it.

The proposal must be signed by an official authorized to present the proposal. That official must review "Contracting with Fiscal Agent", Section B of this package, and also provide a contact person for this proposal on the signature page. It is preferable that the contact person be the one who is most knowledgeable of this proposal.

In addition to the aforementioned requirements, the proposer **must** submit a copy of the **proposing agency's most recent audit and a copy of the agency's articles of incorporation.**

I. Initial Review Questions

Initial review questions for proposals will be:

1. Was proposals received by the Fiscal Agent (SEAEDD, Inc.) By 12:00 noon on Friday, **March 22, 2013.**
2. Does the proposal respond to all applicable parts and are all necessary forms completed.

3. Does the proposal meet SEAWIB concerns indicated in the analysis and review sheets (Part III of this package)?

J. Review Procedures

1. Proposal shall be reviewed and rated by the Youth Council for completeness and relevance to WIA and SEAWIB intent. Proposals must score a minimum of (51) fifty one points out a possible (100) one hundred points during the Youth Council rating process in order to receive a positive recommendation to the SEAWIB.
2. The Workforce Investment Board will vote and approve the negotiations of the contract scope of work and the budget.

K. WIA GOALS

In order to ensure compliance with the performance requirement and goals of the Southeast Arkansas Workforce Investment Area, SEAEDD and the SEAWIB shall require each proposed program to address the following performance measures:

PY 2013 Older Youth (14-21 years old) measures	
Entered Employment /Education Rate	79.7
Attainment of Degree or Certificate	76.9
Literacy and Numeracy Gains	48.0

PRELIMINARY PROJECT BUDGET - 4

1.	Staff Salaries	\$ _____
2.	Fringe	\$ _____
3.	Office Supplies /Postage	\$ _____
4.	Rent /Utilities	\$ _____
5.	General Operations	\$ _____
6.	Books, Tools, Educational Equipment Supplies	\$ _____
7.	Other (specify)	\$ _____
8.	Other (specify)	\$ _____
	TOTAL	\$ _____

A detailed line item budget must be attached after the narrative section as required.

SUMMARY PAGE (CHECKLIST) -1

Project Title: _____

1. Type of Organization: _____

2. Requested Funding: _____

3. Purpose/Problem: _____

4. Project Cost: _____

Staff Salaries and Fringe: _____

Participant Wages and Fringe: _____

Other Program Costs: _____ Subtotal

5. Participant Data:

Total Number to be Served: _____

Cost per Participant: _____

Placement Objective: _____

6. Project Summary:

SUMMARY PAGE EXPLANATION

Your project summary is important, since it may be all that some Workforce Investment Board members read. Present a project overview in a clear and concise form. Put the project title, not your organization's name at the top of the page.

1. Describe whether yours is a community based organization, educational institution, or other type agency or company.
2. Indicate requested funding.
3. Briefly indicate the purpose of the program problem to be addressed.
4. Based on the "Preliminary Project Budget" and "Cost Performance Indicators", fill in the appropriate figures.
5. Based on "Cost Performance Indicators" and other project information, indicate relevant participant data.
6. In the space provided, describe the nature of the proposed project. Describe coordination efforts proposed/designed to ensure non duplication of services, improve cost efficiency, and ensure involved agencies/providers are consulted.
7. List all other funding sources and/or monies to be used as matching funds.

CERTIFICATION OF SIGNATORY AUTHORITY - 2

1. _____, certify that I am the
(Legal Officer)

_____ of _____
(Title) (Agency/Company)

that the authority of the agency/company named herein to submit this document is derived from the following provision (check one):

- _____ 1. By-Laws
- _____ 2. Articles of Incorporation
- _____ 3. Other (specify):

that this document was duly authorized under said provisions; and that

_____, who signed this proposal on behalf of the said
(Authorized Official)

agency had authority to sign and submit it to the Southeast Arkansas Workforce Investment Board for funding. The signed "Authorized Official" has reviewed "Contracting with Fiscal Agent", Part I, Section B of this package.

(Authorized Official Signature) (Date)

(Typed Name) (Title)

Proposal contact person:
(Name) (Title)

Address: _____

Phone: _____

COST PERFORMANCE INDICATORS - 3

Indicate the percentage rates or costs under each item, wherever applicable to the proposal.

1. Cost per Participant =

$$\frac{\text{(planned) Total Expenditure}}{\text{(planned) Number of Participants}}$$

2. Cost per Placement =

$$\frac{\text{(planned) Total Expenditure}}{\text{(planned) Number Entered
Unsubsidized Employment}}$$

3. Placement Rate =

$$\frac{\text{(planned) Total Terminations}}{\text{(planned) Total Entered
Unsubsidized Employment}}$$

NARRATIVE OUTLINE FOR EACH PROPOSAL

- I. **Cover Sheets**
Summary Page (Attachment 1), Signatory Authority (Attachment 2), Cost Performance Indicators (Attachment 3), Preliminary Project Budget (Attachment 4).
- II. **Table of Contents**
- III. **Introduction** - (no more than one page)
Give an overview of your company/agency in terms of historical development, purpose and any previous projects, implemented in the area for which funds are requested. Indicate services provided in past. If experienced, demonstrate responsible operational practices.
- IV. **Problem Statement or Assessment of Needs** - (no more than one page)
Establish the nature and importance of the problem for which the project is to address. Indicate the demand for the type of training. Include statistical data to support problem statement, if applicable.
- V. **Program Objectives** - (no more than one page)
Specify measurable objectives for the project which will lead to ultimate elimination of the problem identified. The outlined objectives must be specific.
- VI. **Methods** - (no more than four pages)
Describe, in detail, activities to be conducted to accomplish objectives. Include the length of the project, the estimated cost, the number of trainees and the cost per trainee, and how the project will coordinate with other providers/agencies to ensure proper delivery of services. Describe the procedures to be used for referrals of non eligible applicants to other appropriate services.
- VII. **Evaluation Procedures** - (no more than two pages)
Explain what steps will be used to measure the progress and achievement of stated objectives. Indicate methods of monitoring, evaluation, and coordination with the Youth Council, the Board, other services agencies, and the Fiscal Agent. List all prior performance goals and results. Provide a copy of all testing and evaluation tools to be used.
- VIII. **Management Plan** - (no more than two pages beyond individual job descriptions)
Staffing: Include job descriptions for each proposed project position. Include brief resumes or characteristics of a desired applicant for each position. Display an organizational chart to include proposed project staff and lines of authority.
- IX. **Fiscal Authority** - (no more than two pages)

Describe, in detail, the proposer's methods of fiscal procedures, including responsible parties, methods of repayment of inappropriately used funds.

- X. **Budget** - (no more than three pages)
Provide a detailed line item budget, include a complete justification for each line item and the proposer's base rates and percentages for the calculations.
- XI. **Addendum** - (no more than three pages)
Any additional supportive or explanatory information.

PROPOSAL ANALYSIS

The following questions and rating sheet will be used by both the staff of the Fiscal Agent and by the Youth Council. The information is provided here to assist the proposer in structuring the necessary content.

- I. **Cover Sheets** - (5 Points Max.)
Are the required cover sheets included and complete?
- II. **Table of Contents** - (2 Points Max.)
Does the proposal contain a Table of Contents?
- III. **Introduction** - (10 Points Max.) - (no more than one page)
What is the nature of the proposing company/agency?

How closely has the proposing company/agency achieved planned performance for placements in the past?

How effective has been past adherence to proposed budgets?

Has the proposing company/agency had experience, or related experience in projects like the one proposed?

If the proposing company/agency has no direct experience, does it show adequate understanding of the WIA and sufficiently responsible behavior to indicate good potential for success?
- IV. **Problem Statement or Assessment of Needs** - (10 Points Max.) - (no more than one page)
Does the project provide training in education, pre-employment, or high demand skill areas?

Is the problem or need clearly defined?

Is there labor market justification for the training activity or services?

Is the problem or need substantiated by adequate documentation?

Is there non duplication or justifiable duplication of any training or services not provided?

Is there a demonstrable need for the project?

V. **Program Objectives** - (12 Points Max.) - (no more than one page)

Will the project reflect significant segments of the local population?

Are the objectives clearly defined in terms of anticipated outcomes?

Do the stated objectives related directly to the problem or need/

Do objectives appear realistic within the time schedule and funding limitations?

Are the objectives consistent with the WIA?

Does the proposal plan to serve economically disadvantaged and/or handicapped individuals in the Southeast Arkansas area?

VI. **Methods**

(15 Points Max.) - (no more than four pages)

Is there a direct relationship between the objectives and the procedures?

Is the program designed to alleviate the problem or need?

Are specific numbers to be served identified?

Is there a clear and reasonable time schedule included which covers all major program activities in logical order?

Is the problem design consistent with WIA and WIB objectives and approved services?

VII. **Evaluation Procedures** - (12 Points Max.) - (no more than two pages)

Are there specific steps for measuring objectives?

Will the project have sufficient internal and external monitoring to prevent, expose, and correct problems?

Is there a way of implementing needed changes, as internal and/or independent monitoring warrants?

Is there coordination with the Fiscal Agent and the Workforce Investment Board?

Do performance goals meet or improve upon WIA goals?

Has past agency/company's performance indicated low cost per positive termination?

Does the occupation trained for have potential of having a wage level comparable to national standards (\$7.25 per hour/average)?

VIII. Management Plan- (10 Points Max.) -(no more than two pages beyond individual job.
Are roles of staff in administrative capacities defined in relation to project activities?

Does the proposal demonstrate staff qualifications in relation to job descriptions and required tasks?

Does the number of staff seem appropriate in relation to the needs of the program?

Are job descriptions or resumes appropriate to project objectives?

IX. Fiscal Accountability -(14 Points Max.) (No more than two pages)

Does the proposal adequately address the proposing agencies fiscal management system and controls?

Are the fiscal controls systems used by the proposer compatible with the management of a WIA project?

Does fiscal procedures outlined in the proposal appear compatible with" Generally Accepted Accounting Procedures" as specified in the Regulations?

X. BUDGET- (10 Points Max)- (no more than three pages)

Is the total cost and budget breakdown reasonable in relation to the training and/or services to be provided and the expected benefits?

Does the budget include reasonable justification for all costs?

How does the proposed budget compare to other proposals, if applicable?
Can any aspects of the budget be trimmed? If so, where?

- XI. **Addendum** - (0 Points Max.) - (no more than three pages)
What significant information is contained in the addendum?

Contract Requirements

in the event that the proposal is accepted by the SEAWIB, the proposing agency must be willing to negotiate the budget and project scope and enter into a signed contract with the Fiscal Agent. Attached is a copy of the standards terms and conditions contained in the contract document. The standard terms and conditions are non negotiable and must be of the wording and content that is required by the United States Department of Labor and the Arkansas Workforce Investment Board, the SEAWIB and/or SEAEADD.

The following terms and conditions are not to be attached to the completed proposal package.

**INSTRUCTIONS FOR COMPLETING
THE CERTIFICATION REGARDING
DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION LOWER TIER COVERED TRANSACTIONS**

By signing and submitting this proposal, the prospective recipient of Federal assistance funds is providing the certification as set out below.

The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective recipient of Federal assistance funds knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the Department of Labor (DOL) may pursue available remedies, including suspension and or/debarment.

The prospective recipient of Federal assistance funds shall provide immediate written notice to the person to which this proposal is submitted if at any time the prospective recipient of Federal assistance funds learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "principal," "proposal," and "voluntary excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the person to which this proposal is submitted for assistance in obtaining a copy of those regulations.

The prospective recipient of federal assistance funds further agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded for participation in this covered transaction, unless authorized by the DOL.

The prospective recipient of Federal assistance funds further agrees by submitting this proposal that it will include the clause titled, "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower tier Covered Transactions," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntary excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its participant. Each participant may but is not required to check the List of Parties Excluded from Procurement or Non-procurement Programs.

**Certification Regarding
Debarment, Suspension, Ineligibility and Voluntary
Exclusion Lower Tier Covered Transactions**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension , 29 CFR Part 98, Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 11160-19211).

(BEFORE COMPLETING CERTIFICATION READ INSTRUCTIONS FOR CERTIFICATION)

- (1) The prospective recipient of Federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Name and Title of Authorized Representative

Signature

Date

GRIEVANCE AND APPEAL PROCEDURE

I. PURPOSE

In accordance with 20 CFR 667.600, the purpose of this procedure is as follows:

- A process for dealing with grievances and complaints from participants and other interested parties affected by the Central /Southeast Arkansas workforce investment programs
- A process for resolving appeals from decisions made by the one-stop operator or other Partner

The purpose of this procedure is also a process for appealing decisions made concerning the Central/Southeast Arkansas workforce investment system.

These procedures will be made available, upon request, to all WIA Title I participants and staff persons.

II. GENERAL GUIDELINES FOR FILING A GRIEVANCE OR COMPLAINT [WIA §181(C); 20 CFR 667.600; 20 CFR 610]

- A. The Central/Southeast Arkansas Workforce Investment Board has established and maintains a procedure for grievances or complaints alleging violations of the requirements of Title I of the Workforce Investment Act of 1998 or Arkansas Act 1125 of 1999 from participants and other interested or affected parties. Grievances or complaints involving activities within the Central/Southeast Arkansas Workforce Investment Area should follow these procedures. Grievances or complaints should be sent by certified mail, return receipt requested, to the Director of Workforce Investment at the address below.

Central Area

Director of WIA Services
Western Arkansas Planning and Development District, Inc.
Post Office Box 2067
Fort Smith, AR 72902

Southeast Area

Director of WIA Services
Southeast Arkansas Economic Development District, Inc.
Post Office Box 6806
Pine Bluff, Arkansas 71611-6806

- B. If a grievance or complaint is filed with the Director that, in the opinion of the Director, should first be filed with the One-Stop Operator, that grievance will be remanded to the Executive Director of the Central/Southeast Arkansas One-Stop Operator to be processed. This decision will be made within 30 days of receiving the grievance. Notification of remanding will be sent to the complainant or informant.
- C. All complaints, with the exception of complaints alleging fraud or criminal activity, must be filed within one year of the alleged occurrence.
- D. The name of the complainant or informant will be kept confidential where possible. Where disclosure of the person's identity is essential to assure a fair determination of the issues and to effectively accomplish responsibilities under the Workforce Investment Act, disclosure will be under conditions that promote continued receipt of confidential information. Written reports may be subject to disclosure under Arkansas Freedom of Information Act.
- E. No person, organization, or agency may discharge or in any other manner retaliate against any person because that person has filed a complaint, instituted any proceeding related to the Workforce Investment Act, testified or is about to testify in any proceeding or investigation, or provided information or assisted in an investigation.

- F. Complainant's statement must include:
- The full name, telephone number (if any), and address of the person making the Complaint
 - The full name and address of the person or entity against whom the complaint is made
 - A clear and concise statement of the facts, including pertinent dates, constituting the alleged violation
 - The provisions of the Workforce Investment Act of 1998, Act 1125 of 1999, regulations, a grant, or other agreements under WIA Title I believed to have been violated
 - A statement disclosing whether proceedings involving the subject of the request have been commenced or concluded before any federal, state, or local authority, and if so, the date of the commencement or conclusion and the name and address of the authority
- G. Upon receipt of a grievance or complaint, the Director or designee will acknowledge receipt of the grievance to all parties by certified mail, return receipt requested. The acknowledgement of receipt of the grievance will:
- Outline the steps to be taken to resolve the matter.
 - Notify all parties of the right to request a hearing.
 - Advise of attempt to reach an informal resolution.
 - Provide a synopsis of issues to be decided.
- H. The Director or designee shall provide a written decision within 60 days of receipt of the grievance or complaint. If requested, a hearing will be completed within those 60 days.
- I. The following procedures will apply to a hearing:
- The hearing will be informal. Technical rules of evidence will not apply.
 - Hearsay evidence will be admissible at the discretion of the hearing examiner.
 - Hearings will be held at a time and place determined by the Director, after reasonable written notice has been sent to the parties and the witnesses.
 - The party requesting the hearing will have the burden of establishing the facts and the entitlement to the relief requested.
 - Either party may be represented by an attorney or other representative.
 - Either party may bring witnesses and documentary evidence.
 - The respondent will cooperate by making available any person under their control or employ to testify, if these persons are requested to testify by the complainant, and to release requested documents relevant to the issue after the requesting party has established that such testimony/documentation is relative and not cumulative.
 - Either party or representative will have the opportunity to question any witness.
 - A verbatim record or tape recording will be made of the proceeding.
 - The Director or designee will make a written decision.
- J. If a hearing is not requested, the Director or designee will conduct an administrative fact-finding investigation. The investigation will include:
- Opportunities for all parties to submit an in-depth position statement, including documentary supportive data and/or records.
 - Access to and review of appropriate official records.
 - Interview of principle parties and opportunity for all parties to offer rebuttal to information received.
 - A written decision.
- K. A written decision will be sent by certified mail, return receipt requested, and will contain the following:
- Statement assuring the adherence with all steps included in the grievance/complaint procedures.
 - Issue(s) being decided.
 - Statement of facts.
 - Reasons for the decision.
 - Remedies to be offered, if appropriate.

- Summary.
 - Advisement of the right to appeal the decision.
- L. A party to which the decision is adverse may appeal the decision to the Central/Southeast Arkansas Workforce Investment Board. The appeal must be filed within 60 days of the receipt of the decision. All appeals of such decisions must be sent by certified mail, return receipt requested, to the Chairman of Central/Southeast Arkansas Workforce Investment Board at the following address:

Central Area

Chairman
 Central Arkansas Workforce Investment Board
 Western Arkansas Planning and Development District, Inc.
 Post Office Box 2067
 Fort Smith, AR 72902

Southeast Area

Director of WIA Services
 Southeast Arkansas Economic Development District, Inc.
 Post Office Box 6806
 Pine Bluff, Arkansas 71611-6806

The Executive Committee of the Central/Southeast Arkansas Workforce Investment Board will review all documentation, evidence and decisions to develop a recommendation to the full Central/Southeast Arkansas Workforce Investment Board to confirm, amend or overturn the Director's decision.

The Central/Southeast Arkansas Workforce Investment Board will meet to decide the issue and inform all parties of its decision by certified mail, return receipt requested.

III. APPEAL OF LOCAL DECISIONS

- A. A decision made by the Central/Southeast Arkansas Workforce Investment Board (Local Board) may be appealed to the Arkansas Workforce Investment Board (State Board) when no decision is reached within 60 days or when either party is dissatisfied with the local hearing decision. [*WIA §181(c)(1); 20 CFR 667.600*]
- B. A training provider that has been denied eligibility or has had eligibility terminated may appeal to the State Board within 60 days of the decision. [*20 CFR 663.565(b)(4); 20 CFR 667.640(b); WIA §122(g)*]
- C. A provider of on-the-job training or customized training that has been denied eligibility may appeal to the State Board within 60 days of the decision. [*20 CFR 667.640(b)(iii); WIA §122(g)*]
- D. The appeal must be sent by certified mail, return receipt requested to the Director at the address below within 60 days of the local decision or, when no local decision has been reached, within 120 days of the original filing date. The Director will contact the local board director or administrator and investigate the appeal. Except as indicated below, procedures in II (H-O) above will apply.
- E. A decision made under the state appeal process concerning a training provider (including on-the-job training and customized training may not be appealed to the Secretary of Labor. [*20 CFR 667.640(b)(3)*]

IV. APPEAL OF STATE DECISION

- A. A party to which the decision is adverse may appeal the decision to the Secretary of Labor. The appeal must be filed within sixty (60) days of the receipt of the decision.
- B. The Secretary of Labor will investigate the grievance or complaint and make a final determination relating to the appeal no later than 120 days after receiving such appeal.
- C. If no decision is reached by the Director and the State Board within 60 days of the filing of the grievance or complaint, then the grievance or complaint may be filed with the Secretary within 120 days of the original filing date. The procedures listed in II (L) above must be followed.
- D. In most cases, the decision of the Secretary may be appealed to the Office of Administrative Law Judges within 21 days of receipt of the final determination.
 Instructions for this appeal are given in 20 CFR 667 Subpart H. [*WIA §186; WIA §187*]

- E. Nothing in this procedure shall be constructed to prohibit a grievant or complainant from pursuing a remedy authorized under another federal, state, or local law.

V. SPECIAL COMPLAINT PROCEDURES

- A. Complaints of discrimination from participants and other interested parties will be handled in accordance with WIA section 188(b) and the Department of Labor nondiscrimination regulations implementing that section. Questions about or complaints alleging a violation of the nondiscrimination provisions of WIA section 188 may be mailed to the Director, Civil Rights Center, U.S. Department of Labor, Room N4123, 200 Constitution Avenue, NW, Washington, DC 20210. *[20 CFR 667.600(f)]*
- B. A complaint may be made directly to the Secretary of Labor if a WIA Title I recipient has discharged or in any other manner discriminated against a participant or against any individual in connection with the administration of the program involved, or against any individual because such individual has filed any complaint or instituted or caused to be instituted any proceeding under or related to this title, or has testified or is about to testify in any such proceeding or investigation under or related to this title, or otherwise unlawfully denied to any individual a benefit to which that individual is entitled under the provisions of this title or the Secretary's regulations. In this case, the Secretary shall take such action or order such corrective measures, as necessary, with respect to the recipient or the aggrieved individual, or both, within 30 days. *[WIA §184(f)]*
- C. Information and complaints involving criminal fraud, waste, abuse or other criminal activity must be reported immediately through the Department of Labor's Incident Reporting System to the DOL Office of Inspector General, Office of Investigations, Room S5514, 200 Constitution Avenue NW, Washington, DC 20210, or to the corresponding Regional Inspector General for Investigations, with a copy simultaneously provided to the Employment and Training Administration. The Hotline number is 1-800-347-3756. *[20 CFR 667.630]*
- D. Testing for use of controlled substances is not part of the Arkansas Workforce Investment system; therefore, an appeal procedure is not established for this procedure at this time. *[20 CFR 667.640(c)]*
- E.

Addresses:

Executive Director
Arkansas Workforce Investment Board
2 Capitol Mall
Little Rock, AR 72201
Secretary, U.S. Department of Labor
Washington, DC 20210
Attention: ASET

**SOUTHEAST ARKANSAS
WORKFORCE INVESTMENT BOARD
(Revised July 2012)**

County	Member	Representing Term	Expires
Arkansas County	*Daisy O'Neal 606 North Porter Stuttgart, AR 72160 870-673-2129	Older Americans' Act Business	June 30, 2014
	Vacant	Education	June 30, 2014
	Vacant	Business	June 30, 2013
Ashley County	Vacant	Business	June 30, 2014
	Dr. Dewayne Haynes P.O. Box 157 3015 Hwy 52 East Wilmot, AR 71676 870-473-2303	Business	June 30, 2013
	Linda Rushing UAM Crossett 1326 Hwy 52W Crossett, AR 71635 870-364-6414	Education	June 30, 2013
Bradley County	*Jerry Daniels Potlatch Local W484 213 Lincoln Street Warren, AR 71671 870-226-6759	Labor	June 30, 2014
	*Dorothy Henderson CO Administrator-DHS P.O. Box 509 Warren, AR 71671 870-226-5878	DHS	June 30, 2013
	Vacant	Business	June 30, 2013

Chicot County	Jerry Williamson 2447 Lakeshore Dr. Lake Village, AR 71653	Veterans' Services	June 30, 2014
	Vacant	Business	June 30, 2013
	*Lillie Edwards P.O. Box 506 Lake Village, AR 71653 870-265-3061 / 870-265-5790(H)	Business	June 30, 2013
Cleveland County	Vacant	Business	June 30, 2014
	Tommy Butcher 210 Butcher Hollow Rison, AR 71665 870-325-6547	Business	June 30, 2013
	Kermit Puterbaugh 290 Maple St. Kingsland, AR 71652 870-348-5337	Business	June 30, 2013
Desha County	*Bob Ware P.O. Box 747 McGehee, AR 71654 870-222-5360	Education	June 30, 2014
	Vacant	Business	June 30, 2013
	J. R. Kiff PACE Local 5-1533 878 Highway 159 East Tillar, AR 71670 870-392-1140 / 870-818-0602	Labor & Business	June 30, 2014
Drew County Vacant	CBO		June 30, 2014
	Joe Rogers Rogers Mens Wear 618 West Bolling	Business	June 30, 2014

Monticello, AR 71655
870-367-7277

Nita McDaniel
MEDC
PO Box 1890
Monticello, AR 71657
870-367-3076

Economic Dev.

June 30, 2013

Grant County

Vacant

Business

June 30, 2013

Vacant

Business

June 30, 2013

Vacant

School Superintendent

June 30, 2013

Jefferson County

Vacant

Business

June 30, 2014

*Nina Hunt
Davis Life Center
Whispering Knoles
6812 South Hazel
Pine Bluff, AR 71603
870-541-0342

Business

June 30, 2013

*Verlene Conic
10714 Highway 63 South
Pine Bluff, AR 71603
870-536-3839

Veterans & Disabled Rep.

June 30, 2013

Larry Livingston
Allied Tube
P.O. Box 7612
Pine Bluff, AR 71611
870-575-1725

Business

June 30, 2014

Renee Allen
Jenkins Industries
2411 Leslie Leas
Pine Bluff, AR 71603
870-536-0475

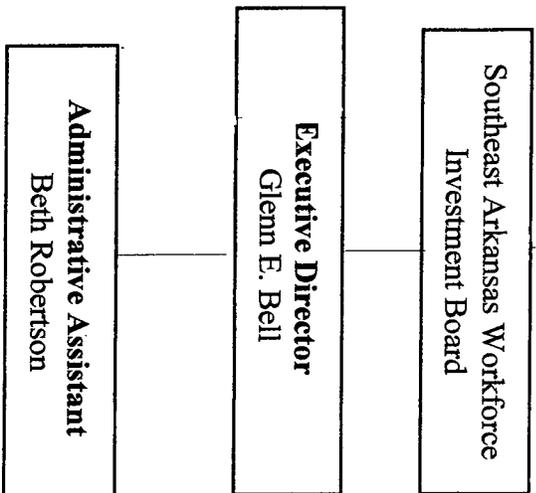
CBO

June 30, 2014

	*Audrey Veasey P.O. Box 5670 Pine Bluff, AR 71611 870-534-4200	DHS-Div.of Serv for Blind	June 30, 2014
	Chris Hart Central Moloney P.O. Box 6608 Pine Bluff, AR 71611 534-5332	Business	June 30, 2013
	*Irene Holcomb 914 West 3 rd Pine Bluff, AR	Business	June 30, 2014
Lincoln County	*Theodis Maddox, Sr. P.O. Box 33 Star City, AR 71667 870-628-4809	Business	June 30, 2013
	Ellen Robertson 300 S. Drew Star City, AR 71667 870-628-4816	Economic Development	June 30, 2013
	David McCoy C&L Electric 902 Poplar St Star City, AR 71667 870-628-4221	Business	June 30, 2013
At Large	Boyce Harrod 321 Mockingbird Lane Hamburg, AR 71646 870-853-5022	CDBG/EDA (Board of Directors of SEAEDD, Inc.)	June 30, 2013
	*Lowandia Williams 1210 S. Cherry, Suite 20 Pine Bluff, AR 71601 (or) #1 LaSalle Cove, 71603 870-534-2461	Job Corp	June 30, 2014
	Sharon Burns 703 Meador Dr. Dumas, AR 71639 870-382-2050	Migrant Farm Workers	June 30, 2014

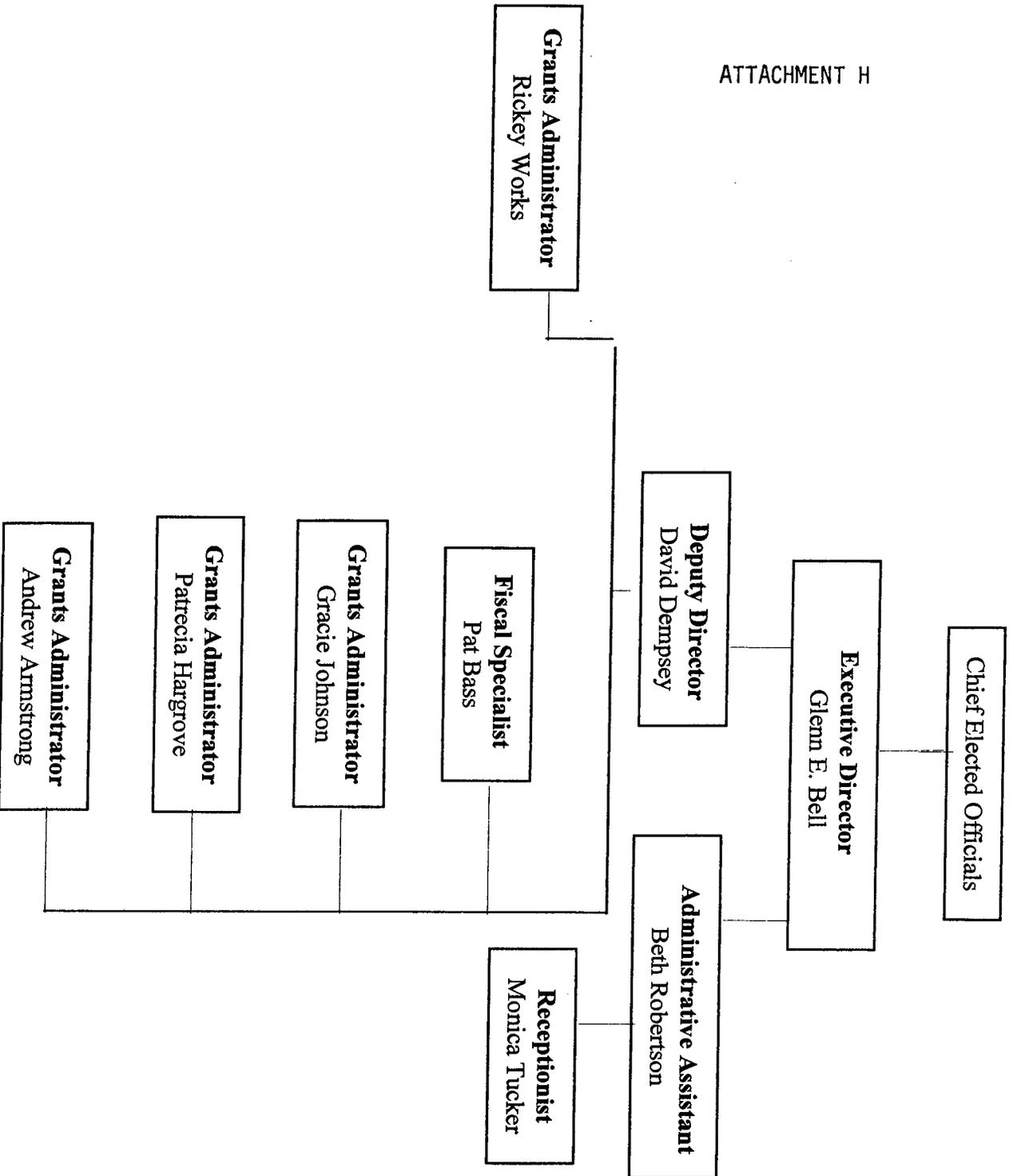
Southwest Arkansas Workforce Investment Board

ATTACHMENT G



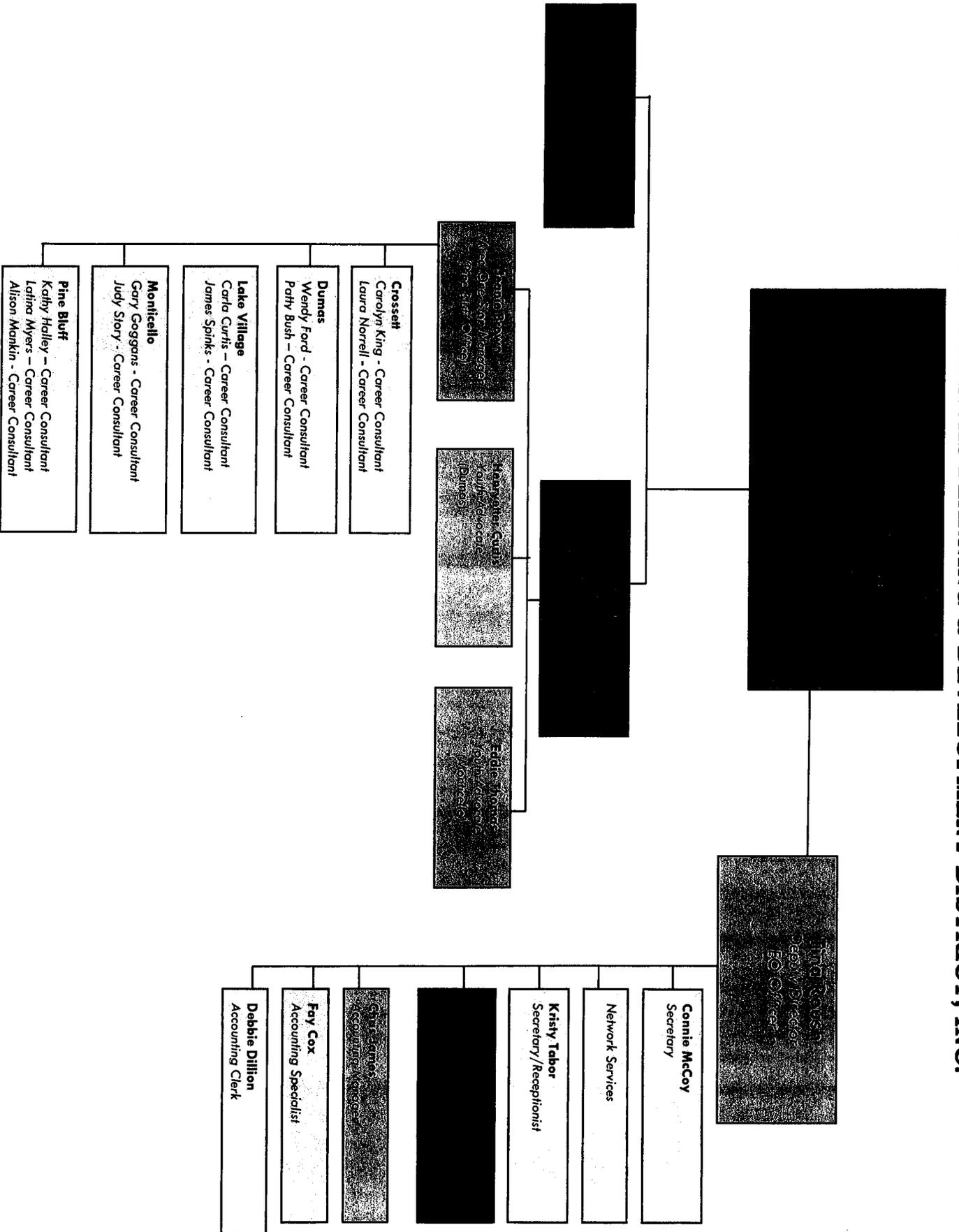
Southwest Arkansas Chief Elected Officials

ATTACHMENT H



CENTRAL ARKANSAS PLANNING & DEVELOPMENT DISTRICT, INC.

ATTACHMENT I



D. TERMINATION OF CONTRACT

1. Termination for Cause: The SEAEDD may terminate this contract when it has been determined that Contractor has failed to provide the services specified or has failed to comply with any provision contained in this contract. The SEAEDD may also terminate this contract when it has been determined that the Contractor has failed to comply with the WIA or the regulations. If Contractor fails to perform in whole or in part, the terms of this contract, fails to make sufficient progress so as to endanger performance, or fails to comply with the WIA, or regulations, the SEAEDD shall notify Contractor of such unsatisfactory performance, or of noncompliance status, in writing. Contractor has ten (10) working days in which to respond with a written plan acceptable to the SEAEDD for correction of the deficiencies. If Contractor does not respond within the appointed time with appropriate plan, the SEAEDD may serve a termination notice on Contractor which will become effective within thirty (30) days after receipt of notice. In the event of termination, the SEAEDD shall be liable for payment only for services rendered prior to the effective date of the termination provided that such services are in accordance with the provisions of this contract. The SEAEDD reserves the right to terminate a contract immediately without notice in cases of gross mismanagement by Contractor. The following shall be deducted from the amount due to Contractor under this clause:

- a. All unliquidated advance or other payments on account previously made to Contractor applicable to the termination portion of this contract.
- b. Any claim which the SEAEDD may have against Contractor in connection with this contract.

If the termination hereunder is partial, prior to the settlement of the terminated portion of this contract, Contractor may file with the SEAEDD a request in writing for an equitable adjustment of the price or prices specified in the contract relating to the continued portion.

Once terminate, the Contractor shall provide copies of all records pertaining to this contract and its programs if so requested. Contractor shall return such records in the manner prescribed by the SEAEDD. At all times Contractor shall preserve records relating to the contract. Between the date of termination of the contract and the date of return of such records, Contractor shall protect records from damage, loss or destruction.

2. Availability of Funds: The SEAEDD may terminate this contract pursuant to Section VII, Part A.3. of this contract.
3. Termination for Convenience:
- a. The performance of work under the contract may be terminated, in whole, or from time to time, in part by the SEAEDD whenever the SEAWIB or the SEACEOs determine that such termination or suspension

is in the best interest of the Workforce Investment Area. Termination of work hereunder shall be effected by delivery to the Contractor of a Notice of Termination specifying the extent to which performance of work under the contract is terminated and the date upon which such termination becomes effective. In no instance shall a termination for convenience be effective in less than ten (10) days after receipt of notice thereof.

- b. After receipt of the Notice of Termination, the Contractor shall cancel outstanding commitments covering the procurement or rental of materials, supplies, equipment, and miscellaneous items.

In addition, the Contractor shall exercise all reasonable diligence to accomplish the cancellation or diversion of outstanding commitments covering personal services that extend beyond the date of such termination to the extent that they relate to the performance of any work terminated by the notice. With respect to such canceled commitments, the Contractor agrees to:

- (1) Settle all outstanding liabilities and all arising out of such cancellation of all such settlements; and
- (2) Assign to the SEAEDD in the matter, at the time and to the extent directed by the SEAEDD, all of the rights, title, interest of the Contractor under the orders and contracts so terminated. The SEAEDD shall have the right, at its discretion, to settle or pay any or all claims arising out of the termination of such contracts.

Termination Procedures

Either party may request termination for convenience by providing the other with no less than thirty (30) calendar days written notice prior to the effective date of such termination.

CENTRAL ARKANSAS PLANNING AND DEVELOPMENT DISTRICT, INC.

**Cost Allocation and Resource Sharing Agreement for 2012
Southeast Arkansas Workforce Investment Area**

A Cost Allocation and Resource Sharing Agreement Between the Central Arkansas Planning and Development District, Inc., the One-Stop Operator for the Southeast Arkansas Workforce Investment Area, and its Partners in the Arkansas Workforce Center at Crossett, Arkansas.

Period of Agreement

This agreement becomes effective on July 1, 2012, and continues in effect until June 30, 2013, or until terminated by mutual consent. However, if such mutual consent cannot be attained, then any party to this agreement may consider it to be canceled by giving 30 days notice in writing to the other parties, and this agreement shall thereupon be canceled upon the expiration of such 30-day period.

In the event that any party fails to materially fulfill that party's responsibilities in accordance with the provisions of this agreement, the Central Arkansas Planning and Development District, Inc. (CAPDD) may, upon timely written notice of default to the other party, immediately terminate the whole or any part of this agreement.

Furthermore, in the event that federal or state laws or other requirements should be amended or judicially interpreted so as to render continued fulfillment of this agreement, on the part of any party, substantially unreasonable or impossible, or if the parties should be unable to agree upon any amendment which would therefore be needed to enable the substantial continuation of the services contemplated herein, then the parties shall be discharged from any further obligations created under the terms of this agreement.

This agreement is subject to the availability of state and/or federal funds, and if such funds become unavailable, then by written notice the contract will be terminated as specified in the written notice.

Any change in the scope of the agreement must be mutually agreed to in writing prior to, or contemporaneously with, the effective date of the change.

Authority and Purposes

The purposes of this agreement are to:

- Coordinate the resources and assets of the partnering agencies to provide an efficient system for delivering the core and intensive services for employers and job seekers as envisioned by the federal Workforce Investment Act.
- Establish guidelines for creating and maintaining a cooperative working relationship, which will allow CAPDD and its partners to coordinate services to clients served at the Arkansas Workforce Center located in Crossett, Arkansas.
- Provide for joint planning and evaluation to devise methods to effectively coordinate service delivery to clients and to effect more efficient management of limited financial and staff resources.

General Provisions

All parties to this agreement shall:

- Comply with Title VI of the Civil Rights Act of 1964 (Public Law 88-352), Section 504 of the Rehabilitation Act of 1990 (Public Law 93-112), The Americans With Disabilities Act of 1990 (Public Law 101-336), The Workforce Investment Act of 1998 (Public Law 105-220), The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in DOL funded programs, and all amendments to each, and all requirements imposed by the regulations issued pursuant to these acts. These regulations provide in part that no persons in the United States shall, on the grounds of race, color, national origin, sex, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.
- Mutually agree to reasonably assist the other partners in the development of necessary service delivery protocols, including the following:
 - o Client orientation, referral, job search, and enrollment.
 - o Development and coordination of clients' service plans.
 - o Sharing client service delivery information among partners and Arkansas Workforce Center Staff.
- All partners agree that the provisions contained herein are made subject to all applicable federal and state laws, regulations, and/or guidelines imposed on either or all parties relating to privacy rights to participants, maintenance of records and other confidential information relating to clients.
- Partners agree that all equipment and furniture purchased by any party for purposes described herein shall remain the property of the purchaser after the termination of this agreement.

Cost Allocation

A partner can only pay for costs that are allocable to that partner's funding sources. Each partner will contribute services and pay for costs associated with those services. If the partners are sharing space, "fair share" will be charged according to a formula based on square footage as the basis for allocation. If agreed to by all workforce center partners, total staff hours of operations may also be used in conjunction with square footage. The cost per square foot becomes a pooled cost that is direct-charged to the partners located at the workforce center.

Exceptions to the general principle requiring that costs be shared proportionately may include:

- Unrestricted Funds may be used to pay for any portion of the costs, since there are no restrictions on the type or amount of costs these funds may pay.
- Partially Restricted Funds may be used to provide services to the general population.
- Costs Fully Allowable to More Than One Funding Source may be paid in whole or in part by one of the sources without regard to the rules on cost allocation.
- Immaterial Costs are costs so minor in amount that they need not be allocated.

Although the Arkansas Workforce Center at Crossett is designed to be a seamless service delivery system for the customer, available services are provided from various partner locations with separate funding accountability. The partners are responsible for the total cost of these services.

Because of these various funding streams, this Cost Allocation and Resource Sharing Agreement has been developed to ensure that each partner bears its fair share of the costs of maintaining the center. Data is being collected to support future adjustments of the cost allocation formula. All partners are responsible for providing verifiable data in an acceptable reporting format to allow the terms of this agreement to be monitored on at least an annual basis. The terms of this agreement may be renegotiated at any time to insure all parties achieve equitable benefit. The cost allocation/resource sharing agreement may be adjusted quarterly and adjusted, as necessary.

Specific cost allocation data for the Arkansas Workforce Center at Crossett is included as an attachment to this document.

Signature of One-Stop Operator



Rodney Larsen, Executive Director

Central Arkansas Planning and Development District, Inc.

8/8/2012
Date

Agreed to by Arkansas Workforce Center at Crossett Partners

✓ Agency Arkansas Department of Workforce Services - TEA
Signature _____ Date _____

Agency Experience Works
Signature _____ Date _____

✓ Agency Ashley County Service Unit, Salvation Army
Signature Jan C. McConomy Date 11/2/12

Agency Phoenix Youth & Family Services
Signature Joyce Newton Date 10/31/12

✓ Agency Hamburg High School
Signature _____ Date _____

✓ Agency Department of Human Services - DCO
Signature Neri Smith Date 11-2-12

✓ Agency Southeast AR Community Action (SEACAC)
Signature Jacqueline Rachel Date 11-2-12

Agency Lighthouse Christian School
Signature _____ Date _____

Agreed to by Arkansas Workforce Center at Crossett Partners

✓ Agency Arkansas Department of Workforce Services - TEA
Signature _____ Date _____

Agency Experience Works
Signature _____ Date _____

✓ Agency Ashley County Service Unit, Salvation Army
Signature _____ Date _____

Agency Phoenix Youth & Family Services
Signature Joyce Newton Date 10/31/12

→ ✓ Agency Hamburg High School
Signature [Signature] Date 11/2/12

✓ Agency Department of Human Services - DCO
Signature Nev Smith Date 11-2-12

✓ Agency Southeast AR Community Action (SEACAC)
Signature Jacqueline Rachel Date 11-2-12

Agency Lighthouse Christian School
Signature _____ Date _____

Agreed to by Arkansas Workforce Center at Crossett Partners

Agency Bemis, Inc

Signature _____ Date _____

Agency AREZ

Signature  Date 11/2/12

Agency G-P Plywood

Signature _____ Date _____

Agency G-P Paper

Signature _____ Date _____

Agency GP Chemicals

Signature _____ Date _____

✓ Agency Crossett High School

Signature _____ Date _____

Agency _____

Signature _____ Date _____

Agency _____

Signature _____ Date _____

**Southeast Arkansas
Projected Cost Allocation/Resource Sharing
07/01/2012 thru 06/30/2013**

Crossett Partner Total Common Resource Sharing Estimate:

Description	CAPDD
Rent, Maint., Utilities	\$5,711.60
Receptionist/Resource*	\$37,496.25
Telephone/Internet Service	\$5,228.40
Copier/Maintenance	\$0.00
Total Resource	\$48,436.25

TOTAL \$48,436.25

**Crossett Projected Common Cost Allocation/Resource Sharing Estimate:
07/01/2012 thru 06/30/2013**

			\$48,436.25		
Partner Common Cost Usage	Direct Program Sq. Ft.	% Usage	Common Costs	Total Common Partner/Program Contribution	Net Cash Due (To)/From Partner/Program
CAPDD	516	100.0000%	\$48,436.25	\$48,436.25	\$0.00
Total	516	100.0000%	\$48,436.25	\$48,436.25	\$0.00

Crossett Shared Services Budget:

Item	Description	Monthly	Yearly	Allocation Method
Rent, Maint., Utilities	Rent & Other Facility Cost	\$475.97	\$5,711.60	Sq. Ft.
Receptionist/Resource *	Salary & Fringe	\$3,124.69	\$37,496.25	Sq. Ft.
Telephone/Internet Service	Phone/Internet/Maint	\$435.70	\$5,228.40	Sq. Ft.
Copier/Maintenance	Leases & Maintenance	\$0.00	\$0.00	Sq. Ft.
		<u>\$4,036.35</u>	<u>\$48,436.25</u>	

* (1@ \$29,997.00/year + 25% Fringe = \$37,496.25/year)

Crossett Common Space:

Area	Square Footage
Reception/Waiting	438
Resource/Labs	460
Conference/Board Room	120
Copy Rooms	0
Break Rooms	0
Restrooms	30
Total Common Area	1048
Cost per Sq. Ft.	\$5.45
Total Facility Cost	\$5,711.60

Partners for the Workforce Center at Crossett occupy no space in the center and their services are by appointment only.

JL removed from WFC 03/23/04

ES removed from WFC 03/24/04

CENTRAL ARKANSAS PLANNING AND DEVELOPMENT DISTRICT, INC.

Cost Allocation and Resource Sharing Agreement for 2012 Southeast Arkansas Workforce Investment Area

A Cost Allocation and Resource Sharing Agreement Between the Central Arkansas Planning and Development District, Inc., the One-Stop Operator for the Southeast Arkansas Workforce Investment Area, and its Partners in the Arkansas Workforce Center at Dumas, Arkansas.

Period of Agreement

This agreement becomes effective on July 1, 2012, and continues in effect until June 30, 2013, or until terminated by mutual consent. However, if such mutual consent cannot be attained, then any party to this agreement may consider it to be canceled by giving 30 days notice in writing to the other parties, and this agreement shall thereupon be canceled upon the expiration of such 30-day period.

In the event that any party fails to materially fulfill that party's responsibilities in accordance with the provisions of this agreement, the Central Arkansas Planning and Development District, Inc. (CAPDD) may, upon timely written notice of default to the other party, immediately terminate the whole or any part of this agreement.

Furthermore, in the event that federal or state laws or other requirements should be amended or judicially interpreted so as to render continued fulfillment of this agreement, on the part of any party, substantially unreasonable or impossible, or if the parties should be unable to agree upon any amendment which would therefore be needed to enable the substantial continuation of the services contemplated herein, then the parties shall be discharged from any further obligations created under the terms of this agreement.

This agreement is subject to the availability of state and/or federal funds, and if such funds become unavailable, then by written notice the contract will be terminated as specified in the written notice.

Any change in the scope of the agreement must be mutually agreed to in writing prior to, or contemporaneously with, the effective date of the change.

Authority and Purposes

The purposes of this agreement are to:

- Coordinate the resources and assets of the partnering agencies to provide an efficient system for delivering the core and intensive services for employers and job seekers as envisioned by the federal Workforce Investment Act.
- Establish guidelines for creating and maintaining a cooperative working relationship, which will allow CAPDD and its partners to coordinate services to clients served at the Arkansas Workforce Center located in Dumas, Arkansas.
- Provide for joint planning and evaluation to devise methods to effectively coordinate service delivery to clients and to effect more efficient management of limited financial and staff resources.

General Provisions

All parties to this agreement shall:

- Comply with Title VI of the Civil Rights Act of 1964 (Public Law 88-352), Section 504 of the Rehabilitation Act of 1990 (Public Law 93-112), The Americans With Disabilities Act of 1990 (Public Law 101-336), The Workforce Investment Act of 1998 (Public Law 105-220), The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in DOL funded programs, and all amendments to each, and all requirements imposed by the regulations issued pursuant to these acts. These regulations provide in part that no persons in the United States shall, on the grounds of race, color, national origin, sex, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.
- Mutually agree to reasonably assist the other partners in the development of necessary service delivery protocols, including the following:
 - o Client orientation, referral, job search, and enrollment.
 - o Development and coordination of clients' service plans.
 - o Sharing client service delivery information among partners and Arkansas Workforce Center Staff.
- All partners agree that the provisions contained herein are made subject to all applicable federal and state laws, regulations, and/or guidelines imposed on either or all parties relating to privacy rights to participants, maintenance of records and other confidential information relating to clients.
- Partners agree that all equipment and furniture purchased by any party for purposes described herein shall remain the property of the purchaser after the termination of this agreement.

Cost Allocation

A partner can only pay for costs that are allocable to that partner's funding sources. Each partner will contribute services and pay for costs associated with those services. If the partners are sharing space, "fair share" will be charged according to a formula based on square footage as the basis for allocation. If agreed to by all workforce center partners, total staff hours of operations may also be used in conjunction with square footage. The cost per square foot becomes a pooled cost that is direct-charged to the partners located at the workforce center.

Exceptions to the general principle requiring that costs be shared proportionately may include:

- Unrestricted Funds may be used to pay for any portion of the costs, since there are no restrictions on the type or amount of costs these funds may pay.
- Partially Restricted Funds may be used to provide services to the general population.
- Costs Fully Allowable to More Than One Funding Source may be paid in whole or in part by one of the sources without regard to the rules on cost allocation.
- Immaterial Costs are costs so minor in amount that they need not be allocated.

Although the Arkansas Workforce Center at Dumas is designed to be a seamless service delivery system for the customer, available services are provided from various partner locations with separate funding accountability. The partners are responsible for the total cost of these services.

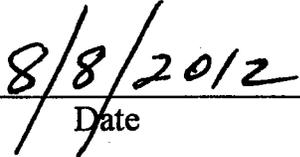
Because of these various funding streams, this Cost Allocation and Resource Sharing Agreement has been developed to ensure that each partner bears its fair share of the costs of maintaining the center. Data is being collected to support future adjustments of the cost allocation formula. All partners are responsible for providing verifiable data in an acceptable reporting format to allow the terms of this agreement to be monitored on at least an annual basis. The terms of this agreement may be renegotiated at any time to insure all parties achieve equitable benefit. The cost allocation/resource sharing agreement may be adjusted quarterly and adjusted, as necessary.

Specific cost allocation data for the Arkansas Workforce Center at Dumas is included as an attachment to this document.

Signature of One-Stop Operator



Rodney Larsen, Executive Director
Central Arkansas Planning and Development District, Inc.



Date

Agreed to by Arkansas Workforce Center at Dumas Partners

Agency Arkansas Department of Workforce Services

Signature _____ Date _____

Agency DTECH

Signature Shalada Jones Date 10/15/12

Agency NCBA

Signature _____ Date _____

Agency Dumas Adult Education

Signature Susan Cotton Date 10/15/12

Agency AHDC

Signature Shanm Burns Date 10/12/12

Agency ARS

Signature Ronald J. Neal Date 10/19/12

Agency ADWS LVER

Signature Michael L. Harding Date 10/19/12

Agency _____

Signature _____ Date _____

**Southeast Arkansas
Projected Cost Allocation/Resource Sharing
07/01/2012 thru 06/30/2013**

Dumas Partner Total Common Resource Sharing Estimate:

Description	ADWS	CAPDD	Migrate Farm Workers
Rent, Maint., Utilities	\$17,358.30	\$7,018.41	\$5,545.41
Receptionist/Resource *	\$20,807.30	\$8,412.94	\$6,647.26
Telephone/Internet Service	\$0.00	\$0.00	\$0.00
Copier/Maintenance	\$911.25	\$368.44	\$291.11
Total Resource	\$39,076.85	\$15,799.79	\$12,483.78

TOTAL \$67,360.42

**Dumas Projected Common Cost Allocation/Resource Sharing Estimate:
07/01/2012 thru 06/30/2013**

			\$67,360.42		
Partner Common Cost Usage	Direct Program Sq. Ft.	% Usage	Common Costs	Total Common Partner/Program Contribution	Net Cash Due (To)/From Partner/Program
ADWS	601	58.0116%	\$39,076.85	\$39,076.85	\$0.00
CAPDD	243	23.4556%	\$15,799.79	\$15,799.79	\$0.00
Migrate Farm Workers	192	18.5328%	\$12,483.78	\$12,483.78	\$0.00
Total	1036	58.0116%	\$39,076.85	\$67,360.42	\$0.00

Dumas Shared Services Budget:

Item	Description	Monthly	Yearly	Allocation Method
Rent, Maint., Utilities	Rent & Other Facility Cost	\$2,493.51	\$29,922.12	Sq. Ft.
Receptionist/Resource *	Salary & Fringe	\$2,988.96	\$35,867.50	Sq. Ft.
Telephone/Internet Service	Phone/Internet/Maint	\$0.00	\$0.00	Sq. Ft.
Copier/Maintenance	Leases & Maintenance	\$130.90	\$1,570.80	Sq. Ft.
		<u>\$5,613.37</u>	<u>\$67,360.42</u>	

* (1@ \$28,694.00/year + 25% Fringe = \$35,867.50/year)

Dumas Common Space:

Area	Square Footage
Reception/Waiting	480
Resource/Labs	320
Conference/Board Room	0
Copy Rooms	0
Break Rooms	0
Restrooms	154
Total Common Area	<u>954</u>
Cost per Sq. Ft.	\$6.00
Total Facility Cost	<u>\$5,724.00</u>

Dumas Direct Partner Cost Estimate:

Description	ADWS	CAPDD	Migrate Farm Workers
Rent	\$8,049.69	\$3,254.70	\$2,571.61

TOTAL \$13,876.00 *

Dumas Actual Cost Incurred Annually:

Description	ADWS	CAPDD	Migrate Farm Workers
Rent per year	\$19,600.00	\$0.00	\$0.00

* DIRECT CHARGES DO NOT INCLUDE MAINTENANCE AND UTILITIES - Calculations are as follows:
 (Annual Rent per year - Total Facility Cost) x % of Usage = Total Direct Costs or
 (\$30,000.00 - \$18,216.62) - % of Usage = Total Direct Costs

**Dumas Projected Total Cost Allocation/Resource Sharing Estimate:
 07/01/2012 thru 06/30/2013**

Partner	Direct Program Sq. Ft.	% Usage	Total Direct Costs	Total Common Cost	Total Partner/Program Share	Total Due To ADWS
ADWS	601	58.0116%	\$8,049.69	\$39,076.85	\$47,126.53	\$0.00
CAPDD	243	23.4556%	\$3,254.70	\$15,799.79	\$19,054.49	\$19,054.49
Migrate Farm Workers	192	18.5328%	\$2,571.61	\$12,483.78	\$15,055.40	\$15,055.40
Total	1036	100.00%	\$13,876.00	\$67,360.42	\$81,236.42	\$34,109.89

**Dumas Projected Total Cost Allocation/Resource Sharing Estimate:
 07/01/2012 thru 06/30/2013**

Partner	Total Share	In-kind/Offset Contribution	Due to ADWS
ADWS	\$0.00	\$0.00	\$0.00
CAPDD	\$19,054.49	\$0.00	\$19,054.49
Migrate Farm Workers	\$15,055.40	\$0.00	\$15,055.40
Total	\$34,109.89	\$0.00	\$34,109.89

Jl removed from WFC 03/24/04

Dumas Office Moved to the Dumas Tech Center located at 435 Highway 65 South on 01/19/2010.

CENTRAL ARKANSAS PLANNING AND DEVELOPMENT DISTRICT, INC.

Cost Allocation and Resource Sharing Agreement for 2012

Southeast Arkansas Workforce Investment Area

A Cost Allocation and Resource Sharing Agreement Between the Central Arkansas Planning and Development District, Inc., the One-Stop Operator for the Southeast Arkansas Workforce Investment Area, and its Partners in the Arkansas Workforce Center at Lake Village, Arkansas.

Period of Agreement

This agreement becomes effective on July 1, 2012, and continues in effect until June 30, 2013, or until terminated by mutual consent. However, if such mutual consent cannot be attained, then any party to this agreement may consider it to be canceled by giving 30 days notice in writing to the other parties, and this agreement shall thereupon be canceled upon the expiration of such 30-day period.

In the event that any party fails to materially fulfill that party's responsibilities in accordance with the provisions of this agreement, the Central Arkansas Planning and Development District, Inc. (CAPDD) may, upon timely written notice of default to the other party, immediately terminate the whole or any part of this agreement.

Furthermore, in the event that federal or state laws or other requirements should be amended or judicially interpreted so as to render continued fulfillment of this agreement, on the part of any party, substantially unreasonable or impossible, or if the parties should be unable to agree upon any amendment which would therefore be needed to enable the substantial continuation of the services contemplated herein, then the parties shall be discharged from any further obligations created under the terms of this agreement.

This agreement is subject to the availability of state and/or federal funds, and if such funds become unavailable, then by written notice the contract will be terminated as specified in the written notice.

Any change in the scope of the agreement must be mutually agreed to in writing prior to, or contemporaneously with, the effective date of the change.

Authority and Purposes

The purposes of this agreement are to:

- Coordinate the resources and assets of the partnering agencies to provide an efficient system for delivering the core and intensive services for employers and job seekers as envisioned by the federal Workforce Investment Act.
- Establish guidelines for creating and maintaining a cooperative working relationship, which will allow CAPDD and its partners to coordinate services to clients served at the Arkansas Workforce Center located in Lake Village, Arkansas.
- Provide for joint planning and evaluation to devise methods to effectively coordinate service delivery to clients and to effect more efficient management of limited financial and staff resources.

General Provisions

All parties to this agreement shall:

- Comply with Title VI of the Civil Rights Act of 1964 (Public Law 88-352). Section 504 of the Rehabilitation Act of 1990 (Public Law 93-112), The Americans With Disabilities Act of 1990 (Public Law 101-336), The Workforce Investment Act of 1998 (Public Law 105-220), The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in DOL funded programs, and all amendments to each, and all requirements imposed by the regulations issued pursuant to these acts. These regulations provide in part that no persons in the United States shall, on the grounds of race, color, national origin, sex, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.
- Mutually agree to reasonably assist the other partners in the development of necessary service delivery protocols, including the following:
 - o Client orientation, referral, job search, and enrollment.
 - o Development and coordination of clients' service plans.
 - o Sharing client service delivery information among partners and Arkansas Workforce Center Staff.
- All partners agree that the provisions contained herein are made subject to all applicable federal and state laws, regulations, and/or guidelines imposed on either or all parties relating to privacy rights to participants, maintenance of records and other confidential information relating to clients.
- Partners agree that all equipment and furniture purchased by any party for purposes described herein shall remain the property of the purchaser after the termination of this agreement.

Cost Allocation

A partner can only pay for costs that are allocable to that partner's funding sources. Each partner will contribute services and pay for costs associated with those services. If the partners are sharing space, "fair share" will be charged according to a formula based on square footage as the basis for allocation. If agreed to by all workforce center partners, total staff hours of operations may also be used in conjunction with square footage. The cost per square foot becomes a pooled cost that is direct-charged to the partners located at the workforce center.

Exceptions to the general principle requiring that costs be shared proportionately may include:

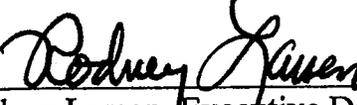
- Unrestricted Funds may be used to pay for any portion of the costs, since there are no restrictions on the type or amount of costs these funds may pay.
- Partially Restricted Funds may be used to provide services to the general population.
- Costs Fully Allowable to More Than One Funding Source may be paid in whole or in part by one of the sources without regard to the rules on cost allocation.
- Immaterial Costs are costs so minor in amount that they need not be allocated.

Although the Arkansas Workforce Center at Lake Village is designed to be a seamless service delivery system for the customer, available services are provided from various partner locations with separate funding accountability. The partners are responsible for the total cost of these services.

Because of these various funding streams, this Cost Allocation and Resource Sharing Agreement has been developed to ensure that each partner bears its fair share of the costs of maintaining the center. Data is being collected to support future adjustments of the cost allocation formula. All partners are responsible for providing verifiable data in an acceptable reporting format to allow the terms of this agreement to be monitored on at least an annual basis. The terms of this agreement may be renegotiated at any time to insure all parties achieve equitable benefit. The cost allocation/resource sharing agreement may be adjusted quarterly and adjusted, as necessary.

Specific cost allocation data for the Arkansas Workforce Center at Lake Village is included as an attachment to this document.

Signature of One-Stop Operator



Rodney Larsen, Executive Director
Central Arkansas Planning and Development District, Inc.

8/8/2012

Date

Agreed to by Arkansas Workforce Center at Lake Village Partners

Agency Arkansas Department of Workforce Services

Signature *Elmer J. McLaughlin* Date 12/13/12

Agency Arkansas Department of Human Services

Signature *Mary Wargfield* Date 12/13/12

Agency Tri-County Rural Health Network

Signature *Laris Simpson* Date 12-13-2012

Agency Chicot County Health Unit

Signature *Yolanda Porter* Date 12/13/12

Agency C & W Work Ethics Solutions, Inc.

Signature _____ Date _____

Agency _____

Signature _____ Date _____

Agency _____

Signature _____ Date _____

Agency _____

Signature _____ Date _____

**Southeast Arkansas
Projected Cost Allocation/Resource Sharing
07/01/2012 thru 06/30/2013**

Lake Village Partner Total Common Resource Sharing Estimate:

Description	CAPDD
Rent, Maint., Utilities	\$7,110.60
Receptionist/Resource *	\$37,681.25
Telephone/Internet Service	\$6,277.44
Copier/Maintenance	\$0.00
Total Resource	\$51,069.29

TOTAL \$51,069.29

**Lake Village Projected Common Cost Allocation/Resource Sharing Estimate:
07/01/2012 thru 06/30/2013**

			\$51,069.29		
Partner Common Cost Usage	Direct Program Sq. Ft.	% Usage	Common Costs	Total Common Partner/Program Contribution	Net Cash Due (To)/From Partner/Program
CAPDD	268	100.0000%	\$51,069.29	\$51,069.29	\$0.00
Total	268	100.0000%	\$51,069.29	\$51,069.29	\$0.00

Lake Village Shared Services Budget:

Item	Description	Monthly	Yearly	Allocation Method
Rent, Maint., Utilities	Rent & Other Facility Cost	\$592.55	\$7,110.60	Sq. Ft.
Receptionist/Resource *	Salary & Fringe	\$3,140.10	\$37,681.25	Sq. Ft.
Telephone/Internet Service	Phone/Internet/Maint	\$523.12	\$6,277.44	Sq. Ft.
Copier/Maintenance	Leases & Maintenance	\$0.00	\$0.00	Sq. Ft.
		<u>\$4,255.77</u>	<u>\$51,069.29</u>	

* (1@ \$30,145.00/year + 25% Fringe = \$37,681.25/year)

Lake Village Common Space:

Area	Square Footage
Reception/Waiting	496
Resource/Labs	651
Conference/Board Room	0
Copy Rooms	0
Break Rooms	486
Restrooms	60
Total Common Area	1693
Cost per Sq. Ft.	\$4.20
Total Facility Cost	\$7,110.60

Partners for the Workforce Center at Lake Village occupy no space in the center and their services are by appointment only.
JI removed from WFC 02/23/04

CENTRAL ARKANSAS PLANNING AND DEVELOPMENT DISTRICT, INC.

Cost Allocation and Resource Sharing Agreement for 2012 Southeast Arkansas Workforce Investment Area

A Cost Allocation and Resource Sharing Agreement Between the Central Arkansas Planning and Development District, Inc., the One-Stop Operator for the Southeast Arkansas Workforce Investment Area, and its Partners in the Arkansas Workforce Center at Monticello, Arkansas.

Period of Agreement

This agreement becomes effective on July 1, 2012, and continues in effect until June 30, 2013, or until terminated by mutual consent. However, if such mutual consent cannot be attained, then any party to this agreement may consider it to be canceled by giving 30 days notice in writing to the other parties, and this agreement shall thereupon be canceled upon the expiration of such 30-day period.

In the event that any party fails to materially fulfill that party's responsibilities in accordance with the provisions of this agreement, the Central Arkansas Planning and Development District, Inc. (CAPDD) may, upon timely written notice of default to the other party, immediately terminate the whole or any part of this agreement.

Furthermore, in the event that federal or state laws or other requirements should be amended or judicially interpreted so as to render continued fulfillment of this agreement, on the part of any party, substantially unreasonable or impossible, or if the parties should be unable to agree upon any amendment which would therefore be needed to enable the substantial continuation of the services contemplated herein, then the parties shall be discharged from any further obligations created under the terms of this agreement.

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Authority and Purposes

The purposes of this agreement are to:

- Coordinate the resources and assets of the partnering agencies to provide an efficient system for delivering the core and intensive services for employers and job seekers as envisioned by the federal Workforce Investment Act.
- Establish guidelines for creating and maintaining a cooperative working relationship, which will allow CAPDD and its partners to coordinate services to clients served at the Arkansas Workforce Center located in Monticello, Arkansas.
- Provide for joint planning and evaluation to devise methods to effectively coordinate service delivery to clients and to effect more efficient management of limited financial and staff resources.

General Provisions

All parties to this agreement shall:

- Comply with Title VI of the Civil Rights Act of 1964 (Public Law 88-352). Section 504 of the Rehabilitation Act of 1990 (Public Law 93-112), The Americans With Disabilities Act of 1990 (Public Law 101-336), The Workforce Investment Act of 1998 (Public Law 105-220), The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in DOL funded programs, and all amendments to each, and all requirements imposed by the regulations issued pursuant to these acts. These regulations provide in part that no persons in the United States shall, on the grounds of race, color, national origin, sex, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.
- Mutually agree to reasonably assist the other partners in the development of necessary service delivery protocols, including the following:
 - o Client orientation, referral, job search, and enrollment.
 - o Development and coordination of clients' service plans.
 - o Sharing client service delivery information among partners and Arkansas Workforce Center Staff.
- All partners agree that the provisions contained herein are made subject to all applicable federal and state laws, regulations, and/or guidelines imposed on either or all parties relating to privacy rights to participants, maintenance of records and other confidential information relating to clients.
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Cost Allocation

A partner can only pay for costs that are allocable to that partner's funding sources. Each partner will contribute services and pay for costs associated with those services. If the partners are sharing space, "fair share" will be charged according to a formula based on square footage as the basis for allocation. If agreed to by all workforce center partners, total staff hours of operations may also be used in conjunction with square footage. The cost per square foot becomes a pooled cost that is direct-charged to the partners located at the workforce center.

Exceptions to the general principle requiring that costs be shared proportionately may include:

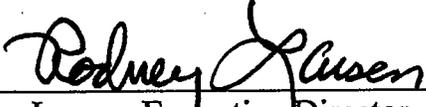
- Unrestricted Funds may be used to pay for any portion of the costs, since there are no restrictions on the type or amount of costs these funds may pay.
- Partially Restricted Funds may be used to provide services to the general population.
- Costs Fully Allowable to More Than One Funding Source may be paid in whole or in part by one of the sources without regard to the rules on cost allocation.
- Immaterial Costs are costs so minor in amount that they need not be allocated.

Although the Arkansas Workforce Center at Monticello is designed to be a seamless service delivery system for the customer, available services are provided from various partner locations with separate funding accountability. The partners are responsible for the total cost of these services.

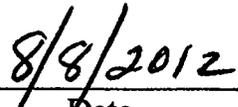
Because of these various funding streams, this Cost Allocation and Resource Sharing Agreement has been developed to ensure that each partner bears its fair share of the costs of maintaining the center. Data is being collected to support future adjustments of the cost allocation formula. All partners are responsible for providing verifiable data in an acceptable reporting format to allow the terms of this agreement to be monitored on at least an annual basis. The terms of this agreement may be renegotiated at any time to insure all parties achieve equitable benefit. The cost allocation/resource sharing agreement may be adjusted quarterly and adjusted, as necessary.

Specific cost allocation data for the Arkansas Workforce Center at Monticello is included as an attachment to this document.

Signature of One-Stop Operator



Rodney Larsen, Executive Director
Central Arkansas Planning and Development District, Inc.



Date

Agreed to by Arkansas Workforce Center at Monticello Partners

Agency Drew County Literacy Council

Signature _____ Date _____

Agency Arkansas Department of Workforce Education (Adult Education)

Signature Jaye Branch Date 11-2-12

Agency WAGE

Signature Jaye Branch Date 11-2-12

Agency Arkansas Department of Workforce Services

Signature _____ Date _____

Agency SEACBEC

Signature Jonathan Reed Date 11.2.12

Agency City of Wilmar

Signature Amanda Orr Date 11-7-12

Agency ADWS

Signature Nancy Jones Date 11-7-12

Agency _____

Signature _____ Date _____

**Southeast Arkansas
Projected Cost Allocation/Resource Sharing
07/01/2012 thru 06/30/2013**

Monticello Partner Total Common Resource Sharing Estimate:

Description	ADWS	CAPDD
Rent, Maint., Utilities	\$23,216.59	\$4,796.82
Receptionist/Resource *	\$0.00	\$0.00
Telephone/Internet Service	\$0.00	\$0.00
Copier/Maintenance	\$3,013.60	\$622.64
Total Resource	\$26,230.19	\$5,419.46

TOTAL \$31,649.65

**Monticello Projected Common Cost Allocation/Resource Sharing Estimate:
07/01/2012 thru 06/30/2013**

			\$31,649.65		
Partner Common Cost Usage	Direct Program Sq. Ft.	% Usage	Common Costs	Total Common Partner/Program Contribution	Net Cash Due (To)/From Partner/Program
ADWS	2420	82.8767%	\$26,230.19	\$26,230.19	\$0.00
CAPDD	500	17.1233%	\$5,419.46	\$0.00	\$5,419.46
Total	2920	100.0000%	\$31,649.65	\$26,230.19	\$5,419.46

Monticello Shared Services Budget:

Item	Description	Monthly	Yearly	Allocation Method
Maintenance/Utilities	Misc. Facility Cost	\$2,334.45	\$28,013.41	Sq. Ft.
Receptionist/Resource *	Salary & Fringe	\$0.00	\$0.00	Sq. Ft.
Telephone/Internet Service	Phone/Internet/Maint	\$0.00	\$0.00	Sq. Ft.
Copier/Maintenance	Leases & Maintenance	\$303.02	\$3,636.24	Sq. Ft.
		<u>\$2,637.47</u>	<u>\$31,649.65</u>	

Monticello Common Space:

Area	Square Footage
Reception/Waiting/Hallways	1681
Resource/Labs	400
Conference/Board Room	0
Copy Rooms	200
Break Rooms	300
Restrooms	400
Total Common Area	2981
Cost per Sq. Ft.	\$0.00
Total Facility Cost	\$0.00

Monticello Direct Partner Cost Estimate:

ADWS owns the building and is only requesting that each partner pay their fair share of the Utilities and Maintenance.

**Monticello Projected Total Cost Allocation/Resource Sharing Estimate:
07/01/2012 thru 06/30/2013**

Partner	Direct Program Sq. Ft.	% Usage	Total Direct Costs	Total Common Cost	Total Partner/Program Share	Total Due To ADWS
ADWS	2420	82.8767%	\$0.00	\$26,230.19	\$26,230.19	\$0.00
CAPDD	500	17.1233%	\$0.00	\$5,419.46	\$5,419.46	\$5,419.46
Total	2920	100.0000%	\$0.00	\$31,649.65	\$31,649.65	\$5,419.46

**Monticello Projected Total Cost Allocation/Resource Sharing Estimate:
07/01/2012 thru 06/30/2013**

Partner	Total Share	In-kind/Offset Contribution	Due to AESD
ADWS	\$0.00	\$0.00	\$0.00
CAPDD	\$5,419.46	\$0.00	\$5,419.46
Total	\$5,419.46	\$0.00	\$5,419.46

CENTRAL ARKANSAS PLANNING AND DEVELOPMENT DISTRICT, INC.

Cost Allocation and Resource Sharing Agreement for 2012

Southeast Arkansas Workforce Investment Area

A Cost Allocation and Resource Sharing Agreement Between the Central Arkansas Planning and Development District, Inc., the One-Stop Operator for the Southeast Arkansas Workforce Investment Area, and its Partners in the Arkansas Workforce Center at Pine Bluff, Arkansas.

Period of Agreement

This agreement becomes effective on July 1, 2012, and continues in effect until June 30, 2013, or until terminated by mutual consent. However, if such mutual consent cannot be attained, then any party to this agreement may consider it to be canceled by giving 30 days notice in writing to the other parties, and this agreement shall thereupon be canceled upon the expiration of such 30-day period.

In the event that any party fails to materially fulfill that party's responsibilities in accordance with the provisions of this agreement, the Central Arkansas Planning and Development District, Inc. (CAPDD) may, upon timely written notice of default to the other party, immediately terminate the whole or any part of this agreement.

Furthermore, in the event that federal or state laws or other requirements should be amended or judicially interpreted so as to render continued fulfillment of this agreement, on the part of any party, substantially unreasonable or impossible, or if the parties should be unable to agree upon any amendment which would therefore be needed to enable the substantial continuation of the services contemplated herein, then the parties shall be discharged from any further obligations created under the terms of this agreement.

This agreement is subject to the availability of state and/or federal funds, and if such funds become unavailable, then by written notice the contract will be terminated as specified in the written notice.

Any change in the scope of the agreement must be mutually agreed to in writing prior to, or contemporaneously with, the effective date of the change.

Authority and Purposes

The purposes of this agreement are to:

- Coordinate the resources and assets of the partnering agencies to provide an efficient system for delivering the core and intensive services for employers and job seekers as envisioned by the federal Workforce Investment Act.
- Establish guidelines for creating and maintaining a cooperative working relationship, which will allow CAPDD and its partners to coordinate services to clients served at the Arkansas Workforce Center located in Pine Bluff, Arkansas.
- Provide for joint planning and evaluation to devise methods to effectively coordinate service delivery to clients and to effect more efficient management of limited financial and staff resources.

General Provisions

All parties to this agreement shall:

- Comply with Title VI of the Civil Rights Act of 1964 (Public Law 88-352). Section 504 of the Rehabilitation Act of 1990 (Public Law 93-112), The Americans With Disabilities Act of 1990 (Public Law 101-336), The Workforce Investment Act of 1998 (Public Law 105-220), The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in DOL funded programs, and all amendments to each, and all requirements imposed by the regulations issued pursuant to these acts. These regulations provide in part that no persons in the United States shall, on the grounds of race, color, national origin, sex, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.
- Mutually agree to reasonably assist the other partners in the development of necessary service delivery protocols, including the following:
 - o Client orientation, referral, job search, and enrollment.
 - o Development and coordination of clients' service plans.
 - o Sharing client service delivery information among partners and Arkansas Workforce Center Staff.
- All partners agree that the provisions contained herein are made subject to all applicable federal and state laws, regulations, and/or guidelines imposed on either or all parties relating to privacy rights to participants, maintenance of records and other confidential information relating to clients.
- Partners agree that all equipment and furniture purchased by any party for purposes described herein shall remain the property of the purchaser after the termination of this agreement.

Cost Allocation

A partner can only pay for costs that are allocable to that partner's funding sources. Each partner will contribute services and pay for costs associated with those services. If the partners are sharing space, "fair share" will be charged according to a formula based on square footage as the basis for allocation. If agreed to by all workforce center partners, total staff hours of operations may also be used in conjunction with square footage. The cost per square foot becomes a pooled cost that is direct-charged to the partners located at the workforce center.

Exceptions to the general principle requiring that costs be shared proportionately may include:

- Unrestricted Funds may be used to pay for any portion of the costs, since there are no restrictions on the type or amount of costs these funds may pay.
- Partially Restricted Funds may be used to provide services to the general population.
- Costs Fully Allowable to More Than One Funding Source may be paid in whole or in part by one of the sources without regard to the rules on cost allocation.
- Immaterial Costs are costs so minor in amount that they need not be allocated.

Although the Arkansas Workforce Center at Pine Bluff is designed to be a seamless service delivery system for the customer, available services are provided from various partner locations with separate funding accountability. The partners are responsible for the total cost of these services.

Because of these various funding streams, this Cost Allocation and Resource Sharing Agreement has been developed to ensure that each partner bears its fair share of the costs of maintaining the center. Data is being collected to support future adjustments of the cost allocation formula. All partners are responsible for providing verifiable data in an acceptable reporting format to allow the terms of this agreement to be monitored on at least an annual basis. The terms of this agreement may be renegotiated at any time to insure all parties achieve equitable benefit. The cost allocation/resource sharing agreement may be adjusted quarterly and adjusted, as necessary.

Specific cost allocation data for the Arkansas Workforce Center at Pine Bluff is included as an attachment to this document.

Signature of One-Stop Operator



Rodney Larsen, Executive Director

Central Arkansas Planning and Development District, Inc.

8/8/2012
Date

Agreed to by Arkansas Workforce Center at Pine Bluff Partners

Agency Adult Education

Signature _____ Date _____

Agency Experience Works

Signature _____ Date _____

Agency Youth Development Program

Signature _____ Date _____

Agency _____

Signature _____ Date _____

Pine Bluff Direct Partner Cost Estimate:

ADWS owns the building and is only requesting that each partner pay their fair share of the Utilities and Maintenance.

**Pine Bluff Projected Total Cost Allocation/Resource Sharing Estimate:
07/01/2012 thru 06/30/2013**

Partner	Direct Program Sq. Ft.	% Usage	Total Direct Costs	Total Common Cost	Total Partner/Program Share	Total Due To ADWS
ADWS	6747	93.3582%	\$0.00	\$5,459.04	\$5,459.04	\$0.00
CAPDD	480	6.6418%	\$0.00	\$388.37	\$388.37	\$388.37
Total	7227	100.00%	\$0.00	\$5,847.41	\$5,847.41	\$388.37

**Pine Bluff Projected Total Cost Allocation/Resource Sharing Estimate:
07/01/2012 thru 06/30/2013**

Partner	Total Share	In-kind/Offset Contribution	Due to ADWS
ADWS	\$0.00	\$0.00	\$0.00
CAPDD	\$388.37	\$0.00	\$388.37
Total	\$388.37	\$0.00	\$388.37

Pine Bluff In-kind and Offset Contributions:

Experience Works is offsetting their Cost Allocation/Resource Sharing Amount by answering the telephone for the office.

Adult Education is offsetting their Cost Allocation/Resource Sharing amount by administering TABE tests and career scope for the WIA, TEA and Work Pays Programs.

Youth Development is offsetting their Cost Allocation/Resource Sharing Amount by testing employability.

Other Partners for the Workforce Center at Regency Square occupy no space in the center and their services are by appointment only.

DHS left the WFC at Regency Square on 10/01/05.

TEA and Work Pays Programs left the WFC at Regency Square on 06/30/07.

The Regency Square office closed at June 30, 2012 and moved to colocate with ADWS on 1001 Tennessee Street.

**Central Arkansas Planning and Development District, Inc.
Southeast Arkansas**

**Total Projected Cost Allocation/Resource Sharing Estimate
07/01/2012 thru 06/30/2013**

Partner Name	Due to CAPDD	Due to ADWS
ADWS	\$0.00	\$0.00
CAPDD	\$0.00	\$24,862.32
Migrant Farm Workers	\$0.00	\$15,055.40
Totals	\$0.00	\$24,862.32



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**Southeast Arkansas Planning & Development District
Business Service Plan**

Developed in Cooperation
with CAPDD

Southeast Arkansas Workforce Center **Business Service Plan**

Mission: To establish a unified, flexible, demand driven Business Service Team through partnerships that enhance collaboration of services for the benefit of Southeast Arkansas businesses.

Plan: To implement an integrated, seamless delivery method of services, fulfill the business needs of employers by responding with a demand driven system, and setting a standard of service across our area.

Outline of a Team Approach

In order to successfully achieve a demand driven workforce, new roles and responsibilities must be created and fine-tuned. This concept of serving customers must be done with a team approach.

The Workforce Center Director will serve as the one point of contact with the employers in Southeast Arkansas Area. The Workforce Center Director will be knowledgeable regarding all partner agencies. The Workforce Center Director must be able to customize project presentations and listen to the customer's needs, concerns, and expectations. They must identify their current and future hiring needs. The Workforce Center Director must relay accurate information to the Business Advisory Group at individual Workforce Centers. The requests of an employer must be responded to promptly. There must be a willingness from the Director and the Team to do whatever it takes to serve the employer. After the services have been provided, it will be the responsibility of the Director to follow-up with the employer to assure quality service and satisfaction. The Director will be a representative of all the partners as a unified Workforce Center. *(Ref 1,2)*

The Business Advisory Team will consist of partner representation within each center. This would be the key in making business services successful. Again, there must be a willingness to do whatever it takes to serve the employer. The Workforce Center Director would present the needs, concerns, and expectations of the employer to the team and develop a strategy to serve the employers on a customized basis. By utilizing all the strengths and expertise in our Workforce Centers, all employers should experience unparalleled service. After a standard of service is discussed and agreed upon by the coordinator and the team, the service is set into motion. This strategy and plan will be different pending the needs of the employers. An employer cannot be approached with a "cookie-cutter" method. In an effort to provide a demand driven system, our team will know where the jobs are, where they will be, and the skills required to obtain those positions. The team members will not represent their agency, but will meet and represent the Business Advisory Team of the Arkansas Workforce Center. *(Ref 3,4)*

Communication and trust must be the driving force within the team. The team must act as a catalyst to bring business services to a higher standard. Regular meetings will be scheduled for the Director and team to discuss and brainstorm. It is a requirement that each team member be present at the scheduled meetings.

Function of the Workforce Center Director

The Workforce Center Director will maintain connection with the employers and business community. This position will spearhead activities within the Business Advisory Team. The responsibilities will include organizing employer forums, informational meetings, job fairs, and assure quality of service provided to the employer. The Director will be responsible for scheduling the meeting for the local teams and address any challenges that an employer or the team was experiencing. *(Ref 2,5)*

Function of the Business Advisory Team

The team must develop innovative plans to coordinate services that meet the employer/business demands in an easily accessible, transparent way. The plan is to:

- Focus on the needs of the businesses/employers. What does XYZ Company need? How can the public partners meet those needs?
- The “how” must be developed locally between the Director and team.
- Include energized partners.
- Maximize the use of our resources and minimize duplication of services.
- Identify training needs and establish a training plan. *(Ref 2,5)*

Staff Development

It is imperative that each team member understand the vision of a unified system and the meaning of customer satisfaction. Training on how to develop a positive customer service reputation would be the cornerstone of that team’s success.

Example of Customer Service Guidelines **(set after staff development/training) *(Ref 6)***

- Contacting employers within 24 hours following a new hire
- Making another contact with employers within two weeks of a new hire
- Responding promptly when a customer requests assistance
- Sending notes of appreciation and congratulations for business participation and awards
- Maintain a willingness to do “whatever it takes to meet business needs”
- Tailor responses to requests of individual business preferences
- Be prepared for constant change with the ability to adapt daily

High Growth Occupations

When an area is experiencing high growth or awareness of a potential growth, the Director and team should be prepared to serve employers in handling this change. The Workforce Center Director will appoint staff that specialize in that area of growth. For example, retail is in high growth, the Workforce Center Director would form a Retail focus group with key players to assist the employer with their influx of needs. *(Ref 3,7)*

Employer Toolbox

The Employer Toolbox is a tool that is given to the employer at first contact. This toolbox contains information regarding the services that are available at our local Workforce Center. Each participating partner will be represented in this toolbox. It will serve as an orientation into the Arkansas Workforce Center system and services. *(Ref 5,1)*

Service Flow Outline

Each employer will be unique in the services they are looking for. Our services will be customized in order to fit that particular employers' needs. Different talents and strengths from our center partners will be utilized to assure that the services provided to employers are efficient, effective and are served by quality, not quantity.

Anticipated Outcomes

By providing quality services in response to the employers and their needs, we anticipate:

- Increase in number of business customers for our Workforce Centers
- Increased awareness of the Workforce Centers within the business community
- Strengthening of collaboration among partners *(Ref 4,5)*

Attachments

Attachment 1: This is a broad visual of the team structure at the local level.

Attachment 2: Service Flow Chart when an employer is seeking training for their staff.

Attachment 3: Service Flow Chart when an employer is needing customized services such as screening, references, assessments, etc.

Attachment 4: Service Flow Chart when an employer is looking to post a position with the Job Bank or to receive referrals with no intensive services

Informational References

Reference 1: Arkansas Workforce Center Certification Criteria
www.arworks.org

Reference 2: Oklahoma City, OK Business Service Model
www.workforceokc.org

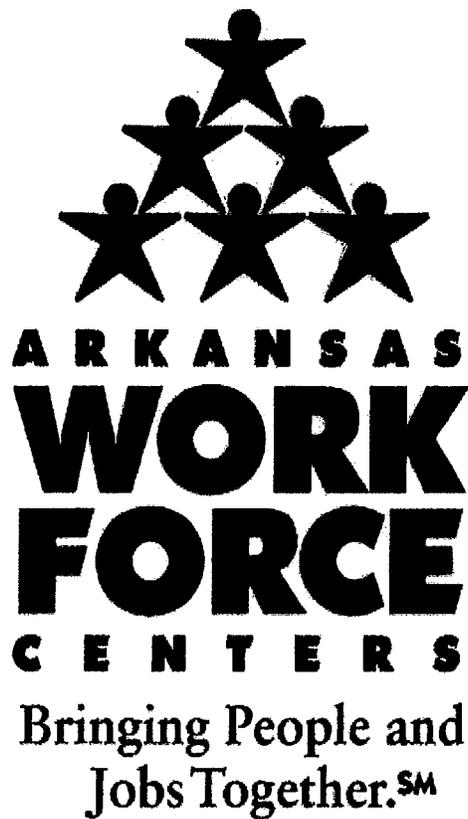
Reference 3: Achieving the Synergy of e3 Together
Business Relations Group Training

Reference 4: Frankfort, Kentucky Business Group
www.dtr.ky.gov

Reference 5: Baltimore, Maryland Business Model
www.baltoforce.com or www.mwda.org

Reference 6: Pacific Mountain Workforce Business Delivery Model
www.pmwdc.org

Reference 7: Gulf Coast Workforce Center Business Services
www.worksource.org



Southeast Arkansas Workforce Centers

July 1, 2011

Developed in Coordination
with CAPDD

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Attachments: Southeast Arkansas Workforce Centers

Memorandum of Understanding

Cost Allocation Plans/Resource Sharing Agreements

Marketing Plan

Business Service Plan

Organizational Chart

I. Executive Summary

The core focus of the Southeast Arkansas Workforce Centers is to provide business and industry a skilled, trained workforce so current and future market needs can be fully met. This will be accomplished by bringing together the programs, funding, and systems within the local area that develop, design, deliver, and improve the quality of life for the residents of the area through employment.

The vision is to provide a delivery system requiring a single stop for the full array of workforce services to employers, workers, and job seekers. The programs and processes offered will encourage economic growth and development of the Southeast Arkansas Workforce Investment Area.

Southeast Arkansas Workforce Centers provide and partner with Workforce Investment Act Title I adult, dislocated worker, and youth programs; Arkansas Employment Security Department's Job Service, Veterans, and Unemployment Insurance programs; Arkansas Vocational Rehabilitation Services and Division of Services to the Blind; Adult Education's GED and literacy programs; Vocational Education; Postsecondary Education; Older Worker programs; Job Corps; and Arkansas Human Development Corporation's Seasonal and Migrant Farm Workers Program.

Southeast Arkansas Workforce Centers offer core services to all residents of the local area to assist in employment and enhancement of employment. Intensive services will be available for those who qualify and cannot gain employment as a result of using core services and, as funding allows, training services will be available to qualified dislocated workers and to economically disadvantaged residents who qualify and could not gain or retain employment as a result of core or intensive services. Training Services will be provided by training service providers approved by the SEAWIB and verified by the state, usually through a skills credential, a certification, or an associate degree. The cost of training will not exceed the financial need of the individual, as computed using the federal grant and aid worksheet that includes family contribution and other sources of financial or in-kind assistance, and shall be limited. Support services will be obtained through community and partner programs fitting the classification of the customer and the customers' needs. These services may include childcare, transportation, drug testing, and such supporting programs.

A. Objectives

Southeast Arkansas Workforce Centers will strive to bring about the integration of federal, state, and local workforce programs, giving employers and workers a chance to

connect in real or virtual communities, and to access labor market information, education, and training.

Ultimately the workforce system is designed to increase the employment, retention rate, occupational skill levels, and earnings of the workers of Southeast Arkansas through universal access to career management tools and high quality service, while creating a well trained, more competitive workforce for area employers.

This system will improve the skills of the workforce, increase worker income with resulting increases in family self-sufficiency, reduce welfare dependency, and enhance the productivity and competitiveness of the citizens of Southeast Arkansas.

B. Mission

To establish a unified, flexible, accountable workforce development system implemented through the Southeast Arkansas Workforce Investment Board to enhance collaboration of business, industry, labor, service providers, and citizens, delivered through an accessible and responsive Arkansas Workforce Center system. The system will offer employers a resource for workers in existing and emerging occupations, and empower Arkansans to receive employment services as well as job-specific training.

C. Keys to Success

- Leveraging expertise from multiple service providers, businesses and citizens to create a comprehensive workforce system.
- Generating new job seeker and business clients by increasing the visibility of the Southeast Arkansas Workforce Centers.
- Creating a user-friendly system that is inviting to jobseekers, education seekers, and to employers seeking a skilled and talented local labor market.

II. Center Summary

A. One-Stop Operator

Southeast Arkansas Workforce Centers function as a system of multiple investors who have a unified mission. Southeast Arkansas Workforce Centers are operated by the Central Arkansas Planning and Development District, Inc. (CAPDD), the designated One-Stop Operator for the Southeast Arkansas Workforce Investment Area.

B. Partner Contributions

All organizations that receive federal funds for employment and training services (if partner /program services are provided in the workforce area) will provide their core services in the Workforce Center. Any staff member who has been cross-trained and maintains proficiency may perform these core services. Employment Services, Adult and Dislocated Worker, and Veterans Services will be accessible on site on a full time basis. Staff from the various programs will be available and cross-trained to deliver services in an integrated and seamless manner as outlined in the approved Memorandum of Understanding.

The collaborative efforts of the partners will help to improve the quality of life for the individuals and families their programs serve through employment, training, and education. In addition, this collaboration will increase economic development to better serve the present and future needs of employers in the area. All partner agencies will be listed as a source for applicable referrals for services rendered to customers

C. Locations and Layout of the Southeast Arkansas Workforce Center System

The One-Stop Operator for the Southeast Arkansas Workforce Investment Area, the Central Arkansas Planning and Development District, will operate comprehensive Arkansas Workforce Centers in Pine Bluff and Dumas, as well as affiliate workforce centers in Sheridan, Stuttgart, Lake Village, Monticello, and Crossett.

D. Strengths and Weaknesses

Strengths

Streamlined Services: Services will be streamlined through easily accessible programs. Program providers will coordinate and integrate activities and information, so that the system as a whole is coherent and accessible for individuals and businesses alike.

Accountability: Accountability will be evident through increased employment, retention, and earnings of job seekers, as well as through improvement to the quality of the workforce.

Economic Growth: Economic growth will be gained through employment, enhanced productivity, and competitiveness.

Business Leadership: Business and labor have an immediate and direct stake in the quality of the workforce center through their oversight on the Southeast Arkansas

Workforce Investment Board. Their active involvement is important to the provision of data regarding what skills are in demand, what jobs are available, what career fields are expanding, and the identification and development of programs that best meet local employer needs.

Improved youth programs: Youth programs are linked more closely to local market and community needs, with strong connections between academic and occupational learning. Youth programs include activities that promote youth development and citizenship, such as leadership development; adult mentoring and follow-up; and targeted opportunities for youth living in high poverty areas.

Weaknesses

Inadequate education/skill level of jobseekers especially for high-tech jobs: Meeting this challenge will be a focus of the Southeast Arkansas workforce investment system. With limited funding available for training, diligence must be given in coordination of all available resources.

Lack of work ethic: In some workers, particularly in categories including low-waged jobs and youth entering the workforce, lack of work ethic is a deterrent to an individual's success. Local programs, especially those for youth and for participants who receive public assistance, will include job-readiness skills. In addition, information and encouragement concerning work ethic and job-readiness skills will be incorporated as part of the core services of the Southeast Arkansas Workforce Centers.

Failure of job-seekers and employers to make optimum use of existing workforce development programs: Through the Arkansas Workforce Center system, both job-seekers and employers will become better informed about existing programs and will be encouraged to use these programs. Through the approved marketing plan, the local Southeast Arkansas Workforce Center will ensure that individuals, as well as the public, are aware of the services available.

Lack of motivation to increase skill and education level: The coordination between providers of public assistance and the workforce investment system will assist in motivation to increase skill and education levels. There will be a coordinated effort of partners to inform individuals about the rewards of increasing skill and education levels.

Lack of awareness of the availability of higher-paying jobs for people who receive increased education/training: Information will be available through the local Southeast Arkansas Workforce Center.

Duplication of services and programs: Memoranda of Understanding and cross-training of local Southeast Arkansas Workforce Center partners are two ways that this challenge will be met. CAPDD, the One-Stop Operator, will facilitate cross-training of partners on other programs, including eligibility for those programs.

Reduced funding: Recent reductions in WIA and other funding sources has led to the closure of four satellite centers and the dismissal of nearly 25 staff prior to July 1, 2011.

Confidentiality: Confidentiality regulations of certain agencies could possibly create barriers to service. Local agencies will work together to meet this challenge while retaining confidentiality.

III. Products and Services

A. Services Description

Partners will strive to offer products and services at the Southeast Arkansas Workforce Centers to the public as a “menu of services” rather than through separate organizations operating under one roof.

In addition to the provision of core services, all Southeast Arkansas Workforce Center partners will provide access to the other activities and programs carried out under the partner’s authorizing laws.

Services for job seekers:

As stipulated in WIA section 134 (d)(2) core services under Title I programs are accessible to Adults and Dislocated Workers.

Core

- Outreach, intake (which may include worker profiling and re-employment services), and orientation to the Arkansas Workforce Center system
- Initial assessment
- Eligibility information for services for all partner employment and training programs
- Job search assistance, career information, and counseling
- Job matching and referral
- Local, regional, and statewide labor market information
- Information on financial assistance, including unemployment insurance
- Information on certified education and training providers, performance outcomes of service
- Orientation to personal computers for access to self-directed services

- Follow-up activities including reassessment services

Intensive

Adults who qualify under WIA section 133(b), and Dislocated Workers who qualify under WIA section 133(b)(2)(B) are eligible to receive such intensive services as follows:

- Comprehensive assessment of knowledge, skills, abilities and interests by use of various assessment tools, such as testing
- Development of individual employment plans
- Group counseling
- Individual career counseling
- Case management
- Short term pre-vocational and stand alone services, such as basic adult education, English as a second language, General Educational Development (GED), basic computer literacy, interviewing skills, and soft skills

Training

Training may be provided from multiple sources, including Pell grants, WIA funding/ Individual Training Accounts (ITA), or clients own resources. Adults and Dislocated Workers who qualify under WIA section 134(4)(A)(B)(C) & (D) may receive training as follows:

- Occupational skills training, including training for non-traditional employment will be provided through individual training accounts for adults and dislocated workers
- On-the-job training
- Programs that combine workplace training with related instructions, which include cooperative education programs
- Private sector training programs
- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training /WAGE
- Adult education and literacy activities where they are integrated with other training services
- Customized training conducted with commitment to employ the individuals upon successful completion of training

Services for Employers:

Core services for employers may include the following where applicable:

Core

- Orientation to the Arkansas Workforce Center system and services
- Multiple methods to list jobs available to the public, and the method of referral
- Access to America's Career Kit that integrates America's Job Bank system
- Screening and referral of qualified candidate
- Training programs, providers, and consumer reports on effectiveness of specific provider
- 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

Intensive

Intensive services to employers may include the following where allowable and appropriate:

- 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

Training Services for employers may include the following where allowable and appropriate:

- Incumbent worker training
- On the job training
- Customized job training funded under WIA

B. Resource Areas

A quality resource area is integral to the success of the Southeast Arkansas Workforce Centers. Customers are greeted at a common reception point where clear internal signage directs them to the resource area. There the menu of services is clearly displayed along with the center's mission statement. The resource area is the highly visible focal point of the Southeast Arkansas Workforce Centers. It is designed as a user-friendly space enabling all individuals and employers to utilize the tools and materials necessary for high-quality workforce development.

Customers are able to access self-serve core services, which are available in alternative formats for the disabled or non-English speaking. Information is available in an array of media, including video, audio, books, periodicals, software and community information brochures and referral guides. The Resource Area is staffed full-time by Partner agency employees who are available to assist in technical needs and in transition from Core to Intensive services. Fax machines, photocopiers, computers, Internet access, telephones, resume programs, and video monitors are available for workforce-related use. Information on financial aid assistance and the labor market are easily accessible.

IV. Marketing and Outreach

A. External Communications Strategy

The state of Arkansas invested in a statewide marketing campaign complete with a "branding focus" utilizing a state-approved logo. The Southeast Arkansas Workforce Centers will use this logo along with state-issued brochures to promote awareness of the center. We see this "branding" of the centers across the state as an asset in attracting customers.

A marketing plan has been developed to define our external communications strategy with the community.

B. Marketing Plan (Attachment)

The Southeast Arkansas Workforce Centers will follow the attached marketing plan to the extent that funding for marketing is available.

C. Business Service Plan

The Southeast Arkansas Workforce Centers will establish a business liaison team to bring coordinated services to local employers. This team will function as described in the attached business service plan.

V. Management and Organizational Structure

A. Management Summary

The Southeast Arkansas Workforce Centers will have a business liaison team as the single point of contact for business services. The team will consist of a business contact staff from each partner program that wishes to participate. The purpose of the team is to provide structure and coordination in approaching the business community. A team leader will be selected to coordinate the activities of the team.

Presently, each agency represented at the Workforce Center will utilize their individual policies and procedures for dealing with public professionalism, dress codes, phone procedures, courtesy and other personnel related issues. As necessary, the Consortium will develop Workforce Center policies. All partner staff participating at the Workforce Center will be encouraged to sign the “Code of Professional Ethics and Practices” provided in the state issued certification document.

B. Organizational Chart (Attachment)

VI. Operational Plan

A. Customer Flow

The Workforce Center is designed as a client-oriented facility where customers are assisted by friendly and responsive professionals. The center serves as the best source for career planning in the community. It is designed to be open and inviting and to encourage repeat usage for career exploration and planning. Customer flow is simple and direct and is outlined in a flowchart format that is presented to participating partners through staff training sessions. This flowchart is also available in printed form in the “Partner Guide to Services” which is made available to each participating partner. Participating partners are trained to present the center to the customer as a single business rather than multiple agencies housed under the same roof.

VII. Success Measurements

Management will establish goals for the Center as a whole as well as an action plan to ensure that the goals are accomplished. Increasing customer satisfaction, increasing new and repeat customers and attracting a diverse array of customers in terms of experience and education may be among the goals set. An in-house tracking and reporting system has been developed to monitor client flow and services usage at the Center. Individual program agencies will continue to be responsible for their own performance data and reporting.

VIII. Financial Plan

The approved Memorandum of Understanding and the Cost Allocation Plan reflect a unified center budget that includes sources and levels of funding. These documents make clear what organizations pay for which parts of the overall operation, and which activities and spaces are shared.

- A. Memorandum of Understanding (Attachment)
- B. Cost Allocation Plan/Resource Sharing Agreement (Attachment)

Southeast Arkansas Workforce Investment Board

Southeast Arkansas Workforce Center Certification

Documentation of Business Plan & On-Site Reviews

Effective Date of Southeast Arkansas Workforce Center Configuration: July 1, 2011

Locations:

Comprehensive Center: Regency Square, Pine Bluff / Dumas DTEC

Satellite Centers: Crossett, Lake Village, Monticello,
Stuttgart, Sheridan

Date September 30, 2011

Reviewer David Dempsey, Fiscal Agent

Business Plan & On-Site Review Checklist

1. Check yes or no to indicate that the business plan reflects the criteria.
2. Check yes or no to indicate if the described documentation was obtained during on-site review.
3. Describe the center's strengths and opportunities for improvement.

Items in **Section I** (core standards) must be checked "yes" for both the business plan review column and the column for on-site documentation for an initial certification to be awarded. This will document that the center meets minimum core standards necessary for awarding of an initial certification.

Items in **Section II** (excellence standards) will be rated as documentation of progress toward excellence. It is anticipated that the standards in this section will become part of the baseline standards for recertification. The local WIB will discuss progress toward meeting all of these standards during its ongoing quality review discussions throughout the certification period.

Defining the Business

Section I – Core standards	YES	NO	Documentation	YES	NO
The plan describes the core business of the center and where the center fits in the marketplace – including major partners and major competitors.	X		Interview with management level partners reflects understanding of the core business and the relationship of the business to similar organizations in the marketplace.	X	
The plan describes the center as a single business with multiple investors in a joint venture – it includes a clear description of each investor’s contribution to the business and their expected benefit.	X		Interview with management level partners determines that partners are able to describe specific investments they are making and the specific returns that make the investments a wise use of funds.	X	
The plan includes an internal analysis of the center’s strengths and weaknesses and an external analysis of the opportunities and threats in the marketplace.	X		Interview with management level partners identifies specific opportunities that the center intends to seize and specific threats that the center has a plan to address.	X	
Section II – Excellence Standards	YES	NO	Documentation	YES	NO
The plan has a rationale for the location and layout of the center that connects directly to the needs of the customer base.			Center has analysis of site locations, site layouts, and assessment of how current site relates to the ideal.		
The plan indicates how the center is coordinated with economic development and social service networks in the community.			Interviews with economic development and social services leaders confirm coordination strategies with the center.		
The plan describes how center leadership is involved with other One-Stop operators and with the local WIB in regional service strategies.			Documentation of collaboration meetings with the local WIBs and other centers is presented to reviewers.		
The center has an active business advisory group that keeps the center aligned with the service needs of employers.			Documentation of advisory group meetings, attendance and key actions in support of the center are presented to reviewers.		
The center utilizes external data about the community, the labor market needs, and employer hiring practices to define its core business purpose and strategies.			Key data sources and evidence of uses of data in planning are presented to reviewers.		

Strengths (use back of page if needed):

Opportunities for Improvement (use back of page if needed):

Products and Services

Section I – Core standards	YES	NO	Documentation	YES	NO
The center describes its set of products and services to the public as a “menu of services” for a single business operation, not a menu of separate organizations operating under one roof.	X		Observation at the site of the unified presentation to the public of the clear menu of services.	X	
The plan identifies the major customer groups of the center and describes the major service needs of each group.	X		Interviews with management level partners show evidence that the center used input from customers to establish needs and create appropriate products and services for each major customer group.	X	
The plan describes the resources available to the general public and the assistance available from partner commitments for continual staff support to the public in the resource room.	X		Observation on-site of the resources available and the staff interaction with customers in accordance with their needs.	X	
Section II – Excellence Standards	YES	NO	Documentation	YES	NO
The center has established quantified service standards for customers accessing the products and services of the center (wait times for computers, shifting of staff to address bottlenecks, empowering staff to use multiple funding sources).			Interviews with on-site staff to test knowledge of standards and observation on-site to see application of standards to customer service.		
The center has identified additional services that customers need and has created new arrangements with service partners to meet the needs.			Interviews with on-site staff to identify the means of providing the new services and for identifying new needs. Observation of application to customers.		
The center has identified key community based organizations that assist the center in creating future products and services for key target groups.			Evidence of meetings with community organizations and new products developed. Interviews with community organizations.		

Strengths (use back if needed):

Opportunities for Improvement (use back if needed):

Marketing

Section I – Core standards		YES	NO	Documentation	YES	NO
The center plan describes an external communications strategy explaining how the center will communicate with the community – content, frequency, media.	X		Copies and examples of materials are reviewed on-site and are consistent with plan	X		
Center has identified specific approaches for attracting customers consistent with the customer targets identified.	X		Interviews with management level partners confirm targeted approaches and on-site evidence is noted – including presentations and visits to other organizations.	X		
The center plan describes the identity that the center is establishing in the community – when/how partner staffs identify with the center name vs. agency names.	X		On-site reviews of documents reflect promotion of center image through use of signage, name tags, letterhead, and marketing materials.	X		
Section II – Excellence Standards		YES	NO	Documentation	YES	NO
The center plan describes the coordination of marketing efforts with the local WIB and with the State WIB in the promotion of the center brand name.			On-site review of evidence of coordination meetings and results of meetings. Evidence in marketing materials of broader promotion of region and State.			
The center plan describes the coordination with other centers and with the local WIB to address sector-based responses from employers.			On-site review of evidence of coordination with business services staff of other centers and with the local WIB to address regional consistency in marketing to employers.			
The center has identified specific funds that will be used for the marketing budget.			On-site review of marketing budget, expenditures and evidence of use of funds for marketing materials and approaches.			

Strengths (use back if needed):

Opportunities for Improvement (use back if needed):

Management & Organizational Structure

Section I – Core standards	YES	NO	Documentation	YES	NO
The business plan includes an organizational chart that demonstrates a functional structure. The major functions are identified as well as the cross-agency staff for each function.	X		On-site observation of staff organization within the center is consistent with functional alignment and presents a “one employer” image to the public.	X	
The plan identifies the center manager and the manager’s internal communications strategy with front-line staff of all service partners at the site – content, frequency, media used, staff meetings.	X		On-site evidence of communication strategies described in plan, including staff meeting agendas and internal memos. Interviews with front-line staff to confirm.	X	
The plan describes the staff development strategy that will be employed for all staff of the center, including cross-information with other organizations.	X		On-site evidence of overall plan, including interviews with staff to confirm that development strategies are being implemented.	X	
Section II – Excellence Standards	YES	NO	Documentation	YES	NO
The business plan includes a staff code of professional ethics in dealing with the public – professionalism, dress code, and phone procedures, courtesy.			On-site evidence that plan is being implemented in interactions with public and staff-to-staff. Review of customer satisfaction feedback to confirm		
Center manager has a staff customer satisfaction survey and a process for addressing staff issues – management has set goals for staff satisfaction.			On-site review of process and results – evidence that internal changes were made in response to staff feedback.		
There is a coverage plan on-site to ensure that absence of a key management or operational staff person does not result in failure of a key function.			Interviews with key staff confirm that they know who covers for them and for others when needed to perform key functions.		

Strengths (use back if needed):

Opportunities for Improvement (use back if needed):

Operational Plan

Section I – Core standards	YES	NO	Documentation	YES	NO
The plan describes the customer flow in a manner that presents the center to customers as a single business, not a hand-off from agency-to-agency.	X		On-site service simulation follows the described flow and confirms the “one business” approach and presentation.	X	
There is an identified process for creating and using management information and customer feedback to adjust operations to address identified issues or deficiencies.	X		On-site confirmation with management of process used plus evidence of actions taken to address identified issues.	X	
There are center-wide policies and procedures that apply to all staff operating on-site.	X		On-site evidence of Operations Manual with policies and procedures, and staff access to material – interviews with staff confirm knowledge and usage.	X	
Section II – Excellence Standards	YES	NO	Documentation	YES	NO
A contingency plan exists for dealing with unplanned absences, unexpected traffic (due to layoffs, etc.), and service bottlenecks at the site.			On-site evidence of plan – interviews with staff to determine examples of implementation – observation of implementation, if applicable.		
A technology plan exists for the site – the plan identifies gaps for both customers and staff, and cites specific technology needed to fill gaps.			On-site interviews with staff to confirm relevance of plan – review of staff satisfaction and customer satisfaction results related to technology needs.		
The business plan identifies specific customer service standards for each major function or service offered (wait times, time to return calls, etc.).			On-site review of evidence that management reviews service standards – implementation is observed with customers at site.		

Strengths (use back if needed):

Opportunities for Improvement (use back if needed):

Measuring Success

Section I – Core standards			YES	NO	Documentation	YES	NO
The plan describes quantified and measurable goals for the center as a whole and an action plan to ensure the goals are accomplished (who does what by when).	X				Interview with management demonstrates they have a strategy for monitoring progress of the goals and taking action if goals are not being met.	X	
A process is described for how data on center performance indicators and program outcome data for partners is utilized, including how often reports are reviewed, who reviews them, how they are analyzed, where the analysis goes, etc. A copy of the reporting format is included in the plan.	X				An actual report is available on site along with evidence of usage (such as staff meeting agendas, memos, written action plans).	X	
The plan describes standards and measures that must be met by each partner in relation to center goals, along with their goals and strategies for meeting and exceeding those standards.	X				Interview with key management staff describes how goals were established, and how strategies are updated in response to progress review.	X	
Section II – Excellence Standards			YES	NO	Documentation	YES	NO
The plan describes the format and frequency for reporting of progress to the local WIB in accordance with established outcomes/ processes and with adherence to the certification agreement.					A copy of the report is available, which contains interviews with management on quality of discussions, and changes made as a result of guidance from the local WIB.		
The plan identifies how partners will assist each other in meeting the individual performance standards of each organization and funding source.					Interviews with on-site team leaders from each partner organization will confirm that plan is being implemented and partners are providing assistance.		

Strengths (use back as needed):

Opportunities for Improvement (use back as needed):

Financial Plan

Section I – Core standards	YES	NO	Documentation	YES	NO
The business plan provides a unified, center budget that includes sources and levels of funding. It is clear which organizations pay for which parts of the overall operation, and which activities and spaces are shared.	X		On-site discussions with partners verify that plan is being implemented and all partners are meeting funding commitments.	X	
The plan describes how the budget has been developed in response to center vision, goals and resource commitments made by partners.	X		Interview with management reveals their underlying assumptions, and how they are directing resources to support strategic goals of the center.	X	
The plan describes how resource gaps and potential funding opportunities have been identified.	X		Interview with management indicates how they have linked potential funding opportunities with specific gaps, and what the plans are for attracting identified funding sources.	X	
Section II – Excellence Standards	YES	NO	Documentation	YES	NO
Center manager has discussed funding gaps, needs, and desired re-alignment of resources with partner organizations, and has presented analysis and responses to the local WIB for input into the MOU negotiations.			On-site evidence of financial analyses and discussion with management on actions needed by local WIB to address gap closure and cost sharing among service partners.		
Center manager has established strategy for fund development beyond traditional government sources – including sources such as business contributions, acquisition of grants, and fee-for-service approaches.			Discussion with center manager on fund development plans and actions taken to implement.		

Strengths (use back if needed):

Opportunities for Improvement (use back if needed):

Arkansas Workforce Center at Crossett

BASIC Facility Review

Facility Feature	Yes	No
Located on public transportation (n/a if not available)	N/A	
Common Reception Point	X	
Space for group services	X	
Private space for personal discussion	X	
Space for itinerant or part-time services	X	
Space to expand to add new partners	X	
Clearly posts hours of operation	X	
Expanded hours when warranted	X	
Adequate general parking and handicap parking	X	
Visible and prominent external signage	X	
Clean exterior, free of trash and weeds	X	
Clear and professional internal signage	X	
Staff wear name tags	X	
Staff use common logo for stationery and cards	X	
Site has been ADA reviewed (reference checklist cited on page 10)	X	
Has adequate computers available for use by general public	X	
Restrooms are clean and adequately supplied	X	
Menu of services is displayed	X	
Vision and mission are displayed	X	
Information about center performance is displayed or readily accessible	X	

Facility Strengths:

- *Employer relationships.
- *The center is conveniently located for employers and job seekers.

Facility Opportunities for Improvement:

- *Larger meeting room for job fairs.

Arkansas Workforce Center at Crossett

Basic Resource Center Review

Resource Center Feature	Yes	No
Resource area is the focal point of the center and draws customers in	X	
Self-help materials are readily available	X	
Materials are available in alternative formats for the disabled or non-English speaking	X	
Staff are stationed in the resource area and readily available to customers	X	
Resources are available for employers as well as job seekers	X	
Information is available in a wide array of media, including video, audio, books, periodicals, and software	X	
The area has appropriate signage to guide customers to resources	X	
The area includes capacity for customers to photocopy, print, telephone, fax, and access the internet	X	
There are materials appropriate for youth to use in career exploration, postsecondary selection, and financial aid assistance	X	
Labor market information is easily understandable and accessible	X	
There are tools for customers to self-assess their skills and develop resumes	X	

Resource Room Strengths:

*Advertising of available jobs within Ashley County

*Access to computers, including equipment for individuals with impairments.

Resource Room Opportunities for Improvement:

*More space for computers to accommodate clients on busy days.

Arkansas Workforce Center at Dumas

BASIC Facility Review

Facility Feature	Yes	No
Located on public transportation (n/a if not available)	N/A	
Common Reception Point	X	
Space for group services	X	
Private space for personal discussion	X	
Space for itinerant or part-time services	X	
Space to expand to add new partners	X	
Clearly posts hours of operation	X	
Expanded hours when warranted	X	
Adequate general parking and handicap parking	X	
Visible and prominent external signage	X	
Clean exterior, free of trash and weeds	X	
Clear and professional internal signage	X	
Staff wear name tags	X	
Staff use common logo for stationery and cards	X	
Site has been ADA reviewed (reference checklist cited on page 10)	X	
Has adequate computers available for use by general public	X	
Restrooms are clean and adequately supplied	X	
Menu of services is displayed	X	
Vision and mission are displayed	X	
Information about center performance is displayed or readily accessible	X	

Facility Strengths:

*Highly visible location easily accessed by employers and job seekers in the area.

Facility Opportunities for Improvement:

*Needs a larger conference room for jobs fairs and meetings.

Arkansas Workforce Center at Dumas

Basic Resource Center Review

Resource Center Feature	Yes	No
Resource area is the focal point of the center and draws customers in	X	
Self-help materials are readily available	X	
Materials are available in alternative formats for the disabled or non-English speaking	X	
Staff are stationed in the resource area and readily available to customers	X	
Resources are available for employers as well as job seekers	X	
Information is available in a wide array of media, including video, audio, books, periodicals, and software	X	
The area has appropriate signage to guide customers to resources	X	
The area includes capacity for customers to photocopy, print, telephone, fax, and access the internet	X	
There are materials appropriate for youth to use in career exploration, postsecondary selection, and financial aid assistance	X	
Labor market information is easily understandable and accessible	X	
There are tools for customers to self-assess their skills and develop resumes	X	

Resource Room Strengths:

- *Employer services.
- *Jobs posted by area employers for job seekers.
- *Availability of equipment to serve individuals with impairments.

Resource Room Opportunities for Improvement:

- *The resource area needs to be larger in order to accommodate clients on high traffic days.

Arkansas Workforce Center at Lake Village

BASIC Facility Review

Facility Feature	Yes	No
Located on public transportation (n/a if not available)	N/A	
Common Reception Point	X	
Space for group services	X	
Private space for personal discussion	X	
Space for itinerant or part-time services	X	
Space to expand to add new partners	X	
Clearly posts hours of operation	X	
Expanded hours when warranted	X	
Adequate general parking and handicap parking	X	
Visible and prominent external signage	X	
Clean exterior, free of trash and weeds	X	
Clear and professional internal signage	X	
Staff wear name tags	X	
Staff use common logo for stationery and cards	X	
Site has been ADA reviewed (reference checklist cited on page 10)	X	
Has adequate computers available for use by general public	X	
Restrooms are clean and adequately supplied	X	
Menu of services is displayed	X	
Vision and mission are displayed	X	
Information about center performance is displayed or readily accessible	X	

Facility Strengths:

- *Convenient location.
- *Room to expand.

Facility Opportunities for Improvement:

- *The facility could use a large conference area in order to accommodate job fairs and meetings.

Arkansas Workforce Center at Lake Village

Basic Resource Center Review

Resource Center Feature	Yes	No
Resource area is the focal point of the center and draws customers in	X	
Self-help materials are readily available	X	
Materials are available in alternative formats for the disabled or non-English speaking	X	
Staff are stationed in the resource area and readily available to customers	X	
Resources are available for employers as well as job seekers	X	
Information is available in a wide array of media, including video, audio, books, periodicals, and software	X	
The area has appropriate signage to guide customers to resources	X	
The area includes capacity for customers to photocopy, print, telephone, fax, and access the internet	X	
There are materials appropriate for youth to use in career exploration, postsecondary selection, and financial aid assistance	X	
Labor market information is easily understandable and accessible	X	
There are tools for customers to self-assess their skills and develop resumes	X	

Resource Room Strengths:

* Large resource area, which includes equipment to accommodate individuals with disabilities.

Resource Room Opportunities for Improvement:

*Due to the lack of availability jobs in the Lake Village area, the center needs to post more jobs from near by Greenville Mississippi.

*Needs more partner services.

Arkansas Workforce Center at Monticello

BASIC Facility Review

Facility Feature	Yes	No
Located on public transportation (n/a if not available)	N/A	
Common Reception Point	X	
Space for group services	X	
Private space for personal discussion	X	
Space for itinerant or part-time services	X	
Space to expand to add new partners	X	
Clearly posts hours of operation	X	
Expanded hours when warranted	X	
Adequate general parking and handicap parking	X	
Visible and prominent external signage	X	
Clean exterior, free of trash and weeds	X	
Clear and professional internal signage	X	
Staff wear name tags	X	
Staff use common logo for stationery and cards	X	
Site has been ADA reviewed (reference checklist cited on page 10)	X	
Has adequate computers available for use by general public	X	
Restrooms are clean and adequately supplied	X	
Menu of services is displayed	X	
Vision and mission are displayed	X	
Information about center performance is displayed or readily accessible	X	

Facility Strengths:

- *Adequate room to meet the needs of the clients in the area.
- *Co-located with the Department of Workforce Services.

Facility Opportunities for Improvement:

- *The facility could be located in a more visible location.

Arkansas Workforce Center at Monticello

Basic Resource Center Review

Resource Center Feature	Yes	No
Resource area is the focal point of the center and draws customers in	X	
Self-help materials are readily available	X	
Materials are available in alternative formats for the disabled or non-English speaking	X	
Staff are stationed in the resource area and readily available to customers	X	
Resources are available for employers as well as job seekers	X	
Information is available in a wide array of media, including video, audio, books, periodicals, and software	X	
The area has appropriate signage to guide customers to resources	X	
The area includes capacity for customers to photocopy, print, telephone, fax, and access the internet	X	
There are materials appropriate for youth to use in career exploration, postsecondary selection, and financial aid assistance	X	
Labor market information is easily understandable and accessible	X	
There are tools for customers to self-assess their skills and develop resumes	X	

Resource Room Strengths:

- *Adequate computers and room to accommodate a large number of clients.
- *Access to employer services with the Arkansas Department of Workforce Services.
- *Equipment available to serve individuals with impairments.

Resource Room Opportunities for Improvement:

- *More partner services.

Arkansas Workforce Center at Pine Bluff-Regency Square

BASIC Facility Review

Facility Feature	Yes	No
Located on public transportation (n/a if not available)	X	
Common Reception Point	X	
Space for group services	X	
Private space for personal discussion	X	
Space for itinerant or part-time services	X	
Space to expand to add new partners	X	
Clearly posts hours of operation	X	
Expanded hours when warranted	X	
Adequate general parking and handicap parking	X	
Visible and prominent external signage	X	
Clean exterior, free of trash and weeds	X	
Clear and professional internal signage	X	
Staff wear name tags	X	
Staff use common logo for stationery and cards	X	
Site has been ADA reviewed (reference checklist cited on page 10)	X	
Has adequate computers available for use by general public	X	
Restrooms are clean and adequately supplied	X	
Menu of services is displayed	X	
Vision and mission are displayed	X	
Information about center performance is displayed or readily accessible	X	

Facility Strengths:

- *Large enough facility to accommodate meetings and job fairs.
- *Room for growth to accommodate additional partners.
- *Centrally located.

Facility Opportunities for Improvement:

- *Conference room needs to have solid walls to reduce background noise during meetings.

Arkansas Workforce Center at Pine Bluff-Regency Square

Basic Resource Center Review

Resource Center Feature	Yes	No
Resource area is the focal point of the center and draws customers in	X	
Self-help materials are readily available	X	
Materials are available in alternative formats for the disabled or non-English speaking	X	
Staff are stationed in the resource area and readily available to customers	X	
Resources are available for employers as well as job seekers	X	
Information is available in a wide array of media, including video, audio, books, periodicals, and software	X	
The area has appropriate signage to guide customers to resources	X	
The area includes capacity for customers to photocopy, print, telephone, fax, and access the internet	X	
There are materials appropriate for youth to use in career exploration, postsecondary selection, and financial aid assistance	X	
Labor market information is easily understandable and accessible	X	
There are tools for customers to self-assess their skills and develop resumes	X	

Resource Room Strengths:

*Large area with numerous computer stations to meet the needs to the clients.

*Equipment available to meet the needs of individuals with impairments.

Resource Room Opportunities for Improvement:

*More job opportunities posted to meet the local job seeker demands.

Arkansas Workforce Center at Stuttgart

BASIC Facility Review

Facility Feature	Yes	No
Located on public transportation (n/a if not available)	N/A	
Common Reception Point	X	
Space for group services	X	
Private space for personal discussion	X	
Space for itinerant or part-time services	X	
Space to expand to add new partners	X	
Clearly posts hours of operation	X	
Expanded hours when warranted	X	
Adequate general parking and handicap parking	X	
Visible and prominent external signage	X	
Clean exterior, free of trash and weeds	X	
Clear and professional internal signage	X	
Staff wear name tags	X	
Staff use common logo for stationery and cards	X	
Site has been ADA reviewed (reference checklist cited on page 10)	X	
Has adequate computers available for use by general public	X	
Restrooms are clean and adequately supplied	X	
Menu of services is displayed	X	
Vision and mission are displayed	X	
Information about center performance is displayed or readily accessible	X	

Facility Strengths:

*Location is easily accessible for clients and employers.

Facility Opportunities for Improvement:

*More enclosed offices to meet partner's needs.

*Enclosed conference room for job fairs and meetings.

Arkansas Workforce Center at Stuttgart

Basic Resource Center Review

Resource Center Feature	Yes	No
Resource area is the focal point of the center and draws customers in	X	
Self-help materials are readily available	X	
Materials are available in alternative formats for the disabled or non-English speaking	X	
Staff are stationed in the resource area and readily available to customers	X	
Resources are available for employers as well as job seekers	X	
Information is available in a wide array of media, including video, audio, books, periodicals, and software	X	
The area has appropriate signage to guide customers to resources	X	
The area includes capacity for customers to photocopy, print, telephone, fax, and access the internet	X	
There are materials appropriate for youth to use in career exploration, postsecondary selection, and financial aid assistance	X	
Labor market information is easily understandable and accessible	X	
There are tools for customers to self-assess their skills and develop resumes	X	

Resource Room Strengths:

- *WAGE program has a large computer lab available in the center.
- *Equipment available for individuals with impairments.
- *Jobs posted from area employers.
- *Employer services.

Resource Room Opportunities for Improvements:

- *More room for job seekers to fill out applications.

Arkansas Workforce Center at Sheridan

BASIC Facility Review

Facility Feature	Yes	No
Located on public transportation (n/a if not available)	N/A	
Common Reception Point	X	
Space for group services	X	
Private space for personal discussion	X	
Space for itinerant or part-time services	X	
Space to expand to add new partners	X	
Clearly posts hours of operation	X	
Expanded hours when warranted	X	
Adequate general parking and handicap parking	X	
Visible and prominent external signage	X	
Clean exterior, free of trash and weeds	X	
Clear and professional internal signage	X	
Staff wear name tags	X	
Staff use common logo for stationery and cards	X	
Site has been ADA reviewed (reference checklist cited on page 10)	X	
Has adequate computers available for use by general public	X	
Restrooms are clean and adequately supplied	X	
Menu of services is displayed	X	
Vision and mission are displayed	X	
Information about center performance is displayed or readily accessible	X	

Facility Strengths:

*Location for clients and employers.

Facility Opportunities for Improvement:

*Need to expand center to accommodate employers and clients on high volume days.

Arkansas Workforce Center at UAPB

Basic Resource Center Review

Resource Center Feature	Yes	No
Resource area is the focal point of the center and draws customers in	X	
Self-help materials are readily available	X	
Materials are available in alternative formats for the disabled or non-English speaking	X	
Staff are stationed in the resource area and readily available to customers	X	
Resources are available for employers as well as job seekers	X	
Information is available in a wide array of media, including video, audio, books, periodicals, and software	X	
The area has appropriate signage to guide customers to resources	X	
The area includes capacity for customers to photocopy, print, telephone, fax, and access the internet	X	
There are materials appropriate for youth to use in career exploration, postsecondary selection, and financial aid assistance	X	
Labor market information is easily understandable and accessible	X	
There are tools for customers to self-assess their skills and develop resumes	X	

Resource Room Strengths:

- *Employer services.
- *Job opportunities.

Resource Room Opportunity for improvement:

- *Needs to be larger because of the high volume.

Certification Recommendation

Award Certification: Award Full Certification to the two comprehensive centers and to the satellites

Award Certification subject to meeting the following conditions: _____

Certification Reasons: _____

Certified by: _____

Date: September 30, 2011

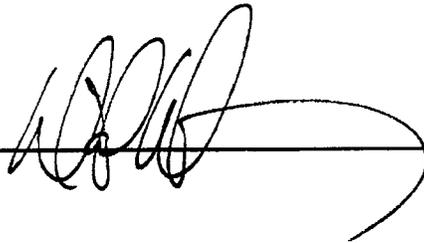
Certification Recommendation

Award Certification: Award Full Certification to the two comprehensive centers and to the satellites

Award Certification subject to meeting the following conditions: _____

Certification Reasons: _____

Certified by: _____

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

Date: September 30, 2011

ONE STOP OPERATOR REQUEST FOR QUALIFICATIONS

1. The purpose of the request for qualifications (RFQ) is to invite you to submit your qualifications to provide one stop operator services for the Southeast Arkansas Workforce Investment Board (SEAWIB).

2. Communication concerning this RFQ should be directed to:

Request for One Stop Operator Qualifications
Attn: David Dempsey, Deputy Director
Southeast Arkansas Economic Development District
P.O. Box 6806
Pine Bluff, AR 71611

During the time between the proposal opening and the award of the contract, contact should be initiated through this individual only.

3. To qualify for consideration, two original copies of the agency's qualifications must be received by David Dempsey at the above address by 12:00 noon, on Friday, March 22, 2013. Late submissions will be rejected as not meeting RFQ requirements. Submissions should be clearly marked "ONE STOP OPERATOR QUALIFICATIONS".

4. Award, if any, will be made to the responsible organization who qualifications meet the requirements and are determined to be most advantageous to SEAWIB. SEAWIB reserves the right to reject all or any part of a submission or all submissions.

5. An award letter will be issued by the requestor to the unsuccessful organization.

6. Any disputes arising from the selection/rejection of any submission will be resolved solely by the Southeast Arkansas Workforce Investment Board and the Chief Elected Officials. Written petition must be made to the Chairman of the SEAWIB within 13 calendar days of receipt of selection or non-selection. The Chairman will issue a written decision within 14 calendar days of receipt of petition.

7. To facilitate submission evaluation, entities shall organize the submission based on the following outline.

A. TITLE PAGE

Show the RFQ subject, the name of the organization, local address, telephone number, name of the contact person, and the date.

B. Table of Contents

Include a clear identification of the material by section and by page number.

C. Letter of Transmittal

(Limit of two pages)

1. Briefly state the organization's understanding of the work to be done.
2. State the names of the persons who will be authorized to make representations for the proposer, their title, address and telephone numbers.
3. State that the person signing the letter will be authorized to bind the proposer.

D. Profile of the organization

1. State whether the organization is local, regional, national or international.
2. State the location from which the work is to be done and the number of managers, supervisors and other professional staff currently employed by the organization.
3. State that the organization has undergone an audit and furnish a copy of the most recent audit report.
4. Affirm that the organization does not have a record of substandard work.

E. Assurances

1. Affirm that the organization meets with the requirement of Executive Order 12549, Debarment and Suspension, 29CFR Part 98, Section 98.150, Participant's Responsibilities. (see attached Certification).
2. Affirm that the organization meets and shall comply with the requester's standards for the maintenance of a drug free work place.

3. Affirm that the organization meets all qualification requirements imposed by the State and local laws or rules and regulations.

F. Summary of the organization's Qualifications

1. Identify the professional staff who will be responsible for developing and implementing the One Stop system. Include resumes describing relevant experience.
2. Describe the organization's recent (within the last three years) experience in the area of One Stop Center operation and/or One Stop service delivery.

G. Management Structure

Describe the organization's structure and how supervision is to be exercised over the work to be performed. Identify the personnel or key positions that are to provide management and supervision. State that all reports will be completed by the dates requested.

H. Additional Information

Since the preceding sections are to contain only information that is specifically requested, any additional information you may consider to be essential to the RFQ should be included in this section. If there is no additional information to present, simply state "there is no additional information we wish to present."

I. Evaluation Criteria

All proposal will be evaluated and rated in the following areas:

1. Organization's prior experience
2. Understanding of work
3. project management

**INSTRUCTIONS FOR COMPLETING
THE CERTIFICATION REGARDING
DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION LOWER TIER COVERED TRANSACTIONS**

1. By signing and submitting this proposal, the prospective recipient of Federal assistance funds is providing the certification as set out below.
2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective recipient of Federal assistance funds knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the Department of Laabor (DOL) may pursue available remedies, including suspension and or/debarment.
3. The prospective recipient of Federal assistance funds shall provide immediate written notice to the person to which this proposal is submitted if at any time the prospective recipient of Federal assistance funds learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
4. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "principal," "proposal," and "voluntary excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the person to which this proposal is submitted for assistance in obtaining a copy of those regulations.
5. The prospective recipient of federal assistance funds further agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded for participation in this covered transaction, unless authorized by the DOL.
6. The prospective recipient of Federal assistance funds further agrees by submitting this proposal that it will include the clause titled, "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower tier Covered Transactions," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntary excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its participant. Each participant may but is not required to check the List of Parties Excluded from Procurement or Non-procurement Programs.

**Certification Regarding
Debarment, Suspension, Ineligibility and Voluntary
Exclusion Lower Tier Covered Transactions**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 11160-19211).

(BEFORE COMPLETING CERTIFICATION READ INSTRUCTIONS FOR CERTIFICATION)

- (1) The prospective recipient of Federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- (2) Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Name and Title of Authorized Representative

Signature

Date

**WORKFORCE INVESTMENT ADMINISTRATIVE SERVICES
REQUEST FOR QUALIFICATIONS**

The purpose of this request for qualifications (RFQ) is to invite you to submit your qualifications to provide staff services for the Southeast Arkansas Workforce Investment Board (SEAWIB).

1. Communication concerning this RFQ should be addressed to:

J. R. Kiff, Chairman
Request for Administrative Services
Qualifications
P. O. Box 6806
Pine Bluff, AR 71611

During the time between the proposal opening and the award of the contract, contact should be initiated through this individual only.

2. To qualify for consideration, **two** original copies of your qualifications must be received by Mr. J. R. Kiff at the above address by **noon**, on Friday, **March 22, 2013**. Late submissions will be rejected as not meeting RFQ requirements. Submissions should be clearly marked "**WORKFORCE INVESTMENT BOARD STAFF**".
3. Award, if any, will be made to the responsible organization whose qualifications meet the requirements and are determined to be most advantageous to SEAWIB. SEAWIB reserves the right to reject all or any part of a submission or all submissions.
4. An award letter will be issued by the requester to the successful organization.
5. Any disputes arising from the selection/rejection of any submission will be resolved solely by the Southeast Arkansas Workforce Investment Board and the Chief Elected Officials. Written petition must be made to the Chairman of the SEAWIB within 14 calendar days of receipt of selection or non-selection. The Chairman will issue a written decision within 14 calendar days of receipt of petition.
6. To facilitate submission evaluation, entities shall organize the submission based on the following outline.

A. TITLE PAGE

Show the RFQ subject, the name of the organization, local address, telephone number, name of the contact person, and the date.

B. TABLE OF CONTENTS

Include a clear identification of the material by section and by page number.

C. LETTER OF TRANSMITTAL

(Limit to two pages.)

Briefly state the organization's understanding of the work to be done. State the names of the persons who will be authorized to make representations for the proposer, their titles, addresses, and telephone numbers.

State that the person signing the letter will be authorized to bind the proposer.

D. PROFILE OF THE ORGANIZATION

1. State whether the organization is local, regional, national or international.
2. State the location from which the work is to be done and the number Of managers, supervisors, and other professional staff currently employed by the organization.
3. State that the organization has undergone an audit and furnish a copy of the most recent audit report.
4. Affirm that the organization does not have a record of substandard work.

E. ASSURANCES

1. Affirm that the organization meets with requirements of Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.150, Participant's Responsibilities. (See attached Certification).
2. Affirm that the organization meets and shall comply with the requester's standards for the maintenance of a drug free work place.
3. Affirm that the organization meets all qualification requirements imposed by State and local laws or rules and regulations.

F. SUMMARY OF THE ORGANIZATION'S QUALIFICATIONS

Identify the professional staff who will be responsible for developing, implementing and maintaining the Board's administrative systems. Include resumes describing relevant experience.

Describe the organization's recent (within the last three years) experience in the provision of federal program management and administrative services.

G. MANAGEMENT STRUCTURE

Describe the organization's management structure and how supervision is to be exercised over the work to be performed. Identify the personnel or key positions that are to provide the management and supervision. State that all reports will be completed by the dates requested.

H. ADDITIONAL INFORMATION

Since the preceding sections are to contain only information that is specifically requested, any additional information you may consider to be essential to the RFQ should be included in this section. If there is no additional information to present, simply state "There is no additional information we wish to present."

I. EVALUATION CRITERIA

All proposals will be evaluated and rated in the following areas:

1. Organization's prior experience
2. Understanding of work
3. Project management

**INSTRUCTIONS FOR COMPLETING
THE CERTIFICATION REGARDING
DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION LOWER TIER COVERED TRANSACTIONS**

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The prospective recipient of Federal assistance funds further agrees by submitting this proposal that it will include the clause titled, "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower tier Covered Transactions," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its participant. Each participant may but is not required to check the List of Parties Excluded from Procurement or Non-procurement Programs.

Gracie Johnson

From: Mary Wilson [mary.wilson@capdd.org]
Sent: Thursday, January 24, 2013 3:15 PM
To: Gracie Johnson
Subject: RE: Performance measures

The Common Measures for adults, dislocated workers, and youth are listed below. I also included the negotiated rate for PY2011. I hope this is what you need.

Southeast:

Performance Indicator	PY2011 (Negotiated)	PY2012
Adult Measures:		
1. Entered Employment Rate	88	
2. Employment Retention Rate	91.5	
3. Average Adult Earnings	13,000	
Dislocated Worker Measures:		
1. Entered Employment Rate	93.5	
2. Employment Retention Rate	95.5	
3. Average Dislocated Worker Earnings	14,650	
Youth Measures:		
1. Placement in Employment or Education	79.7	
2. Attainment of Degree or Certificate	76.9	
3. Literacy Numeracy Gain	48.0	

From: Gracie Johnson [mailto:gajohnson@cablelyrix.com]
Sent: Thursday, January 24, 2013 2:04 PM
To: mary.wilson@capdd.org
Subject: Performance measures

Placement in employment or education
Attainment of degree or certificate
Literacy or numeracy gains

PUBLIC NOTICE

In accordance with the Workforce Investment Act of 1998 (Public Law 105-220), the Southeast Arkansas Workforce Investment Board hereby invites all interested parties to review and comment on the Southeast Arkansas Local Plan for the Counties of Arkansas, Ashley, Bradley, Chicot, Cleveland, Desha, Drew, Grant, Jefferson and Lincoln. The deadline for reviewing the Plan is March 1, 2013.

Copies of the Southeast Arkansas Local Plan may be obtained by emailing Mr. David Dempsey, Deputy Director of the Southeast Arkansas Economic Development District, Inc., at dempsey@cablelynx.com or may be reviewed in person at the SEAEDD Office, located at 721 Walnut Street, Pine Bluff between the hours of 8 a.m. to 5:00 p.m.

SOUTHEAST ARKANSAS WORKFORCE INVESTMENT AREA

PERFORMANCE MEASURES

ENTERED EMPLOYMENT

Adult.....	88.0
Dislocated Worker.....	93.5

RETENTION

Adult.....	91.5
Dislocated Worker.....	95.5

AVERAGE EARNINGS

Adult.....	\$13,000
Dislocated Worker.....	\$14,650

PLACEMENT IN EMPLOYMENT OR EDUCATION

Youth (14-21).....	79.7
--------------------	------

ATTAINMENT OF DEGREE OR CERTIFICATE

Youth (14-21).....	76.9
--------------------	------

LITERACY OR NUMERACY GAINS

Youth (14-21).....	48.0
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ATTACHMENT P

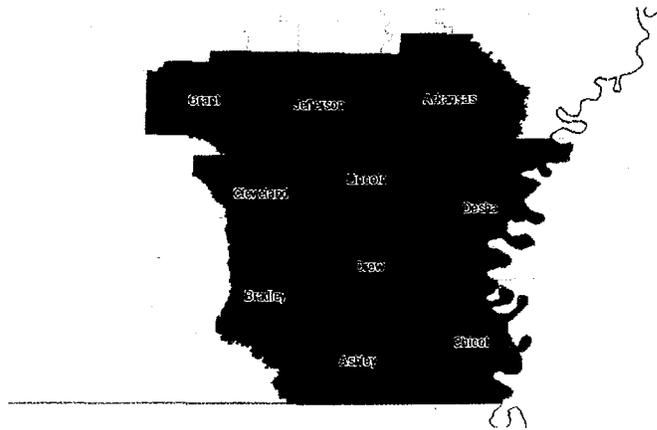
No public comments received.

University of Arkansas Little Rock

2801 South University Avenue
Little Rock, Arkansas 72204

Industry Overview Report

SEAEDD



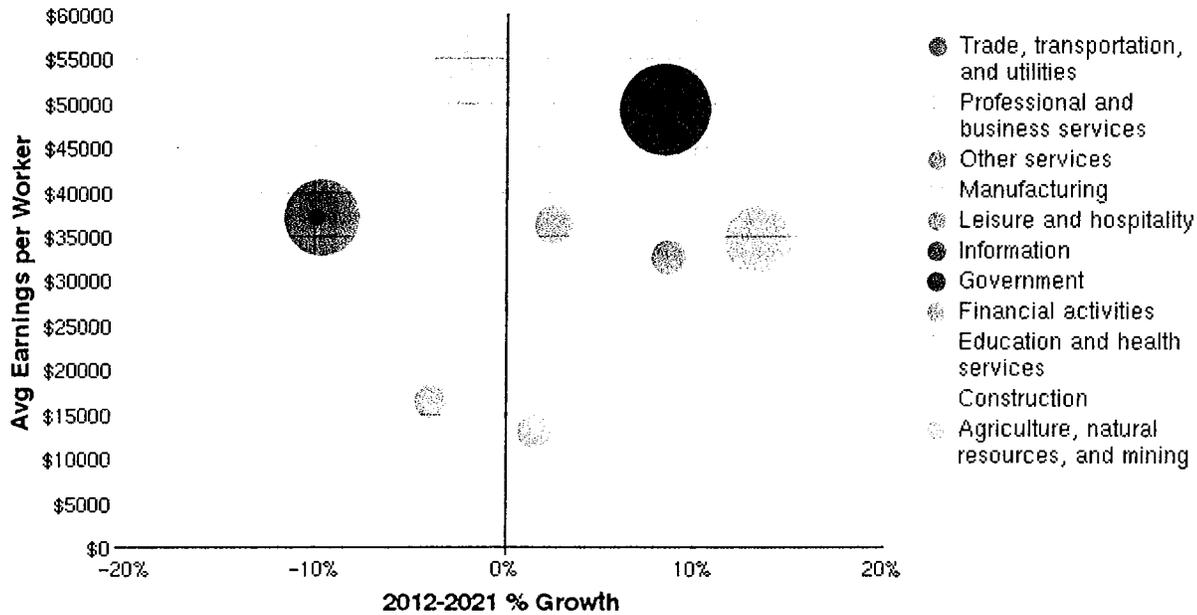
Region Info - SEAEDD

County Areas

Arkansas, AR (5001), Ashley, AR (5003), Bradley, AR (5011), Chicot, AR (5017), Cleveland, AR (5025), Desha, AR (5041), Drew, AR (5043), Grant, AR (5053), Jefferson, AR (5069), Lincoln, AR (5079)

Industry Size and Growth

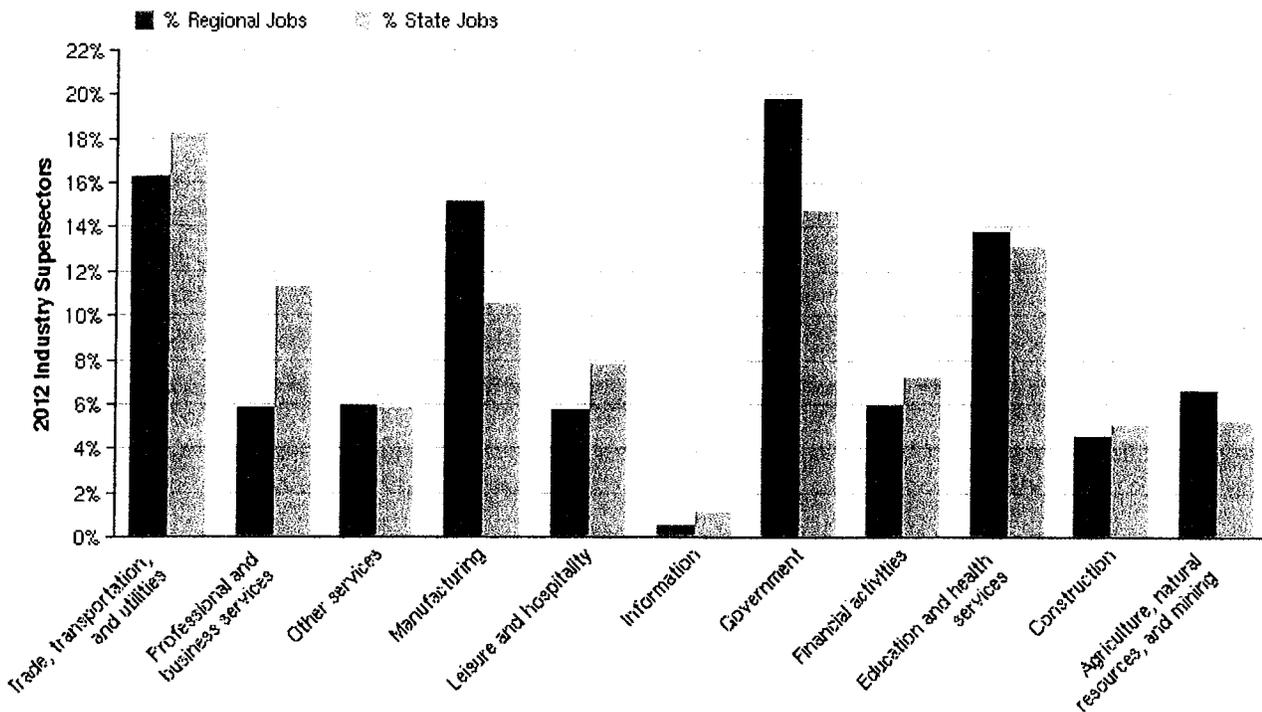
2012 - 2021 Size and Growth



Description	2012 Jobs	2021 Jobs	Growth	% Growth	2012 EPW
Trade, transportation, and utilities	16,140	14,596	-1,544	-10%	\$37,230
Professional and business services	5,803	5,846	43	1%	\$27,657
Other services	5,875	5,651	-224	-4%	\$16,519
Manufacturing	15,072	14,781	-291	-2%	\$53,898
Leisure and hospitality	5,665	5,752	87	2%	\$12,969
Information	505	455	-50	-10%	\$37,248
Government	19,618	21,271	1,653	8%	\$49,230
Financial activities	5,902	6,409	507	9%	\$32,646
Education and health services	13,683	15,515	1,832	13%	\$34,658
Construction	4,523	3,815	-708	-16%	\$43,441
Agriculture, natural resources, and mining	6,563	6,730	167	3%	\$36,262
Total	99,349	100,821	1,472	1%	\$38,554

Source: EMSI Complete Employment - 2012.4

2012 Industrial Makeup



Description	2012 Regional Jobs	% Regional Jobs	2012 State Jobs	% State Jobs
Trade, transportation, and utilities	16,140	16.2%	282,944	18.2%
Professional and business services	5,803	5.8%	175,067	11.3%
Other services	5,875	5.9%	89,896	5.8%
Manufacturing	15,072	15.2%	163,687	10.5%
Leisure and hospitality	5,665	5.7%	121,520	7.8%
Information	505	0.5%	17,301	1.1%
Government	19,618	19.7%	229,269	14.7%
Financial activities	5,902	5.9%	111,887	7.2%
Education and health services	13,683	13.8%	203,418	13.1%
Construction	4,523	4.6%	78,920	5.1%
Agriculture, natural resources, and mining	6,563	6.6%	80,756	5.2%

Source: EMSI Complete Employment - 2012.4

Data Sources and Calculations

Industry Data

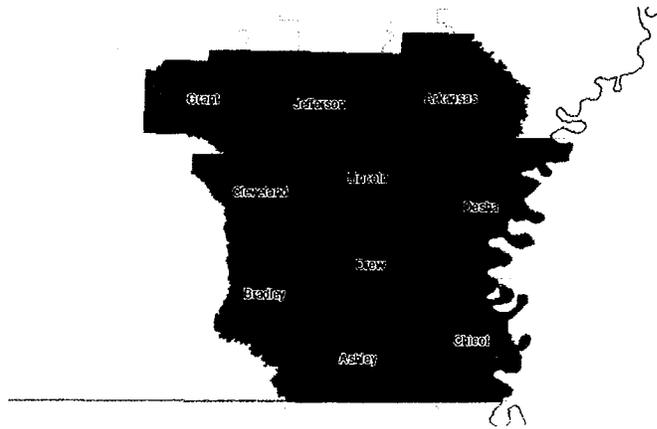
In order to capture a complete picture of industry employment, EMSI basically combines covered employment data from Quarterly Census of Employment and Wages (QCEW) produced by the Department of Labor with total employment data in Regional Economic Information System (REIS) published by the Bureau of Economic Analysis (BEA), augmented with County Business Patterns (CBP) and Nonemployer Statistics (NES) published by the U.S. Census Bureau. Projections are based on the latest available EMSI industry data, 15-year past local trends in each industry, growth rates in statewide and (where available) sub-state area industry projections published by individual state agencies, and (in part) growth rates in national projections from the Bureau of Labor Statistics.

University of Arkansas Little Rock

2801 South University Avenue
Little Rock, Arkansas 72204

Staffing Patterns Report

SEAEDD



Region Info - SEAEDD

County Areas Arkansas, AR (5001), Ashley, AR (5003), Bradley, AR (5011), Chicot, AR (5017), Cleveland, AR (5025), Desha, AR (5041), Drew, AR (5043), Grant, AR (5053), Jefferson, AR (5069), Lincoln, AR (5079)

Mapping Generated for Industries:

NAICS Code	Description
11	Agriculture, Forestry, Fishing and Hunting
21	Mining, Quarrying, and Oil and Gas Extraction
22	Utilities
23	Construction
31-33	Manufacturing
42	Wholesale Trade
44-45	Retail Trade
48-49	Transportation and Warehousing
51	Information
52	Finance and Insurance
53	Real Estate and Rental and Leasing
54	Professional, Scientific, and Technical Services
55	Management of Companies and Enterprises
56	Administrative and Support and Waste Management and Remediation Services
61	Educational Services (Private)
62	Health Care and Social Assistance
71	Arts, Entertainment, and Recreation
72	Accommodation and Food Services
81	Other Services (except Public Administration)
90	Government
99	Unclassified Industry

Fastest Changing Occupations

Fastest Changing

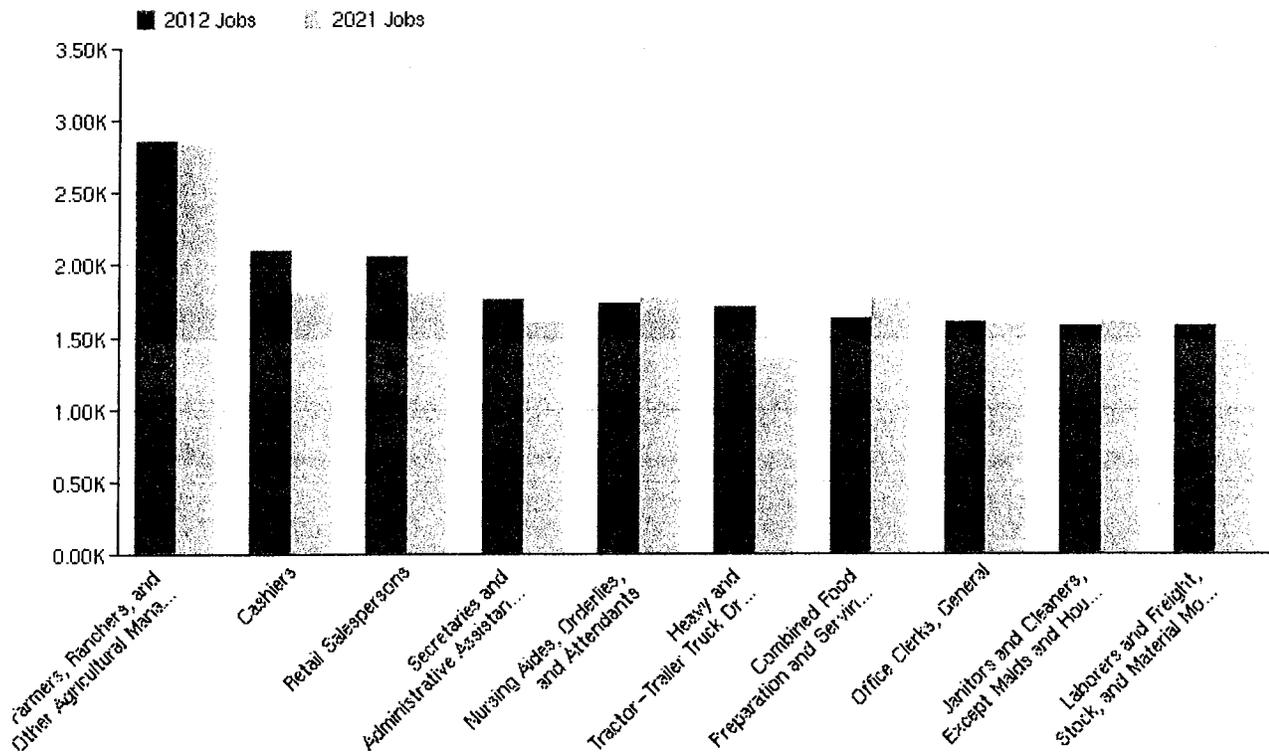
SOC Code	Description	Change
53-3032	Heavy and Tractor-Trailer Truck Drivers	-361
29-1111	Registered Nurses	354
41-2011	Cashiers	-292
41-9022	Real Estate Sales Agents	261
39-9021	Personal Care Aides	255
31-1011	Home Health Aides	245
41-2031	Retail Salespersons	-242
25-2021	Elementary School Teachers, Except Special Education	202
39-9011	Childcare Workers	168
39-5012	Hairdressers, Hairstylists, and Cosmetologists	167

Fastest Changing %

SOC Code	Description	% Change
47-5081	Helpers--Extraction Workers	134%
51-9031	Cutters and Trimmers, Hand	122%
51-6099	Textile, Apparel, and Furnishings Workers, All Other	112%
47-5041	Continuous Mining Machine Operators	107%
51-6062	Textile Cutting Machine Setters, Operators, and Tenders	93%
47-5042	Mine Cutting and Channeling Machine Operators	82%
51-4192	Layout Workers, Metal and Plastic	71%
47-2142	Paperhangers	-71%
51-6042	Shoe Machine Operators and Tenders	69%
49-9093	Fabric Menders, Except Garment	-68%

Source: EMSI Complete Employment - 2012.4

Occupational Makeup



SOC Code	Description	2012 Jobs	2021 Jobs	Change	% Change	% of Industry	2012 Avg Hourly Earnings	Education Level
11-9013	Farmers, Ranchers, and Other Agricultural Managers	2,861	2,833	-28	-1%	3%	\$11.61	Work experience in a related occupation
41-2011	Cashiers	2,103	1,811	-292	-14%	2%	\$8.67	Short-term on-the-job training
41-2031	Retail Salespersons	2,053	1,811	-242	-12%	2%	\$10.80	Short-term on-the-job training
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,754	1,605	-149	-8%	2%	\$12.04	Short-term on-the-job training
31-1012	Nursing Aides, Orderlies, and Attendants	1,735	1,767	32	2%	2%	\$9.96	Postsecondary non-degree award
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,705	1,344	-361	-21%	2%	\$15.66	Short-term

SOC Code	Description	2012 Jobs	2021 Jobs	Change	% Change	% of Industry	2012 Avg Hourly Earnings	Education Level
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,627	1,752	125	8%	2%	\$8.03	on-the-job training
43-9061	Office Clerks, General	1,598	1,589	-9	-1%	2%	\$11.08	Short-term on-the-job training
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,573	1,605	32	2%	2%	\$9.57	Short-term on-the-job training
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,572	1,466	-106	-7%	2%	\$11.33	Short-term on-the-job training
41-1011	First-Line Supervisors of Retail Sales Workers	1,479	1,395	-84	-6%	1%	\$13.29	Work experience in a related occupation
29-1111	Registered Nurses	1,379	1,733	354	26%	1%	\$28.24	Associate's degree
33-3012	Correctional Officers and Jailers	1,255	1,396	141	11%	1%	\$14.33	Moderate-term on-the-job training
39-9011	Childcare Workers	1,219	1,387	168	14%	1%	\$7.92	Short-term on-the-job training
31-1011	Home Health Aides	1,185	1,430	245	21%	1%	\$8.31	Short-term on-the-job training
39-9021	Personal Care Aides	1,127	1,382	255	23%	1%	\$8.55	Short-term on-the-job training
51-2092	Team Assemblers	1,113	1,037	-76	-7%	1%	\$12.10	Moderate-term on-the-job training
37-2012	Maids and Housekeeping Cleaners	1,087	1,188	101	9%	1%	\$7.56	Short-term on-the-job training
41-9022	Real Estate Sales Agents	1,062	1,323	261	25%	1%	\$10.83	Postsecondary non-degree award
25-2021	Elementary School Teachers, Except Special Education	1,047	1,249	202	19%	1%	\$20.29	Bachelor's degree
29-2061	Licensed Practical and Licensed Vocational Nurses	1,009	1,015	6	1%	1%	\$16.14	Postsecondary non-degree award
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	982	1,068	86	9%	1%	\$21.86	Bachelor's degree
49-9071	Maintenance and Repair Workers, General	960	927	-33	-3%	1%	\$15.62	Moderate-term on-the-job training
43-3031	Bookkeeping, Accounting, and Auditing Clerks	941	934	-7	-1%	1%	\$14.48	Moderate-term on-the-job training
55-9999	Military occupations	929	929	0	0%	1%	\$19.71	N/A
35-2011	Cooks, Fast Food	915	842	-73	-8%	1%	\$8.08	Short-term on-the-job training
43-5081	Stock Clerks and Order Fillers	913	752	-161	-18%	1%	\$10.31	Short-term on-the-job training
47-2061	Construction Laborers	909	825	-84	-9%	1%	\$10.20	Short-term on-the-job training
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	899	847	-52	-6%	1%	\$9.93	Short-term on-the-job training
25-9041	Teacher Assistants	896	995	99	11%	1%	\$9.41	Short-term on-the-job training

Source: EMSI Complete Employment - 2012.4

Data Sources and Calculations

Industry Data

In order to capture a complete picture of industry employment, EMSI basically combines covered employment data from Quarterly Census of Employment and Wages (QCEW) produced by the Department of Labor with total employment data

in Regional Economic Information System (REIS) published by the Bureau of Economic Analysis (BEA), augmented with County Business Patterns (CBP) and Nonemployer Statistics (NES) published by the U.S. Census Bureau. Projections are based on the latest available EMSI industry data, 15-year past local trends in each industry, growth rates in statewide and (where available) sub-state area industry projections published by individual state agencies, and (in part) growth rates in national projections from the Bureau of Labor Statistics.

Occupation Data

Organizing regional employment information by occupation provides a workforce-oriented view of the regional economy. EMSI's occupation data are based on EMSI's industry data and regional staffing patterns taken from the Occupational Employment Statistics program (U.S. Bureau of Labor Statistics). Wage information is partially derived from the American Community Survey. The occupation-to-program (SOC-to-CIP) crosswalk is based on one from the U.S. Department of Education, with customizations by EMSI.

State Data Sources

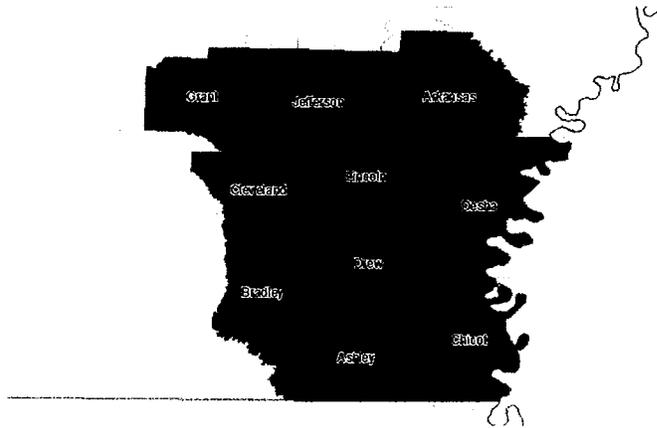
This report uses state data from the following agencies: Arkansas Department of Workforce Services.

University of Arkansas Little Rock

2801 South University Avenue
Little Rock, Arkansas 72204

Educational Attainment Overview Report

SEAEDD

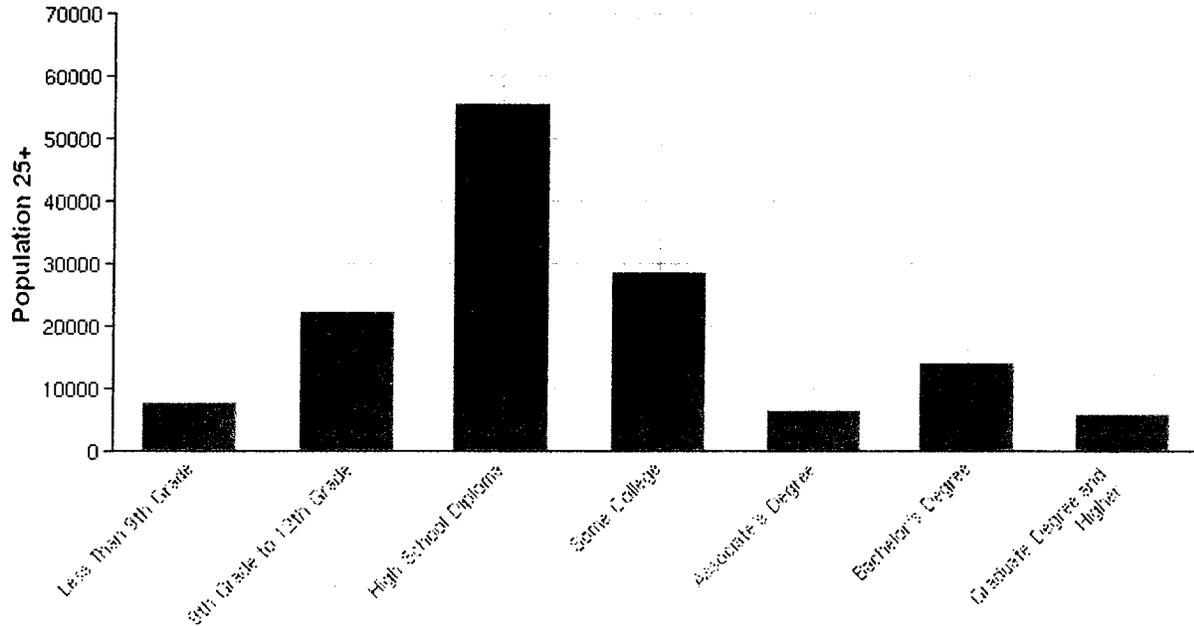


Region Info - SEAEDD

County Areas

Arkansas, AR (5001), Ashley, AR (5003), Bradley, AR (5011), Chicot, AR (5017), Cleveland, AR (5025), Desha, AR (5041), Drew, AR (5043), Grant, AR (5053), Jefferson, AR (5069), Lincoln, AR (5079)

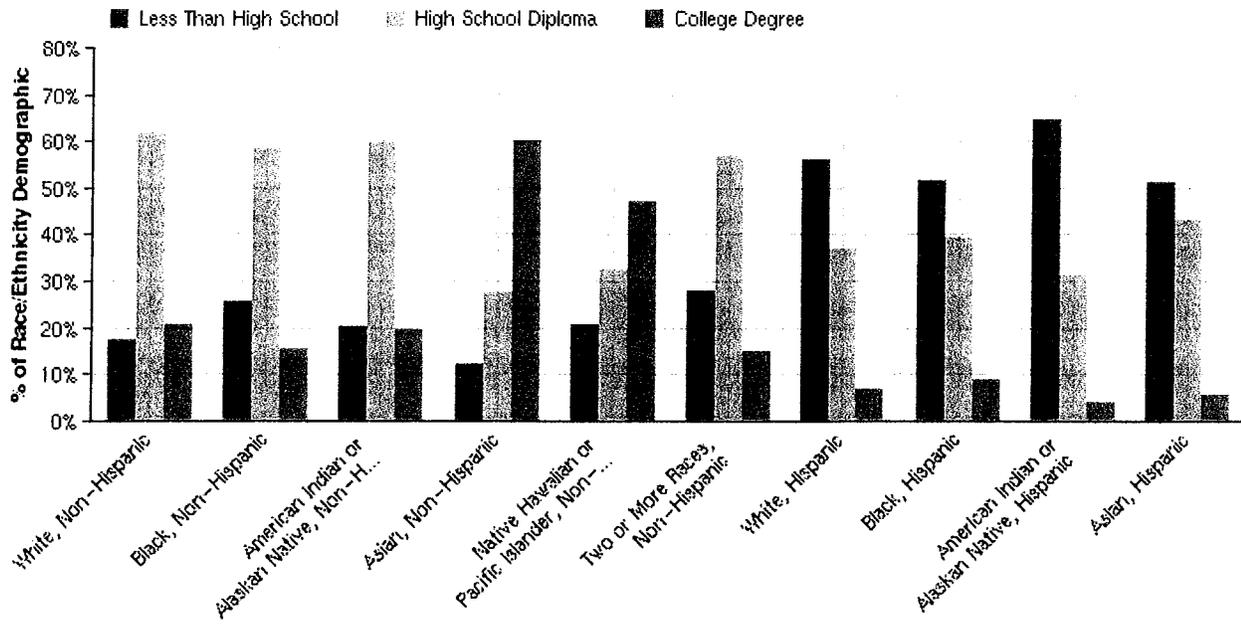
Educational Attainment Demographics



Education Level	2012 Population	% of Population	State % Population	Nat. % Population
Less Than 9th Grade	7,826	6%	5%	5%
9th Grade to 12th Grade	22,478	16%	14%	11%
High School Diploma	55,763	39%	34%	28%
Some College	28,793	20%	22%	21%
Associate's Degree	6,553	5%	6%	7%
Bachelor's Degree	14,097	10%	13%	18%
Graduate Degree and Higher	5,917	4%	6%	10%
Total	141,427	100%	100%	100%

Source: EMSI Complete Employment - 2012.4

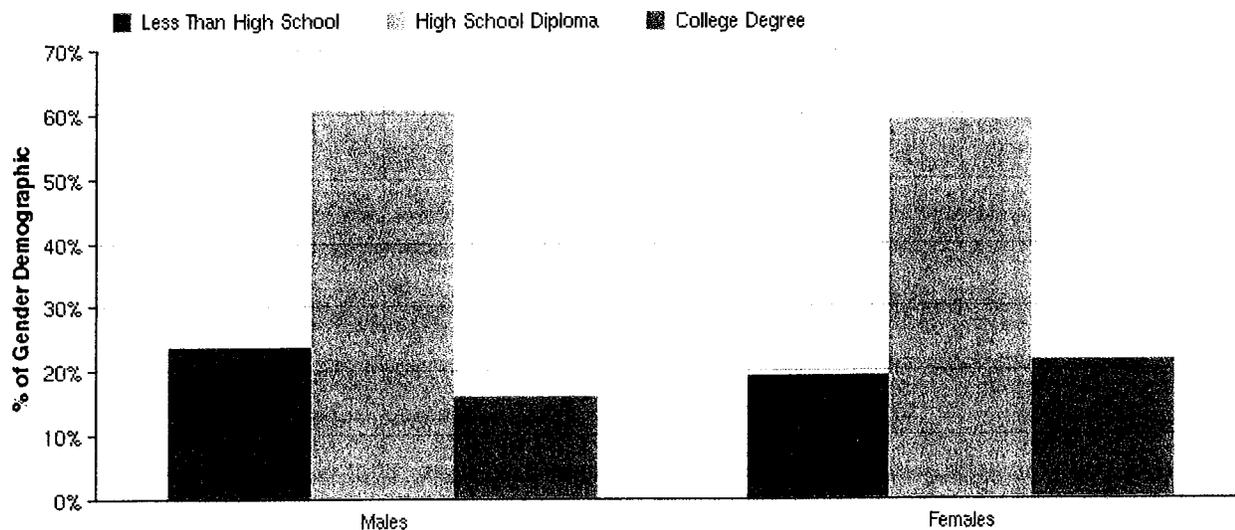
Race/Ethnicity Demographics



Race/Ethnicity	2012 Population	Less Than High School	High School Diploma	College Degree
White, Non-Hispanic	88,065	15,549	54,324	18,192
Black, Non-Hispanic	47,622	12,276	27,904	7,442
American Indian or Alaskan Native, Non-Hispanic	376	77	225	74
Asian, Non-Hispanic	745	92	206	447
Native Hawaiian or Pacific Islander, Non-Hispanic	34	7	11	16
Two or More Races, Non-Hispanic	893	252	508	133
White, Hispanic	2,956	1,654	1,095	207
Black, Hispanic	371	192	146	33
American Indian or Alaskan Native, Hispanic	178	115	56	7
Asian, Hispanic	51	26	22	3
Native Hawaiian or Pacific Islander, Hispanic	20	10	6	3
Two or More Races, Hispanic	117	54	53	10
Total	141,427	30,304	84,557	26,567

Source: EMSI Complete Employment - 2012.4

Gender Demographics



Gender	2012 Population	Less Than High School	High School Diploma	College Degree
Males	69,043	16,390	41,724	10,929
Females	72,384	13,913	42,832	15,638
Total	141,427	30,304	84,557	26,567

Source: EMSI Complete Employment - 2012.4

Data Sources and Calculations

Educational Attainment Data

EMSI's educational attainment numbers are based on Census 1990, Census 2000, the Current Population Survey, and EMSI's demographic data. By combining these sources, EMSI interpolates for missing years and projects data at the county level. Educational attainment data cover only the population aged 25 years or more and indicate the highest level achieved.

Demographic Data

The demographic data in this report is compiled from several sources using a specialized process. Sources include US Census Bureau annual estimates, birth and mortality rates from the US Health Department, and projected regional job growth.

State Data Sources

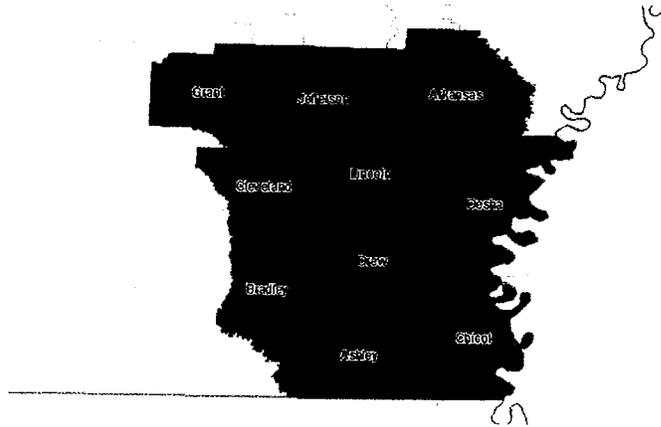
This report uses state data from the following agencies: Arkansas Department of Workforce Services.

University of Arkansas Little Rock

2801 South University Avenue
Little Rock, Arkansas 72204

Inverse Staffing Patterns Report

SEAEDD



Region Info - SEAEDD

County Areas Arkansas, AR (5001), Ashley, AR (5003), Bradley, AR (5011), Chicot, AR (5017), Cleveland, AR (5025), Desha, AR (5041), Drew, AR (5043), Grant, AR (5053), Jefferson, AR (5069), Lincoln, AR (5079)

Mapping Generated for Occupations:

SOC Code	Description
11-0000	Management Occupations
13-0000	Business and Financial Operations Occupations
15-0000	Computer and Mathematical Occupations
17-0000	Architecture and Engineering Occupations
19-0000	Life, Physical, and Social Science Occupations
21-0000	Community and Social Service Occupations
25-0000	Education, Training, and Library Occupations
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations
29-0000	Healthcare Practitioners and Technical Occupations
31-0000	Healthcare Support Occupations
33-0000	Protective Service Occupations
35-0000	Food Preparation and Serving Related Occupations
37-0000	Building and Grounds Cleaning and Maintenance Occupations
39-0000	Personal Care and Service Occupations
41-0000	Sales and Related Occupations
43-0000	Office and Administrative Support Occupations
45-0000	Farming, Fishing, and Forestry Occupations
47-0000	Construction and Extraction Occupations
49-0000	Installation, Maintenance, and Repair Occupations
51-0000	Production Occupations
53-0000	Transportation and Material Moving Occupations
55-0000	Military occupations
99-0000	Unclassified Occupation

Fastest Changing Industries

Fastest Changing

NAICS Code	Description	Change
622110	General Medical and Surgical Hospitals (Private)	770
903611	Elementary and Secondary Schools (Local Government)	646
902999	State Government, Excluding Education and Hospitals	562
901199	Federal Government, Civilian, Excluding Postal Service	383
322121	Paper (except Newsprint) Mills	-369
624120	Services for the Elderly and Persons with Disabilities	346
813110	Religious Organizations	-240
611110	Elementary and Secondary Schools (Private)	206
531110	Lessors of Residential Buildings and Dwellings	186
623110	Nursing Care Facilities	-180

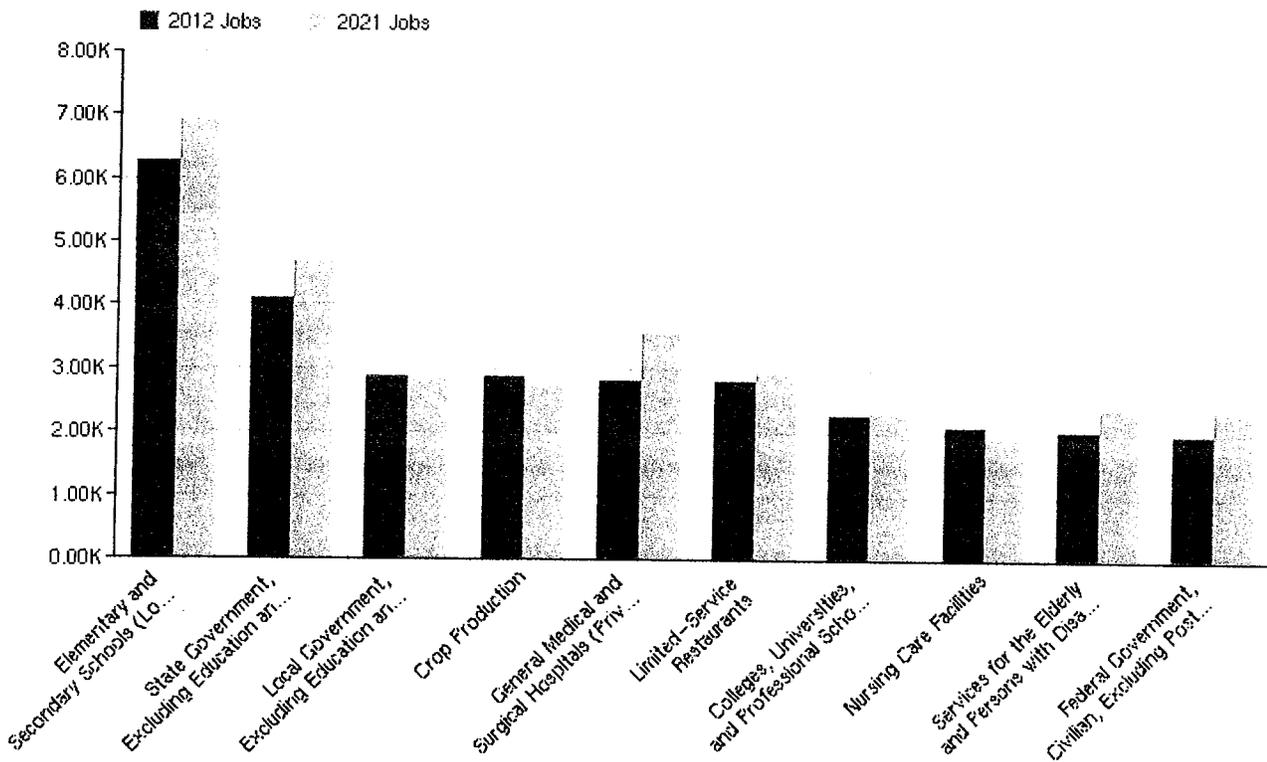
NAICS Code	Description	Change
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Fastest Changing %

NAICS Code	Description	% Change
622110	General Medical and Surgical Hospitals (Private)	27%
322121	Paper (except Newsprint) Mills	-27%
611110	Elementary and Secondary Schools (Private)	26%
531110	Lessors of Residential Buildings and Dwellings	21%
901199	Federal Government, Civilian, Excluding Postal Service	19%
624120	Services for the Elderly and Persons with Disabilities	17%
813110	Religious Organizations	-15%
237990	Other Heavy and Civil Engineering Construction	15%
447110	Gasoline Stations with Convenience Stores	-15%
902999	State Government, Excluding Education and Hospitals	14%

Source: EMSI Complete Employment - 2012.4

Industrial Makeup



NAICS Code	Description	2012 Jobs	2021 Jobs	Change	% Change
903611	Elementary and Secondary Schools (Local Government)	6,263	6,909	646	10%
902999	State Government, Excluding Education and Hospitals	4,114	4,676	562	14%
903999	Local Government, Excluding Education and Hospitals	2,871	2,837	-34	-1%
111000	Crop Production	2,866	2,724	-142	-5%
622110	General Medical and Surgical Hospitals (Private)	2,810	3,580	770	27%
722211	Limited-Service Restaurants	2,802	2,925	123	4%
902612	Colleges, Universities, and Professional Schools (State Government)	2,268	2,292	24	1%

NAICS Code	Description	2012 Jobs	2021 Jobs	Change	% Change
623110	Nursing Care Facilities	2,092	1,912	-180	-9%
624120	Services for the Elderly and Persons with Disabilities	2,044	2,390	346	17%
901199	Federal Government, Civilian, Excluding Postal Service	1,989	2,372	383	19%
311615	Poultry Processing	1,897	1,983	86	5%
813110	Religious Organizations	1,565	1,325	-240	-15%
522110	Commercial Banking	1,467	1,323	-144	-10%
621111	Offices of Physicians (except Mental Health Specialists)	1,463	1,431	-32	-2%
322121	Paper (except Newsprint) Mills	1,382	1,013	-369	-27%
624410	Child Day Care Services	1,279	1,400	121	9%
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	1,262	1,186	-76	-6%
452910	Warehouse Clubs and Supercenters	1,230	1,113	-117	-10%
445110	Supermarkets and Other Grocery (except Convenience) Stores	1,228	1,070	-158	-13%
722110	Full-Service Restaurants	1,179	1,054	-125	-11%
322122	Newsprint Mills	1,085	1,138	53	5%
311212	Rice Milling	960	929	-31	-3%
561720	Janitorial Services	950	1,040	90	9%
901200	Federal Government, Military	929	929	0	0%
531110	Lessors of Residential Buildings and Dwellings	899	1,085	186	21%
112000	Animal Production	884	861	-23	-3%
113310	Logging	841	779	-62	-7%
447110	Gasoline Stations with Convenience Stores	835	710	-125	-15%
611110	Elementary and Secondary Schools (Private)	800	1,006	206	26%
237990	Other Heavy and Civil Engineering Construction	749	863	114	15%

Source: EMSI Complete Employment - 2012.4

Data Sources and Calculations

Occupation Data

Organizing regional employment information by occupation provides a workforce-oriented view of the regional economy. EMSI's occupation data are based on EMSI's industry data and regional staffing patterns taken from the Occupational Employment Statistics program (U.S. Bureau of Labor Statistics). Wage information is partially derived from the American Community Survey. The occupation-to-program (SOC-to-CIP) crosswalk is based on one from the U.S. Department of Education, with customizations by EMSI.

Industry Data

In order to capture a complete picture of industry employment, EMSI basically combines covered employment data from Quarterly Census of Employment and Wages (QCEW) produced by the Department of Labor with total employment data in Regional Economic Information System (REIS) published by the Bureau of Economic Analysis (BEA), augmented with County Business Patterns (CBP) and Nonemployer Statistics (NES) published by the U.S. Census Bureau. Projections are based on the latest available EMSI industry data, 15-year past local trends in each industry, growth rates in statewide and (where available) sub-state area industry projections published by individual state agencies, and (in part) growth rates in national projections from the Bureau of Labor Statistics.

State Data Sources

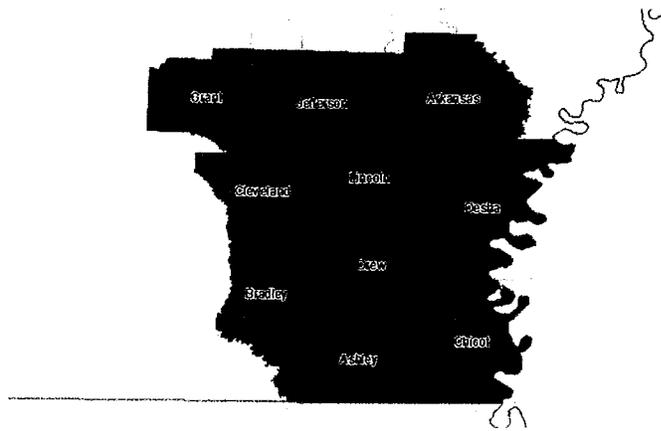
This report uses state data from the following agencies: Arkansas Department of Workforce Services.

University of Arkansas Little Rock

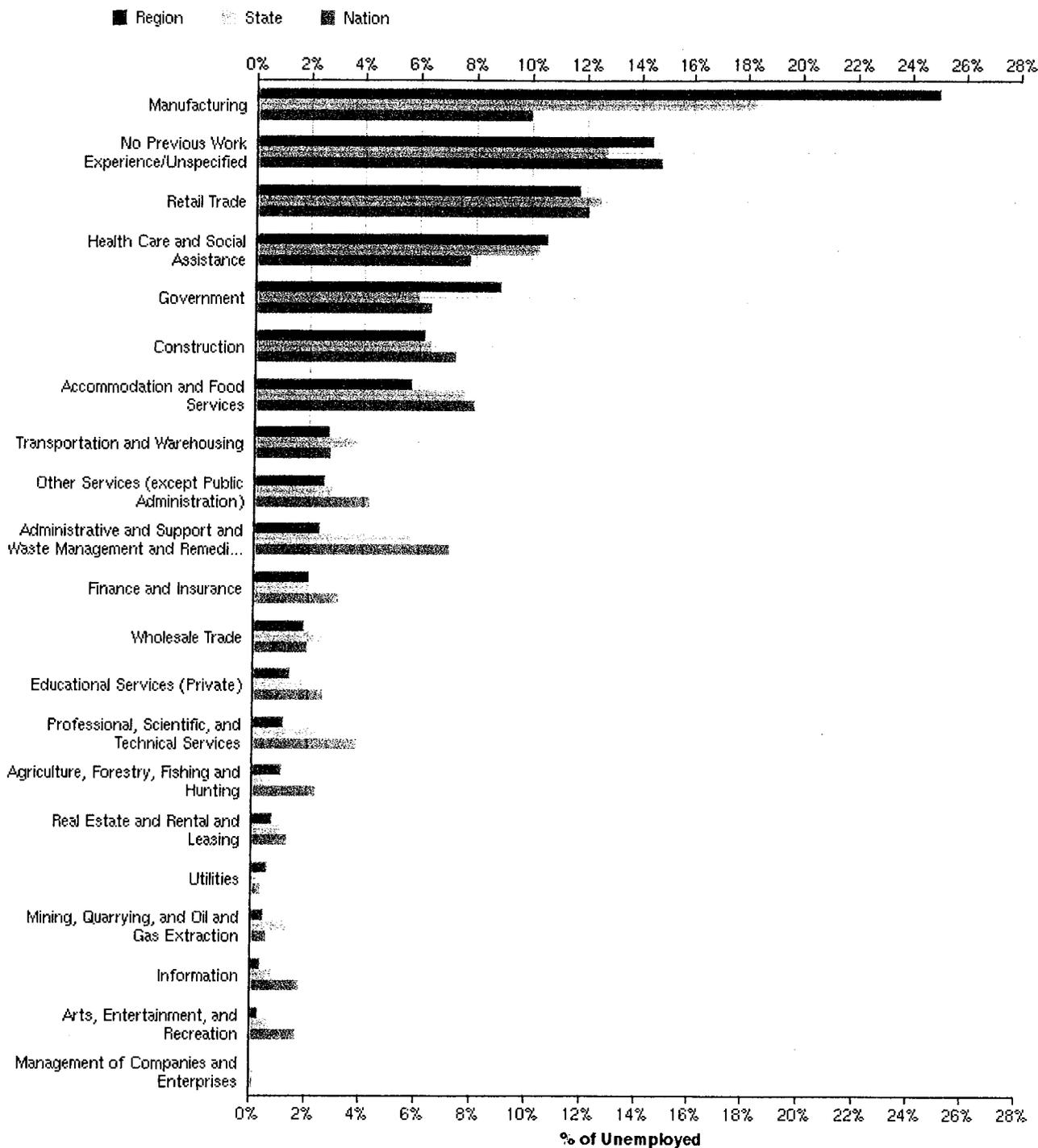
2801 South University Avenue
Little Rock, Arkansas 72204

Unemployment by Industry Report

SEAEDD



Unemployment Summary

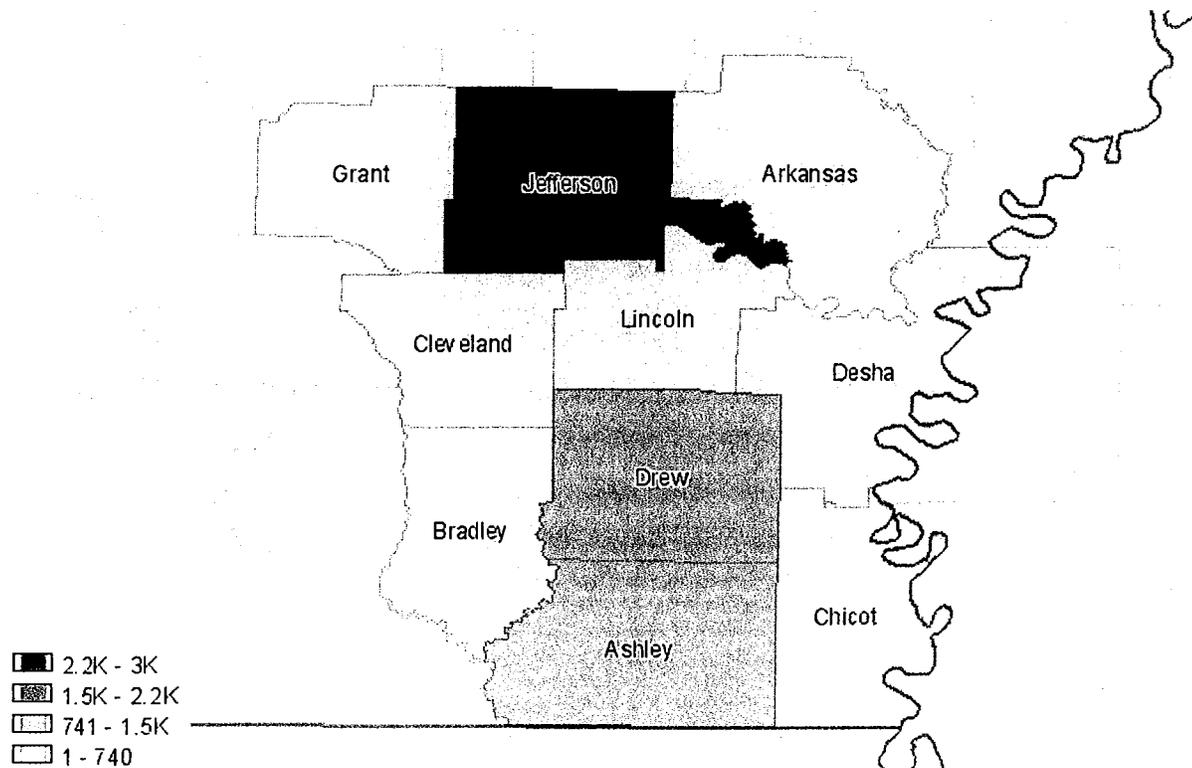


NAICS Code	Description	September Unemployment	% of Unemployed	State %	National %
31-33	Manufacturing	1,982	25.0%	18.2%	10.0%
99	No Previous Work Experience/Unspecified	1,146	14.4%	12.7%	14.7%
44-45	Retail Trade	931	11.7%	12.5%	12.1%
62	Health Care and Social Assistance	837	10.6%	10.3%	7.8%
90	Government	705	8.9%	6.0%	6.4%
23	Construction	492	6.2%	6.4%	7.3%
72	Accommodation and Food Services	454	5.7%	7.6%	8.0%
48-49	Transportation and Warehousing	218	2.8%	3.8%	2.8%
81	Other Services (except Public Administration)	205	2.6%	2.9%	4.2%
56	Administrative and Support and Waste Management and Remediation Services	192	2.4%	5.8%	7.1%
52	Finance and Insurance	160	2.0%	2.1%	3.1%
42	Wholesale Trade	145	1.8%	2.5%	1.9%
61	Educational Services (Private)	105	1.3%	1.8%	2.6%
54	Professional, Scientific, and Technical Services	87	1.1%	2.4%	3.8%
11	Agriculture, Forestry, Fishing and Hunting	84	1.1%	0.4%	2.3%
53	Real Estate and Rental and Leasing	58	0.7%	1.0%	1.3%
22	Utilities	44	0.6%	0.4%	0.3%
21	Mining, Quarrying, and Oil and Gas Extraction	34	0.4%	1.5%	0.6%
51	Information	28	0.4%	0.8%	1.8%
71	Arts, Entertainment, and Recreation	23	0.3%	0.7%	1.7%
55	Management of Companies and Enterprises	<10	0.0%	0.1%	0.1%
	Total	7,934	100.0%	100.0%	100.0%

Source: EMSI Complete Employment - 2012.4

*Note: Industries with fewer than ten unemployed workers are not shown.

Unemployment by County



County	September Unemployment
Jefferson, AR (5069)	2,943
Ashley, AR (5003)	990
Drew, AR (5043)	758
Arkansas, AR (5001)	740
Desha, AR (5041)	512
Grant, AR (5053)	476
Lincoln, AR (5079)	444
Bradley, AR (5011)	417
Chicot, AR (5017)	409
Cleveland, AR (5025)	245

Source: EMSI Complete Employment - 2012.4

Data Sources and Calculations

Unemployment Data

The unemployment data in this report comes from the Bureau of Labor Statistics' Local Area Unemployment Statistics and is updated every two months.

State Data Sources

This report uses state data from the following agencies: Arkansas Department of Workforce Services.

NAICS Code	Description	2012 Jobs	2021 Jobs	Change	2012 State Location Quotient	2021 State Location Quotient	2012 Avg. Annual Wage
9036	Education and Hospitals (Local Government)	6,803	7,549	746	1.37	1.38	\$47,646
9029	State Government, Excluding Education and Hospitals	4,203	4,776	573	1.82	1.96	\$45,477
6221	General Medical and Surgical Hospitals (Private)	2,810	3,581	771	1.15	1.36	\$49,472
7222	Limited-Service Eating Places	2,943	3,046	103	1.02	1.05	\$12,426
9039	Local Government, Excluding Education and Hospitals	2,899	2,865	(34)	1.19	1.08	\$35,681
1110	Crop Production	2,866	2,725	(141)	2.36	2.58	\$29,813
9011	Federal Government, Civilian	2,365	2,704	339	1.77	2.17	\$94,660
6241	Individual and Family Services	2,195	2,547	352	1.53	1.55	\$19,284
9026	Education and Hospitals (State Government)	2,419	2,448	29	0.98	0.95	\$40,276
3221	Pulp, Paper, and Paperboard Mills	2,531	2,152	(379)	9.79	9.12	\$89,824
3116	Animal Slaughtering and Processing	1,922	2,009	87	1.02	1.11	\$39,356
5617	Services to Buildings and Dwellings	1,746	1,955	209	0.85	0.84	\$10,514
6231	Nursing Care Facilities	2,092	1,912	(180)	1.40	1.18	\$27,200
4529	Other General Merchandise Stores	1,970	1,728	(242)	0.99	0.87	\$22,876
5311	Lessors of Real Estate	1,380	1,673	293	0.93	0.93	\$18,913
5221	Depository Credit Intermediation	1,685	1,518	(167)	1.50	1.49	\$52,675
6211	Offices of Physicians	1,470	1,438	(32)	0.95	0.84	\$66,889
6244	Child Day Care Services	1,279	1,400	121	1.21	1.21	\$17,613
8121	Personal Care Services	1,031	1,334	303	1.06	1.15	\$15,806
8131	Religious Organizations	1,568	1,328	(240)	1.04	0.83	\$12,246
3334	Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing	1,262	1,186	(76)	5.21	6.31	\$43,456
4451	Grocery Stores	1,271	1,105	(166)	1.24	1.22	\$21,640
1151	Support Activities for Crop Production	1,046	1,090	44	2.61	2.34	\$42,209
7221	Full-Service Restaurants	1,179	1,054	(125)	0.50	0.44	\$14,388
3112	Grain and Oilseed Milling	1,237	1,029	(208)	8.66	7.25	\$56,050
6111	Elementary and Secondary Schools (Private)	800	1,006	206	1.53	1.68	\$20,014
9012	Federal Government, Military	929	929	0	0.83	0.89	\$27,769
2379	Other Heavy and Civil Engineering Construction	749	863	114	5.82	7.11	\$99,131
1120	Animal Production	884	861	(23)	0.46	0.50	\$24,867
3211	Sawmills and Wood Preservation	723	861	138	2.69	4.00	\$50,924
4821	Rail Transportation	659	808	149	3.11	4.07	\$77,561

5239	Other Financial Investment Activities	557	795	238	0.77	0.86	\$27,977
1133	Logging	841	779	(62)	4.42	5.78	\$42,230
3222	Converted Paper Product Manufacturing	953	776	(177)	2.60	2.35	\$55,498
4471	Gasoline Stations	891	749	(142)	1.17	1.14	\$20,057
8141	Private Households	690	723	33	1.27	1.34	\$4,467
6216	Home Health Care Services	517	714	197	1.03	1.21	\$20,641
3159	Apparel Accessories and Other Apparel Manufacturing	86	679	593	5.69	12.84	\$33,939
3219	Other Wood Product Manufacturing	755	677	(78)	3.72	3.70	\$38,071
5313	Activities Related to Real Estate	566	676	110	0.69	0.77	\$10,119
8111	Automotive Repair and Maintenance	675	652	(23)	0.95	1.04	\$22,229
5242	Agencies, Brokerages, and Other Insurance Related Activities	749	636	(113)	0.82	0.69	\$27,817
4411	Automobile Dealers	676	630	(46)	0.87	0.87	\$45,521
4461	Health and Personal Care Stores	710	617	(93)	1.23	1.17	\$36,452
2382	Building Equipment Contractors	802	600	(202)	0.70	0.50	\$38,501
2211	Electric Power Generation, Transmission and Distribution	535	564	29	1.58	1.76	\$112,839
4249	Miscellaneous Nondurable Goods Merchant Wholesalers	487	560	73	1.77	2.33	\$52,772
4931	Warehousing and Storage	491	554	63	0.98	1.32	\$36,374
4841	General Freight Trucking	919	546	(373)	0.43	0.28	\$41,132
4539	Other Miscellaneous Store Retailers	452	529	77	1.15	1.31	\$18,613
8129	Other Personal Services	569	510	(59)	0.77	0.75	\$17,350
4242	Drugs and Druggists' Sundries Merchant Wholesalers	442	507	65	6.87	7.19	\$46,945
3212	Veneer, Plywood, and Engineered Wood Product Manufacturing	436	500	64	2.78	3.38	\$56,899
5411	Legal Services	386	492	106	0.71	0.84	\$35,030
3162	Footwear Manufacturing	278	488	210	4.59	10.07	\$31,529
2362	Nonresidential Building Construction	585	463	(122)	1.18	0.91	\$45,938
3252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing	236	461	225	12.73	15.18	\$75,075
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	410	440	30	0.75	0.78	\$26,909
4238	Machinery, Equipment, and Supplies Merchant Wholesalers	547	437	(110)	1.20	0.99	\$55,061
6214	Outpatient Care Centers	384	436	52	1.32	1.19	\$49,666
6213	Offices of Other Health Practitioners	394	423	29	0.56	0.52	\$41,620
6212	Offices of Dentists	374	420	46	0.83	0.80	\$51,869
2389	Other Specialty Trade Contractors	592	418	(174)	0.84	0.70	\$27,364
1153	Support Activities for Forestry	312	417	105	4.48	5.49	\$38,420
3323	Architectural and Structural Metals Manufacturing	286	400	114	1.16	1.72	\$50,404

5416	Management, Scientific, and Technical Consulting Services	343	391	48	0.51	0.50	\$31,443
5419	Other Professional, Scientific, and Technical Services	394	391	(3)	0.64	0.67	\$19,006
7211	Traveler Accommodation	408	370	(38)	0.56	0.51	\$14,664
4413	Automotive Parts, Accessories, and Tire Stores	405	368	(37)	1.04	1.11	\$31,603
6232	Residential Mental Retardation, Mental Health and Substance Abuse Facilities	214	367	153	0.71	1.00	\$30,832
2381	Foundation, Structure, and Building Exterior Contractors	458	365	(93)	0.70	0.64	\$26,215
3371	Household and Institutional Furniture and Kitchen Cabinet Manufacturing	224	357	133	1.19	2.09	\$41,978
3329	Other Fabricated Metal Product Manufacturing	464	349	(115)	1.32	0.98	\$35,808
2383	Building Finishing Contractors	512	344	(168)	0.68	0.64	\$15,872
5613	Employment Services	613	341	(272)	0.42	0.22	\$27,105
3366	Ship and Boat Building	201	330	129	2.26	4.33	\$38,328
2373	Highway, Street, and Bridge Construction	286	329	43	1.34	1.65	\$35,523
7139	Other Amusement and Recreation Industries	356	327	(29)	0.63	0.56	\$14,682
4441	Building Material and Supplies Dealers	479	323	(156)	0.78	0.59	\$26,696
2111	Oil and Gas Extraction	181	322	141	0.28	0.36	\$97,522
7223	Special Food Services	300	308	8	0.89	0.82	\$12,631
4543	Direct Selling Establishments	416	306	(110)	0.86	0.89	\$10,069
3111	Animal Food Manufacturing	124	295	171	1.19	2.62	\$64,778
4842	Specialized Freight Trucking	430	292	(138)	0.86	0.57	\$34,939
3261	Plastics Product Manufacturing	271	289	18	0.67	0.81	\$42,058
5417	Scientific Research and Development Services	243	289	46	2.61	2.89	\$85,287
5312	Offices of Real Estate Agents and Brokers	259	276	17	0.38	0.42	\$7,345
5616	Investigation and Security Services	327	275	(52)	0.90	0.60	\$16,641
6116	Other Schools and Instruction (Private)	185	256	71	0.61	0.67	\$6,281
5511	Management of Companies and Enterprises	355	251	(104)	0.20	0.14	\$75,611
2123	Nonmetallic Mineral Mining and Quarrying	168	250	82	1.12	1.86	\$77,881
4431	Electronics and Appliance Stores	184	231	47	0.75	0.86	\$32,818
4533	Used Merchandise Stores	211	223	12	0.92	0.91	\$18,988
2361	Residential Building Construction	289	219	(70)	0.57	0.65	\$23,883
4532	Office Supplies, Stationery, and Gift Stores	227	218	(9)	1.05	1.20	\$24,023
5415	Computer Systems Design and Related Services	176	218	42	0.24	0.26	\$46,887
8114	Personal and Household Goods Repair and Maintenance	242	218	(24)	1.10	1.12	\$18,899
3353	Electrical Equipment Manufacturing	447	216	(231)	1.88	1.17	\$61,324
7115	Independent Artists, Writers, and Performers	158	212	54	0.57	0.69	\$8,001

4511	Sporting Goods, Hobby, and Musical Instrument Stores	210	211	1	0.75	0.77	\$19,893
8123	Drycleaning and Laundry Services	281	209	(72)	1.29	0.97	\$32,931
2371	Utility System Construction	238	207	(31)	0.63	0.48	\$45,592
6233	Community Care Facilities for the Elderly	178	202	24	0.87	0.86	\$26,393
3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	90	198	108	0.68	1.34	\$50,751
6115	Technical and Trade Schools (Private)	149	193	44	1.25	1.44	\$13,158
4481	Clothing Stores	243	181	(62)	0.49	0.40	\$20,510
3331	Agriculture, Construction, and Mining Machinery Manufacturing	209	180	(29)	1.04	0.80	\$32,283
8139	Business, Professional, Labor, Political, and Similar Organizations	232	180	(52)	1.27	0.97	\$14,210
5222	Nondepository Credit Intermediation	128	178	50	0.85	1.20	\$32,375
5611	Office Administrative Services	156	173	17	0.61	0.62	\$21,467
2213	Water, Sewage and Other Systems	131	170	39	1.99	2.38	\$42,346
3312	Steel Product Manufacturing from Purchased Steel	295	169	(126)	1.65	1.20	\$66,390
4247	Petroleum and Petroleum Products Merchant Wholesalers	142	164	22	1.48	1.94	\$41,789
4453	Beer, Wine, and Liquor Stores	143	154	11	1.20	1.33	\$26,820
5171	Wired Telecommunications Carriers	185	153	(32)	0.70	0.69	\$57,783
5413	Architectural, Engineering, and Related Services	135	147	12	0.26	0.29	\$39,824
5231	Securities and Commodity Contracts Intermediation and Brokerage	91	146	55	0.43	0.62	\$73,043
5111	Newspaper, Periodical, Book, and Directory Publishers	148	145	(3)	0.55	0.62	\$27,246
5259	Other Investment Pools and Funds	63	142	79	1.13	1.71	\$18,233
8113	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and	175	142	(33)	1.21	1.14	\$38,444
4245	Farm Product Raw Material Merchant Wholesalers	114	140	26	1.87	2.68	\$53,894
4885	Freight Transportation Arrangement	122	140	18	1.01	1.13	\$89,966
6243	Vocational Rehabilitation Services	192	136	(56)	0.68	0.41	\$21,550
6239	Other Residential Care Facilities	125	133	8	1.44	1.41	\$30,178
3339	Other General Purpose Machinery Manufacturing	129	132	3	0.99	1.21	\$57,311
4412	Other Motor Vehicle Dealers	105	132	27	0.93	1.18	\$27,737
4921	Couriers and Express Delivery Services	125	131	6	0.57	0.69	\$45,425
5614	Business Support Services	181	131	(50)	0.24	0.17	\$15,047
4521	Department Stores	335	125	(210)	0.69	0.48	\$23,623
3231	Printing and Related Support Activities	110	123	13	0.32	0.42	\$29,495
7112	Spectator Sports	85	123	38	0.44	0.54	\$7,333
4421	Furniture Stores	171	122	(49)	1.21	1.04	\$30,818
4531	Florists	118	122	4	1.35	1.47	\$19,955

8122	Death Care Services	151	119	(32)	1.27	1.05	\$29,738
1142	Hunting and Trapping	96	116	20	4.69	4.89	\$17,075
4236	Electrical and Electronic Goods Merchant Wholesalers	103	115	12	0.73	0.81	\$61,915
5324	Commercial and Industrial Machinery and Equipment Rental and Leasing	102	115	13	0.62	0.60	\$75,282
4251	Wholesale Electronic Markets and Agents and Brokers	152	111	(41)	0.23	0.16	\$67,855
3335	Metalworking Machinery Manufacturing	67	110	43	0.84	1.56	\$57,493
8134	Civic and Social Organizations	100	107	7	0.93	1.00	\$11,871
6242	Community Food and Housing, and Emergency and Other Relief Services	87	105	18	1.06	1.15	\$20,152
3363	Motor Vehicle Parts Manufacturing	296	103	(193)	0.72	0.33	\$35,629
3259	Other Chemical Product and Preparation Manufacturing	109	102	(7)	1.62	1.34	\$66,251
4452	Specialty Food Stores	98	100	2	0.96	1.00	\$37,120
5322	Consumer Goods Rental	148	99	(49)	0.90	0.61	\$36,812
2212	Natural Gas Distribution	66	90	24	0.79	1.16	\$95,015
3399	Other Miscellaneous Manufacturing	55	83	28	0.36	0.57	\$33,483
3273	Cement and Concrete Product Manufacturing	110	79	(31)	0.88	0.68	\$55,000
3118	Bakeries and Tortilla Manufacturing	100	75	(25)	0.50	0.41	\$22,728
7224	Drinking Places (Alcoholic Beverages)	68	75	7	0.62	0.67	\$12,208
4859	Other Transit and Ground Passenger Transportation	49	73	24	1.32	2.03	\$10,130
1131	Timber Tract Operations	76	72	(4)	5.15	5.62	\$61,493
4239	Miscellaneous Durable Goods Merchant Wholesalers	115	71	(44)	0.63	0.41	\$51,495
5619	Other Support Services	85	70	(15)	0.44	0.31	\$21,923
4248	Beer, Wine, and Distilled Alcoholic Beverage Merchant Wholesalers	70	68	(2)	0.82	0.69	\$46,325
4244	Grocery and Related Product Merchant Wholesalers	97	66	(31)	0.27	0.19	\$56,847
5414	Specialized Design Services	49	66	17	0.39	0.40	\$19,020
8112	Electronic and Precision Equipment Repair and Maintenance	79	66	(13)	1.01	0.98	\$20,557
6114	Business Schools and Computer and Management Training (Private)	46	65	19	1.67	2.09	\$7,389
6219	Other Ambulatory Health Care Services	101	65	(36)	0.56	0.33	\$51,156
5121	Motion Picture and Video Industries	66	63	(3)	0.74	0.85	\$13,547
4882	Support Activities for Rail Transportation	73	62	(11)	2.97	3.02	\$43,220
4922	Local Messengers and Local Delivery	49	61	12	0.67	0.75	\$9,449
3391	Medical Equipment and Supplies Manufacturing	62	60	(2)	0.42	0.45	\$44,261
7111	Performing Arts Companies	46	60	14	0.76	1.09	\$12,280
3152	Cut and Sew Apparel Manufacturing	196	59	(137)	6.52	3.07	\$26,003
4231	Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers	72	59	(13)	0.40	0.36	\$46,058

1152	Support Activities for Animal Production	57	55	(2)	0.51	0.43	\$24,836
4884	Support Activities for Road Transportation	47	55	8	0.77	0.75	\$28,824
6117	Educational Support Services (Private)	41	55	14	0.44	0.39	\$12,523
4483	Jewelry, Luggage, and Leather Goods Stores	91	54	(37)	1.32	0.94	\$40,019
5629	Remediation and Other Waste Management Services	49	53	4	0.71	0.71	\$36,826
5151	Radio and Television Broadcasting	46	52	6	0.34	0.40	\$31,250
5241	Insurance Carriers	61	52	(9)	0.16	0.14	\$58,233
7213	Rooming and Boarding Houses	32	50	18	1.31	1.62	\$9,470
5321	Automotive Equipment Rental and Leasing	50	48	(2)	0.52	0.50	\$52,565
5612	Facilities Support Services	69	48	(21)	2.34	1.60	\$39,438
8133	Social Advocacy Organizations	55	47	(8)	0.38	0.31	\$28,349
7132	Gambling Industries	27	46	19	2.74	3.79	\$9,340
4512	Book, Periodical, and Music Stores	63	44	(19)	0.59	0.47	\$18,785
4851	Urban Transit Systems	27	44	17	8.01	11.49	\$13,371
4881	Support Activities for Air Transportation	21	44	23	0.22	0.40	\$24,930
4884	School and Employee Bus Transportation	17	43	26	0.63	1.42	\$25,771
6223	Specialty (except Psychiatric and Substance Abuse) Hospitals (Private)	30	43	13	0.18	0.18	\$68,257
3253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	46	42	(4)	1.89	1.81	\$67,882
4482	Shoe Stores	73	41	(32)	0.96	0.59	\$21,507
4422	Home Furnishings Stores	69	39	(30)	0.64	0.46	\$23,155
5622	Waste Treatment and Disposal	25	39	14	0.43	0.61	\$49,716
4883	Support Activities for Water Transportation	42	38	(4)	1.08	0.92	\$35,157
1141	Fishing	30	37	7	0.92	0.81	\$10,112
3279	Other Nonmetallic Mineral Product Manufacturing	46	37	(9)	1.28	0.74	\$23,028
5418	Advertising, Public Relations, and Related Services	31	36	5	0.13	0.15	\$17,877
4235	Metal and Mineral (except Petroleum) Merchant Wholesalers	24	35	11	0.42	0.55	\$32,326
4542	Vending Machine Operators	57	32	(25)	1.22	1.16	\$29,950
5621	Waste Collection	21	30	9	0.27	0.41	\$38,044
4241	Paper and Paper Product Merchant Wholesalers	46	29	(17)	0.62	0.50	\$59,813
5323	General Rental Centers	33	26	(7)	1.52	1.12	\$35,565
7212	RV (Recreational Vehicle) Parks and Recreational Camps	21	26	5	0.42	0.42	\$22,384
3121	Beverage Manufacturing	22	25	3	0.32	0.37	\$21,937
3326	Spring and Wire Product Manufacturing	58	25	(33)	1.97	1.16	\$54,887
5223	Activities Related to Credit Intermediation	30	24	(6)	0.56	0.47	\$44,764

7113	Promoters of Performing Arts, Sports, and Similar Events	16	22	6	0.26	0.34	\$6,565
7121	Museums, Historical Sites, and Similar Institutions	19	21	2	0.66	0.67	\$25,720
3149	Other Textile Product Mills	216	19	(197)	3.85	0.36	\$52,422
3251	Basic Chemical Manufacturing	<10	18	--	--	0.16	--
4541	Electronic Shopping and Mail-Order Houses	18	18	0	0.23	0.20	\$20,185
6215	Medical and Diagnostic Laboratories	20	18	(2)	0.29	0.27	\$72,961
4862	Pipeline Transportation of Natural Gas	23	17	(6)	1.38	3.28	\$70,631
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	17	16	(1)	0.51	0.59	\$47,995
4246	Chemical and Allied Products Merchant Wholesalers	21	16	(5)	0.51	0.41	\$43,621
8132	Grantmaking and Giving Services	27	15	(12)	0.56	0.31	\$32,855
3262	Rubber Product Manufacturing	11	14	3	0.04	0.07	\$51,296
4442	Lawn and Garden Equipment and Supplies Stores	40	14	(26)	0.44	0.17	\$33,755
4243	Apparel, Piece Goods, and Notions Merchant Wholesalers	13	13	0	0.28	0.30	\$19,224
5179	Other Telecommunications	17	13	(4)	0.62	0.70	\$48,403
5615	Travel Arrangement and Reservation Services	12	13	1	0.34	0.41	\$11,863
4233	Lumber and Other Construction Materials Merchant Wholesalers	15	11	(4)	0.16	0.13	\$55,008
4889	Other Support Activities for Transportation	63	11	(52)	7.74	5.00	\$35,077
5182	Data Processing, Hosting, and Related Services	12	11	(1)	0.11	0.09	\$5,044
4853	Taxi and Limousine Service	30	10	(20)	0.85	0.24	\$12,655
3151	Apparel Knitting Mills	194	0	(194)	5.38	0.00	\$38,912
	Total	99,349	100,821	1,472			\$38,554

Source: EMSI Complete Employment - 2012.4

NAICS Code	Description	State 2012 Jobs	State 2021 Jobs	State Change
9036	Education and Hospitals (Local Government)	77,879	91,899	14,020
9029	State Government, Excluding Education and Hospitals	36,152	40,838	4,686
6221	General Medical and Surgical Hospitals (Private)	38,225	44,033	5,808
7222	Limited-Service Eating Places	45,033	48,664	3,631
9039	Local Government, Excluding Education and Hospitals	38,239	44,624	6,385
1110	Crop Production	19,036	17,713	(1,323)
9011	Federal Government, Civilian	20,966	20,897	(69)
6241	Individual and Family Services	22,408	27,466	5,058
9026	Education and Hospitals (State Government)	38,501	43,112	4,611
3221	Pulp, Paper, and Paperboard Mills	4,045	3,951	(94)
3116	Animal Slaughtering and Processing	29,609	30,417	808
5617	Services to Buildings and Dwellings	31,992	39,026	7,034
6231	Nursing Care Facilities	23,300	27,228	3,928
4529	Other General Merchandise Stores	31,212	33,261	2,049
5311	Lessors of Real Estate	23,258	30,066	6,808
5221	Depository Credit Intermediation	17,601	17,121	(480)
6211	Offices of Physicians	24,093	28,804	4,711
6244	Child Day Care Services	16,607	19,446	2,839
8121	Personal Care Services	15,263	19,359	4,096
8131	Religious Organizations	23,638	26,681	3,043
3334	Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing	3,791	3,146	(645)
4451	Grocery Stores	16,087	15,125	(962)
1151	Support Activities for Crop Production	6,268	7,786	1,518
7221	Full-Service Restaurants	37,145	40,002	2,857
3112	Grain and Olisseed Milling	2,234	2,377	143
6111	Elementary and Secondary Schools (Private)	8,177	10,031	1,854
9012	Federal Government, Military	17,531	17,527	(4)
2379	Other Heavy and Civil Engineering Construction	2,013	2,033	20
1120	Animal Production	29,807	28,699	(1,108)
3211	Sawmills and Wood Preservation	4,211	3,605	(606)
4821	Rail Transportation	3,323	3,325	2

5239	Other Financial Investment Activities	11,254	15,572	4,318
1133	Logging	2,974	2,257	(717)
3222	Converted Paper Product Manufacturing	5,728	5,527	(201)
4471	Gasoline Stations	11,870	10,990	(880)
8141	Private Households	8,481	9,066	585
6216	Home Health Care Services	7,867	9,873	2,006
3159	Apparel Accessories and Other Apparel Manufacturing	236	885	649
3219	Other Wood Product Manufacturing	3,175	3,063	(112)
5313	Activities Related to Real Estate	12,745	14,718	1,973
8111	Automotive Repair and Maintenance	11,166	10,540	(626)
5242	Agencies, Brokerages, and Other Insurance Related Activities	14,224	15,531	1,307
4411	Automobile Dealers	12,172	12,087	(85)
4461	Health and Personal Care Stores	9,049	8,799	(250)
2382	Building Equipment Contractors	17,931	19,944	2,013
2211	Electric Power Generation, Transmission and Distribution	5,305	5,373	68
4249	Miscellaneous Nondurable Goods Merchant Wholesalers	4,314	4,028	(286)
4931	Warehousing and Storage	7,824	7,021	(803)
4841	General Freight Trucking	33,797	32,791	(1,006)
4539	Other Miscellaneous Store Retailers	6,149	6,763	614
8129	Other Personal Services	11,563	11,410	(153)
4242	Drugs and Druggists' Sundries Merchant Wholesalers	1,006	1,181	175
3212	Veneer, Plywood, and Engineered Wood Product Manufacturing	2,458	2,473	15
5411	Legal Services	8,446	9,853	1,407
3162	Footwear Manufacturing	948	811	(137)
2362	Nonresidential Building Construction	7,767	8,508	741
3252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing	291	509	218
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	8,502	9,429	927
4238	Machinery, Equipment, and Supplies Merchant Wholesalers	7,117	7,395	278
6214	Outpatient Care Centers	4,559	6,112	1,553
6213	Offices of Other Health Practitioners	10,924	13,608	2,684
6212	Offices of Dentists	7,008	8,757	1,749
2389	Other Specialty Trade Contractors	11,047	10,038	(1,009)
1153	Support Activities for Forestry	1,090	1,271	181
3323	Architectural and Structural Metals Manufacturing	3,848	3,885	37

5416	Management, Scientific, and Technical Consulting Services	10,467	13,148	2,681
5419	Other Professional, Scientific, and Technical Services	9,665	9,831	166
7211	Traveler Accommodation	11,435	12,109	674
4413	Automotive Parts, Accessories, and Tire Stores	6,074	5,578	(496)
6232	Residential Mental Retardation, Mental Health and Substance Abuse Facilities	4,708	6,153	1,445
2381	Foundation, Structure, and Building Exterior Contractors	10,241	9,581	(660)
3371	Household and Institutional Furniture and Kitchen Cabinet Manufacturing	2,943	2,867	(76)
3329	Other Fabricated Metal Product Manufacturing	5,515	5,953	438
2383	Building Finishing Contractors	11,813	9,017	(2,796)
5613	Employment Services	22,571	25,603	3,032
3366	Ship and Boat Building	1,394	1,280	(114)
2373	Highway, Street, and Bridge Construction	3,340	3,337	(3)
7139	Other Amusement and Recreation Industries	8,902	9,803	901
4441	Building Material and Supplies Dealers	9,655	9,154	(501)
2111	Oil and Gas Extraction	10,055	14,878	4,823
7223	Special Food Services	5,258	6,282	1,024
4543	Direct Selling Establishments	7,550	5,763	(1,787)
3111	Animal Food Manufacturing	1,638	1,887	249
4842	Specialized Freight Trucking	7,809	8,634	825
3261	Plastics Product Manufacturing	6,373	5,961	(412)
5417	Scientific Research and Development Services	1,458	1,675	217
5312	Offices of Real Estate Agents and Brokers	10,759	11,134	375
5616	Investigation and Security Services	5,679	7,624	1,945
6116	Other Schools and Instruction (Private)	4,738	6,389	1,651
5511	Management of Companies and Enterprises	28,182	29,037	855
2123	Nonmetallic Mineral Mining and Quarrying	2,341	2,252	(89)
4431	Electronics and Appliance Stores	3,837	4,528	691
4533	Used Merchandise Stores	3,575	4,091	516
2361	Residential Building Construction	7,972	5,644	(2,328)
4532	Office Supplies, Stationery, and Gift Stores	3,383	3,053	(330)
5415	Computer Systems Design and Related Services	11,398	14,269	2,871
8114	Personal and Household Goods Repair and Maintenance	3,450	3,259	(191)
3353	Electrical Equipment Manufacturing	3,709	3,086	(623)
7115	Independent Artists, Writers, and Performers	4,329	5,168	839

4511	Sporting Goods, Hobby, and Musical Instrument Stores	4,396	4,585	189
8123	Drycleaning and Laundry Services	3,401	3,605	204
2371	Utility System Construction	5,958	7,232	1,274
6233	Community Care Facilities for the Elderly	3,197	3,930	733
3327	Machine Shops; Turned Product, and Screw, Nut, and Bolt Manufacturing	2,078	2,471	393
6115	Technical and Trade Schools (Private)	1,859	2,253	394
4481	Clothing Stores	7,839	7,622	(217)
3331	Agriculture, Construction, and Mining Machinery Manufacturing	3,138	3,787	649
8139	Business, Professional, Labor, Political, and Similar Organizations	2,869	3,102	233
5222	Nondepository Credit Intermediation	2,363	2,488	125
5611	Office Administrative Services	4,017	4,673	656
2213	Water, Sewage and Other Systems	1,031	1,198	167
3312	Steel Product Manufacturing from Purchased Steel	2,796	2,363	(433)
4247	Petroleum and Petroleum Products Merchant Wholesalers	1,509	1,415	(94)
4453	Beer, Wine, and Liquor Stores	1,861	1,940	79
5171	Wired Telecommunications Carriers	4,150	3,724	(426)
5413	Architectural, Engineering, and Related Services	7,978	8,371	393
5231	Securities and Commodity Contracts Intermediation and Brokerage	3,329	3,956	627
5111	Newspaper, Periodical, Book, and Directory Publishers	4,233	3,928	(305)
5259	Other Investment Pools and Funds	866	1,390	524
8113	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	2,265	2,098	(167)
4245	Farm Product Raw Material Merchant Wholesalers	952	872	(80)
4885	Freight Transportation Arrangement	1,881	2,063	182
6243	Vocational Rehabilitation Services	4,412	5,596	1,184
6239	Other Residential Care Facilities	1,356	1,575	219
3339	Other General Purpose Machinery Manufacturing	2,026	1,822	(204)
4412	Other Motor Vehicle Dealers	1,779	1,869	90
4921	Couriers and Express Delivery Services	3,450	3,207	(243)
5614	Business Support Services	11,916	12,837	921
4521	Department Stores	7,579	4,351	(3,228)
3231	Printing and Related Support Activities	5,381	4,867	(514)
7112	Spectator Sports	2,999	3,816	817
4421	Furniture Stores	2,206	1,953	(253)
4531	Florists	1,377	1,393	16

8122	Death Care Services	1,862	1,905	43
1142	Hunting and Trapping	319	399	80
4236	Electrical and Electronic Goods Merchant Wholesalers	2,200	2,357	157
5324	Commercial and Industrial Machinery and Equipment Rental and Leasing	2,570	3,204	634
4251	Wholesale Electronic Markets and Agents and Brokers	10,463	11,850	1,387
3335	Metaworking Machinery Manufacturing	1,242	1,177	(65)
8134	Civic and Social Organizations	1,680	1,792	112
6242	Community Food and Housing, and Emergency and Other Relief Services	1,291	1,531	240
3363	Motor Vehicle Parts Manufacturing	6,473	5,320	(1,153)
3259	Other Chemical Product and Preparation Manufacturing	1,054	1,273	219
4452	Specialty Food Stores	1,586	1,669	83
5322	Consumer Goods Rental	2,568	2,714	146
2212	Natural Gas Distribution	1,298	1,295	(3)
3399	Other Miscellaneous Manufacturing	2,369	2,439	70
3273	Cement and Concrete Product Manufacturing	1,963	1,945	(18)
3118	Bakeries and Tortilla Manufacturing	3,088	3,097	9
7224	Drinking Places (Alcoholic Beverages)	1,715	1,867	152
4859	Other Transit and Ground Passenger Transportation	580	602	22
1131	Timber Tract Operations	231	214	(17)
4239	Miscellaneous Durable Goods Merchant Wholesalers	2,872	2,921	49
5619	Other Support Services	3,039	3,730	691
4248	Beer, Wine, and Distilled Alcoholic Beverage Merchant Wholesalers	1,340	1,636	296
4244	Grocery and Related Product Merchant Wholesalers	5,620	5,982	362
5414	Specialized Design Services	1,969	2,738	769
8112	Electronic and Precision Equipment Repair and Maintenance	1,218	1,130	(88)
6114	Business Schools and Computer and Management Training (Private)	434	518	84
6219	Other Ambulatory Health Care Services	2,825	3,303	478
5121	Motion Picture and Video Industries	1,380	1,238	(142)
4882	Support Activities for Rail Transportation	386	343	(43)
4922	Local Messengers and Local Delivery	1,135	1,365	230
3391	Medical Equipment and Supplies Manufacturing	2,313	2,246	(67)
7111	Performing Arts Companies	940	916	(24)
3152	Cut and Sew Apparel Manufacturing	471	319	(152)
4231	Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers	2,799	2,700	(99)

1152	Support Activities for Animal Production	1,753	2,159	406
4884	Support Activities for Road Transportation	965	1,216	251
6117	Educational Support Services (Private)	1,454	2,351	897
4483	Jewelry, Luggage, and Leather Goods Stores	1,083	959	(124)
5629	Remediation and Other Waste Management Services	1,080	1,258	178
5151	Radio and Television Broadcasting	2,086	2,133	47
5241	Insurance Carriers	5,968	6,275	307
7213	Rooming and Boarding Houses	384	517	133
5321	Automotive Equipment Rental and Leasing	1,488	1,620	132
5612	Facilities Support Services	461	502	41
8133	Social Advocacy Organizations	2,292	2,522	230
7132	Gambling Industries	153	201	48
4512	Book, Periodical, and Music Stores	1,656	1,575	(81)
4851	Urban Transit Systems	52	64	12
4881	Support Activities for Air Transportation	1,498	1,858	360
4854	School and Employee Bus Transportation	429	512	83
6223	Specialty (except Psychiatric and Substance Abuse) Hospitals (Private)	2,589	3,916	1,327
3253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	377	385	8
4482	Shoe Stores	1,194	1,162	(32)
4422	Home Furnishings Stores	1,698	1,435	(263)
5622	Waste Treatment and Disposal	916	1,071	155
4883	Support Activities for Water Transportation	604	691	87
1141	Fishing	516	757	241
3279	Other Nonmetallic Mineral Product Manufacturing	569	839	270
5418	Advertising, Public Relations, and Related Services	3,585	4,052	467
4235	Metal and Mineral (except Petroleum) Merchant Wholesalers	899	1,078	179
4542	Vending Machine Operators	729	464	(265)
5621	Waste Collection	1,212	1,239	27
4241	Paper and Paper Product Merchant Wholesalers	1,173	987	(186)
5323	General Rental Centers	342	386	44
7212	RV (Recreational Vehicle) Parks and Recreational Camps	790	1,024	234
3121	Beverage Manufacturing	1,051	1,141	90
3326	Spring and Wire Product Manufacturing	463	359	(104)
5223	Activities Related to Credit Intermediation	841	869	28

7113	Promoters of Performing Arts, Sports, and Similar Events	953	1,094	141
7121	Museums, Historical Sites, and Similar Institutions	457	525	68
3149	Other Textile Product Mills	877	890	13
3251	Basic Chemical Manufacturing	1,752	1,806	54
4541	Electronic Shopping and Mail-Order Houses	1,211	1,481	270
6215	Medical and Diagnostic Laboratories	1,047	1,158	111
4862	Pipeline Transportation of Natural Gas	260	88	(172)
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	530	448	(82)
4246	Chemical and Allied Products Merchant Wholesalers	657	671	14
8132	Grantmaking and Giving Services	748	838	90
3262	Rubber Product Manufacturing	4,051	3,428	(623)
4442	Lawn and Garden Equipment and Supplies Stores	1,417	1,405	(12)
4243	Apparel, Piece Goods, and Notions Merchant Wholesalers	714	725	11
5179	Other Telecommunications	443	310	(133)
5615	Travel Arrangement and Reservation Services	531	529	(2)
4233	Lumber and Other Construction Materials Merchant Wholesalers	1,455	1,375	(80)
4889	Other Support Activities for Transportation	126	38	(88)
5182	Data Processing, Hosting, and Related Services	1,712	2,012	300
4853	Taxi and Limousine Service	545	708	163
3151	Apparel Knitting Mills	564	5	(559)
	Total	1,554,665	1,688,775	134,110

Source: EMSI Complete Employment - 2012.4

ATTACHMENT R-2

SOC	Description	2012 Jobs	2021 Jobs	Change	Openings	Annual Openings	Median Hourly Earnings
13-2011	Accountants and Auditors	437	468	31	118	13	\$23.35
27-2011	Actors	38	42	4	13	1	\$18.19
51-9191	Adhesive Bonding Machine Operators and Tenders	129	136	7	34	4	\$16.47
23-1021	Administrative Law Judges, Adjudicators, and Hearing Officers	34	35	1	7	1	\$27.98
11-3011	Administrative Services Managers	123	126	3	32	4	\$29.91
25-3011	Adult Basic and Secondary Education and Literacy Teachers and Instructors	241	250	9	43	5	\$23.10
11-2011	Advertising and Promotions Managers	19	18	(1)	5	1	\$30.43
41-3011	Advertising Sales Agents	33	36	3	13	1	\$16.28
17-2011	Aerospace Engineers	15	18	3	6	1	\$44.17
13-1011	Agents and Business Managers of Artists, Performers, and Athletes	13	16	3	6	1	\$15.84
19-4011	Agricultural and Food Science Technicians	53	54	1	18	2	\$21.96
45-2091	Agricultural Equipment Operators	201	186	(15)	58	6	\$10.41
45-2011	Agricultural Inspectors	48	55	7	19	2	\$17.94
45-2099	Agricultural Workers, All Other	65	63	(2)	19	2	\$9.59
53-2021	Air Traffic Controllers	19	24	5	11	1	\$49.13
49-3011	Aircraft Mechanics and Service Technicians	14	19	5	9	1	\$22.00
39-3091	Amusement and Recreation Attendants	35	36	1	20	2	\$8.91
29-1061	Anesthesiologists	19	19	0	5	1	\$94.98
33-9011	Animal Control Workers	40	42	2	10	1	\$11.94
39-2011	Animal Trainers	174	199	25	41	5	\$14.54
13-2021	Appraisers and Assessors of Real Estate	194	211	17	55	6	\$14.05
17-1011	Architects, Except Landscape and Naval	25	27	2	8	1	\$25.16
17-3011	Architectural and Civil Drafters	18	18	0	4	0	\$18.99

11-9041	Architectural and Engineering Managers	45	46	1	11	1	\$41.09
27-1011	Art Directors	37	46	9	17	2	\$13.51
27-1019	Artists and Related Workers, All Other	15	19	4	8	1	\$12.33
51-2099	Assemblers and Fabricators, All Other	299	236	(63)	59	7	\$11.00
27-4011	Audio and Video Equipment Technicians	16	17	1	6	1	\$18.70
53-6031	Automotive and Watercraft Service Attendants	111	103	(8)	36	4	\$10.12
49-3021	Automotive Body and Related Repairers	118	110	(8)	30	3	\$14.65
49-3022	Automotive Glass Installers and Repairers	18	18	0	6	1	\$11.36
49-3023	Automotive Service Technicians and Mechanics	478	443	(35)	126	14	\$12.24
33-3011	Bailiffs	47	51	4	11	1	\$18.31
51-3011	Bakers	58	52	(6)	16	2	\$9.11
39-5011	Barbers	156	220	64	90	10	\$9.84
35-3011	Bartenders	56	58	2	22	2	\$8.55
43-3011	Bill and Account Collectors	133	118	(15)	25	3	\$12.69
43-3021	Billing and Posting Clerks	249	249	0	48	5	\$12.35
19-1029	Biological Scientists, All Other	55	67	12	24	3	\$40.43
19-4021	Biological Technicians	30	34	4	13	1	\$23.57
43-3031	Bookkeeping, Accounting, and Auditing Clerks	941	934	(7)	118	13	\$13.70
47-2021	Brickmasons and Blockmasons	38	30	(8)	7	1	\$13.54
53-6011	Bridge and Lock Tenders	15	19	4	8	1	\$15.17
13-2031	Budget Analysts	23	28	5	9	1	\$30.45
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	163	154	(9)	34	4	\$13.68
53-3022	Bus Drivers, School or Special Client	374	393	19	92	10	\$9.45
53-3021	Bus Drivers, Transit and Intercity	49	60	11	21	2	\$15.62
13-1199	Business Operations Specialists, All Other	364	407	43	107	12	\$27.97

51-3021	Butchers and Meat Cutters	90	86	(4)	25	3	\$13.17
51-7011	Cabinetmakers and Bench Carpenters	61	71	10	30	3	\$13.24
53-5021	Captains, Mates, and Pilots of Water Vessels	13	16	3	7	1	\$28.12
29-2031	Cardiovascular Technologists and Technicians	27	35	8	12	1	\$15.34
25-2023	Career/Technical Education Teachers, Middle School	21	23	2	6	1	\$20.26
25-2032	Career/Technical Education Teachers, Secondary School	107	108	1	29	3	\$23.76
47-2031	Carpenters	550	466	(84)	105	12	\$12.52
47-2041	Carpet Installers	44	28	(16)	9	1	\$11.36
41-2011	Cashiers	2,103	1,811	(292)	883	98	\$8.71
47-2051	Cement Masons and Concrete Finishers	64	49	(15)	9	1	\$13.67
35-1011	Chefs and Head Cooks	30	34	4	9	1	\$12.75
17-2041	Chemical Engineers	12	18	6	10	1	\$37.93
51-9011	Chemical Equipment Operators and Tenders	68	81	13	26	3	\$18.71
51-8091	Chemical Plant and System Operators	47	62	15	32	4	\$22.25
19-4031	Chemical Technicians	11	16	5	7	1	\$22.90
19-2031	Chemists	44	50	6	19	2	\$38.83
11-1011	Chief Executives	204	208	4	55	6	\$37.80
21-1021	Child, Family, and School Social Workers	123	137	14	42	5	\$17.10
39-9011	Childcare Workers	1,219	1,387	168	549	61	\$7.85
29-1011	Chiropractors	14	16	2	6	1	\$35.55
17-3022	Civil Engineering Technicians	23	25	2	6	1	\$17.09
17-2051	Civil Engineers	60	64	4	17	2	\$36.83
13-1031	Claims Adjusters, Examiners, and Investigators	70	73	3	22	2	\$27.14
53-7061	Cleaners of Vehicles and Equipment	240	223	(17)	67	7	\$10.02
51-9192	Cleaning, Washing, and Metal Pickling Equipment Operators and Tenders	20	20	0	5	1	\$11.94

21-2011	Clergy	188	167	(21)	31	3	\$19.32
19-3031	Clinical, Counseling, and School Psychologists	114	132	18	52	6	\$32.46
27-2022	Coaches and Scouts	108	135	27	52	6	\$17.11
51-9121	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	63	58	(5)	16	2	\$13.13
51-2021	Coil Winders, Tapers, and Finishers	20	10	(10)	3	0	\$12.37
49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	24	16	(8)	6	1	\$13.46
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,627	1,752	125	542	60	\$8.23
27-1021	Commercial and Industrial Designers	18	18	0	6	1	\$23.94
53-2012	Commercial Pilots	13	13	0	6	1	\$33.80
21-1798	Community and Social Service Specialists, All Other	66	70	4	18	2	\$11.66
13-1141	Compensation, Benefits, and Job Analysis Specialists	27	25	(2)	5	1	\$21.02
13-1041	Compliance Officers	103	127	24	36	4	\$25.59
11-3021	Computer and Information Systems Managers	44	50	6	13	1	\$38.45
17-2061	Computer Hardware Engineers	11	12	1	3	0	\$41.29
15-1799	Computer Occupations, All Other	45	48	3	12	1	\$25.15
43-9011	Computer Operators	27	24	(3)	3	0	\$15.99
15-1131	Computer Programmers	57	60	3	18	2	\$27.63
15-1159	Computer Support Specialists	209	225	16	68	8	\$18.07
15-1121	Computer Systems Analysts	78	91	13	26	3	\$27.56
49-2011	Computer, Automated Teller, and Office Machine Repairers	71	67	(4)	19	2	\$12.95
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	205	123	(82)	49	5	\$19.82
19-1031	Conservation Scientists	38	43	5	11	1	\$35.26
47-4011	Construction and Building Inspectors	68	75	7	26	3	\$20.79
47-4799	Construction and Related Workers, All Other	36	30	(6)	11	1	\$15.59
47-2061	Construction Laborers	909	825	(84)	92	10	\$9.67

11-9021	Construction Managers	225	174	(51)	13	1	\$18.68
49-9012	Control and Valve Installers and Repairers, Except Mechanical Door	64	65	1	17	2	\$21.44
53-7011	Conveyor Operators and Tenders	49	51	2	18	2	\$11.97
35-2019	Cooks, All Other	17	16	(1)	4	0	\$9.05
35-2011	Cooks, Fast Food	915	842	(73)	180	20	\$8.28
35-2012	Cooks, Institution and Cafeteria	611	577	(34)	119	13	\$8.87
35-2014	Cooks, Restaurant	186	174	(12)	45	5	\$8.48
35-2015	Cooks, Short Order	161	134	(27)	34	4	\$8.58
51-9193	Cooling and Freezing Equipment Operators and Tenders	27	28	1	7	1	\$12.07
33-3012	Correctional Officers and Jailers	1,255	1,396	141	340	38	\$13.97
13-1051	Cost Estimators	47	50	3	13	1	\$20.38
21-1019	Counselors, All Other	18	20	2	6	1	\$17.34
41-2021	Counter and Rental Clerks	127	114	(13)	32	4	\$11.91
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	106	106	0	74	8	\$8.10
43-5021	Couriers and Messengers	74	86	12	29	3	\$12.22
23-2091	Court Reporters	25	23	(2)	4	0	\$19.22
43-4031	Court, Municipal, and License Clerks	108	117	9	36	4	\$12.88
27-1012	Craft Artists	15	17	2	5	1	\$4.19
53-7021	Crane and Tower Operators	48	40	(8)	12	1	\$14.18
13-2041	Credit Analysts	11	13	2	4	0	\$26.01
43-4041	Credit Authorizers, Checkers, and Clerks	14	12	(2)	4	0	\$14.49
33-9091	Crossing Guards	45	41	(4)	10	1	\$8.24
51-9021	Crushing, Grinding, and Polishing Machine Setters, Operators, and Tenders	81	79	(2)	26	3	\$13.51
43-4051	Customer Service Representatives	591	609	18	186	21	\$12.33
51-9032	Cutting and Slicing Machine Setters, Operators, and Tenders	135	121	(14)	33	4	\$19.69

51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	144	122	(22)	21	2	\$12.46
43-9021	Data Entry Keyers	122	105	(17)	20	2	\$13.49
15-1141	Database Administrators	31	36	5	9	1	\$33.52
41-9011	Demonstrators and Product Promoters	38	34	(4)	10	1	\$11.91
31-9091	Dental Assistants	141	161	20	47	5	\$13.17
29-2021	Dental Hygienists	68	82	14	26	3	\$26.42
51-9081	Dental Laboratory Technicians	19	19	0	6	1	\$17.60
29-1021	Dentists, General	50	51	1	15	2	\$56.65
33-3021	Detectives and Criminal Investigators	99	117	18	38	4	\$19.95
29-2032	Diagnostic Medical Sonographers	17	24	7	9	1	\$22.95
29-2051	Dietetic Technicians	17	18	1	4	0	\$9.21
29-1031	Dietitians and Nutritionists	32	38	6	16	2	\$20.88
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	64	57	(7)	24	3	\$8.36
21-2021	Directors, Religious Activities and Education	105	92	(13)	19	2	\$15.98
35-9021	Dishwashers	142	124	(18)	62	7	\$8.50
43-5032	Dispatchers, Except Police, Fire, and Ambulance	118	105	(13)	20	2	\$14.30
41-9091	Door-to-Door Sales Workers, News and Street Vendors, and Related Workers	345	267	(78)	79	9	\$7.85
51-4032	Drilling and Boring Machine Tool Setters, Operators, and Tenders, Metal and Plastic	18	16	(2)	2	0	\$11.30
53-3031	Driver/Sales Workers	214	190	(24)	39	4	\$11.67
47-2081	Drywall and Ceiling Tile Installers	58	38	(20)	16	2	\$11.42
47-5021	Earth Drillers, Except Oil and Gas	16	15	(1)	4	0	\$17.95
27-3041	Editors	50	46	(4)	16	2	\$19.19
11-9039	Education Administrators, All Other	25	28	3	9	1	\$25.12
11-9032	Education Administrators, Elementary and Secondary School	189	211	22	70	8	\$34.02
11-9033	Education Administrators, Postsecondary	49	50	1	15	2	\$24.43

11-9031	Education Administrators, Preschool and Childcare Center/Program	52	58	6	19	2	\$16.76
25-9099	Education, Training, and Library Workers, All Other	54	60	6	16	2	\$16.42
21-1012	Educational, Guidance, School, and Vocational Counselors	184	196	12	49	5	\$24.34
51-2022	Electrical and Electronic Equipment Assemblers	15	21	6	8	1	\$15.46
17-3023	Electrical and Electronics Engineering Technicians	28	30	2	7	1	\$24.65
49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment	17	20	3	7	1	\$22.23
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	70	66	(4)	17	2	\$18.40
17-2071	Electrical Engineers	23	25	2	8	1	\$44.35
49-9051	Electrical Power-Line Installers and Repairers	92	99	7	43	5	\$28.82
47-2111	Electricians	355	307	(48)	90	10	\$20.77
51-2023	Electromechanical Equipment Assemblers	25	22	(3)	6	1	\$12.30
49-2097	Electronic Home Entertainment Equipment Installers and Repairers	19	19	0	6	1	\$11.62
17-2072	Electronics Engineers, Except Computer	13	15	2	5	1	\$42.26
25-2021	Elementary School Teachers, Except Special Education	1,047	1,249	202	409	45	\$20.18
43-4061	Eligibility Interviewers, Government Programs	194	216	22	68	8	\$13.91
11-9161	Emergency Management Directors	13	14	1	3	0	\$17.02
29-2041	Emergency Medical Technicians and Paramedics	137	133	(4)	33	4	\$10.55
51-2031	Engine and Other Machine Assemblers	18	12	(6)	4	0	\$14.32
17-3029	Engineering Technicians, Except Drafters, All Other	35	39	4	10	1	\$27.96
17-2199	Engineers, All Other	36	39	3	11	1	\$37.04
27-2099	Entertainers and Performers, Sports and Related Workers, All Other	29	32	3	11	1	\$12.59
17-3025	Environmental Engineering Technicians	15	15	0	4	0	\$16.44
17-2081	Environmental Engineers	14	15	1	4	0	\$42.03
19-4091	Environmental Science and Protection Technicians, Including Health	15	16	1	7	1	\$18.79
19-2041	Environmental Scientists and Specialists, Including Health	32	36	4	12	1	\$27.21

53-7032	Excavating and Loading Machine and Dragline Operators	76	80	4	31	3	\$14.59
43-6011	Executive Secretaries and Executive Administrative Assistants	347	358	11	56	6	\$17.25
47-5031	Explosives Workers, Ordnance Handling Experts, and Blasters	25	27	2	8	1	\$16.99
47-5099	Extraction Workers, All Other	13	17	4	8	1	\$16.13
51-4021	Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	53	65	12	29	3	\$15.34
51-6091	Extruding and Forming Machine Setters, Operators, and Tenders, Synthetic and Glass Fibers	16	19	3	9	1	\$10.97
51-9041	Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	52	57	5	19	2	\$17.19
45-4021	Fallers	150	143	(7)	49	5	\$15.75
29-1062	Family and General Practitioners	80	81	1	18	2	\$78.02
49-3041	Farm Equipment Mechanics and Service Technicians	74	56	(18)	18	2	\$14.88
11-9013	Farmers, Ranchers, and Other Agricultural Managers	2,861	2,833	(28)	693	77	\$11.74
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	899	847	(52)	283	31	\$8.84
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	128	124	(4)	42	5	\$10.27
27-1022	Fashion Designers	12	15	3	8	1	\$27.47
47-4031	Fence Erectors	23	16	(7)	6	1	\$12.09
51-2091	Fiberglass Laminators and Fabricators	32	39	7	14	2	\$9.64
43-4071	File Clerks	82	73	(9)	20	2	\$10.09
13-2051	Financial Analysts	95	105	10	30	3	\$27.48
13-2061	Financial Examiners	17	23	6	9	1	\$32.50
11-3031	Financial Managers	258	279	21	65	7	\$30.31
13-2099	Financial Specialists, All Other	68	76	8	21	2	\$21.81
27-1013	Fine Artists, Including Painters, Sculptors, and Illustrators	24	31	7	12	1	\$8.24
33-2021	Fire Inspectors and Investigators	27	29	2	8	1	\$27.12
33-2011	Firefighters	117	119	2	32	4	\$16.55
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	479	446	(33)	105	12	\$17.61

33-1011	First-Line Supervisors of Correctional Officers	52	58	6	22	2	\$24.40
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	168	165	(3)	54	6	\$21.72
33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	48	49	1	22	2	\$29.67
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	575	574	(1)	124	14	\$11.21
53-1021	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	120	123	3	29	3	\$16.50
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	193	186	(7)	30	3	\$10.20
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	129	151	22	40	4	\$11.41
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	320	316	(4)	88	10	\$23.21
41-1012	First-Line Supervisors of Non-Retail Sales Workers	305	305	0	83	9	\$18.44
43-1011	First-Line Supervisors of Office and Administrative Support Workers	786	761	(25)	194	22	\$18.89
39-1021	First-Line Supervisors of Personal Service Workers	150	171	21	56	6	\$10.24
33-1012	First-Line Supervisors of Police and Detectives	72	75	3	26	3	\$25.58
51-1011	First-Line Supervisors of Production and Operating Workers	554	571	17	118	13	\$22.07
33-1099	First-Line Supervisors of Protective Service Workers, All Other	12	13	1	5	1	\$21.30
41-1011	First-Line Supervisors of Retail Sales Workers	1,479	1,395	(84)	335	37	\$12.68
53-1031	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	99	96	(3)	20	2	\$21.45
33-3031	Fish and Game Wardens	50	56	6	17	2	\$27.52
45-3011	Fishers and Related Fishing Workers	107	128	21	49	5	\$11.85
39-9031	Fitness Trainers and Aerobics Instructors	53	58	5	14	2	\$11.92
47-2042	Floor Layers, Except Carpet, Wood, and Hard Tiles	19	13	(6)	4	0	\$11.48
27-1023	Floral Designers	76	80	4	31	3	\$10.70
51-3091	Food and Tobacco Roasting, Baking, and Drying Machine Operators and Tenders	37	38	1	14	2	\$11.80
51-3092	Food Batchmakers	215	204	(11)	60	7	\$11.61
51-3093	Food Cooking Machine Operators and Tenders	23	21	(2)	7	1	\$9.23
35-2021	Food Preparation Workers	310	305	(5)	106	12	\$8.59

19-1012	Food Scientists and Technologists	32	31	(1)	14	2	\$28.72
35-3041	Food Servers, Nonrestaurant	183	188	5	55	6	\$8.54
11-9051	Food Service Managers	314	347	33	87	10	\$11.57
19-4092	Forensic Science Technicians	12	14	2	7	1	\$22.20
19-4093	Forest and Conservation Technicians	30	36	6	17	2	\$22.74
45-4011	Forest and Conservation Workers	83	91	8	37	4	\$12.78
33-2022	Forest Fire Inspectors and Prevention Specialists	13	14	1	4	0	\$17.42
19-1032	Foresters	60	65	5	13	1	\$27.14
51-4022	Forging Machine Setters, Operators, and Tenders, Metal and Plastic	12	11	(1)	4	0	\$15.32
39-4021	Funeral Attendants	19	14	(5)	9	1	\$9.15
39-4831	Funeral Service Managers, Directors, Morticians, and Undertakers	62	60	(2)	14	2	\$21.12
51-9051	Furnace, Kiln, Oven, Drier, and Kettle Operators and Tenders	51	49	(2)	14	2	\$21.54
51-7021	Furniture Finishers	14	13	(1)	6	1	\$11.19
39-3011	Gaming Dealers	20	23	3	10	1	\$9.28
11-1021	General and Operations Managers	799	717	(82)	140	16	\$32.66
47-2121	Glaziers	17	16	(1)	7	1	\$11.18
45-2041	Graders and Sorters, Agricultural Products	198	177	(21)	47	5	\$11.06
27-1024	Graphic Designers	76	88	12	33	4	\$15.33
51-9022	Grinding and Polishing Workers, Hand	13	15	2	7	1	\$11.87
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	19	21	2	7	1	\$14.55
37-3019	Grounds Maintenance Workers, All Other	18	18	0	3	0	\$13.25
39-5012	Hairdressers, Hairstylists, and Cosmetologists	641	808	167	284	32	\$8.89
47-4041	Hazardous Materials Removal Workers	15	19	4	9	1	\$20.36
17-2111	Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	12	13	1	3	0	\$36.17
29-1199	Health Diagnosing and Treating Practitioners, All Other	25	32	7	11	1	\$23.21

21-1091	Health Educators	18	23	5	8	1	\$16.81
29-2799	Health Technologists and Technicians, All Other	63	72	9	20	2	\$13.19
29-9799	Healthcare Practitioners and Technical Workers, All Other	27	31	4	13	1	\$15.24
21-1022	Healthcare Social Workers	74	88	14	30	3	\$17.99
31-9799	Healthcare Support Workers, All Other	73	83	10	20	2	\$12.32
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	107	90	(17)	18	2	\$14.92
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,705	1,344	(361)	308	34	\$15.09
47-3019	Helpers, Construction Trades, All Other	18	18	0	7	1	\$13.98
47-3011	Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters	18	13	(5)	5	1	\$9.93
47-3012	Helpers--Carpenters	23	23	0	7	1	\$9.92
47-3013	Helpers--Electricians	30	22	(8)	7	1	\$11.02
47-5081	Helpers--Extraction Workers	16	37	21	24	3	\$21.14
49-9098	Helpers--Installation, Maintenance, and Repair Workers	107	96	(11)	46	5	\$9.70
47-3015	Helpers--Pipefitters, Plumbers, Pipefitters, and Steamfitters	31	23	(8)	8	1	\$11.45
51-9198	Helpers--Production Workers	807	749	(58)	146	16	\$11.16
47-4051	Highway Maintenance Workers	143	153	10	44	5	\$13.28
49-9031	Home Appliance Repairers	27	26	(1)	5	1	\$13.47
31-1011	Home Health Aides	1,185	1,430	245	385	43	\$8.03
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	49	43	(6)	33	4	\$8.92
43-4081	Hotel, Motel, and Resort Desk Clerks	121	104	(17)	50	6	\$8.36
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	82	82	0	23	3	\$14.26
11-3121	Human Resources Managers	40	43	3	12	1	\$31.04
13-1078	Human Resources, Training, and Labor Relations Specialists, All Other	198	191	(7)	35	4	\$17.35
17-3026	Industrial Engineering Technicians	30	30	0	8	1	\$20.60
17-2112	Industrial Engineers	180	167	(13)	40	4	\$36.05

49-9041	Industrial Machinery Mechanics	627	669	42	175	19	\$21.14
11-3051	Industrial Production Managers	189	197	8	60	7	\$42.14
53-7051	Industrial Truck and Tractor Operators	586	547	(39)	164	18	\$12.97
43-4199	Information and Record Clerks, All Other	86	97	11	32	4	\$17.59
15-1179	Information Security Analysts, Web Developers, and Computer Network Architects	52	64	12	20	2	\$25.99
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	630	599	(31)	151	17	\$14.05
49-9799	Installation, Maintenance, and Repair Workers, All Other	169	172	3	36	4	\$16.41
25-9031	Instructional Coordinators	125	143	18	43	5	\$23.19
47-2132	Insulation Workers, Mechanical	10	12	2	6	1	\$16.35
43-9041	Insurance Claims and Policy Processing Clerks	31	29	(2)	9	1	\$16.55
41-3021	Insurance Sales Agents	462	402	(60)	110	12	\$16.98
27-1025	Interior Designers	22	25	3	10	1	\$17.05
29-1063	Internists, General	16	16	0	4	0	\$74.33
27-3091	Interpreters and Translators	73	76	3	24	3	\$15.94
43-4111	Interviewers, Except Eligibility and Loan	72	83	11	24	3	\$10.08
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,573	1,605	32	337	37	\$9.23
51-9071	Jewelers and Precious Stone and Metal Workers	22	23	1	7	1	\$14.86
23-1023	Judges, Magistrate Judges, and Magistrates	17	19	2	5	1	\$24.96
25-2012	Kindergarten Teachers, Except Special Education	193	222	29	74	8	\$20.34
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,572	1,466	(106)	470	52	\$10.50
37-3011	Landscaping and Groundskeeping Workers	648	729	81	185	21	\$8.52
51-6011	Laundry and Dry-Cleaning Workers	232	203	(29)	43	5	\$9.24
23-1011	Lawyers	217	277	60	98	11	\$30.22
43-6012	Legal Secretaries	30	38	8	11	1	\$16.55
23-2099	Legal Support Workers, All Other	20	22	2	5	1	\$22.47

11-1031	Legislators	121	115	(6)	26	3	\$8.67
25-4021	Librarians	122	128	6	35	4	\$24.39
43-4121	Library Assistants, Clerical	65	66	1	28	3	\$9.95
25-4031	Library Technicians	93	96	3	39	4	\$10.74
29-2061	Licensed Practical and Licensed Vocational Nurses	1,009	1,015	6	275	31	\$15.85
19-4099	Life, Physical, and Social Science Technicians, All Other	52	56	4	24	3	\$23.52
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	62	58	(4)	37	4	\$8.23
53-3033	Light Truck or Delivery Services Drivers	529	467	(62)	97	11	\$11.20
43-4131	Loan Interviewers and Clerks	122	107	(15)	23	3	\$14.50
13-2072	Loan Officers	172	164	(8)	45	5	\$25.19
49-9094	Locksmiths and Safe Repairers	27	35	8	13	1	\$15.04
53-4011	Locomotive Engineers	110	140	30	66	7	\$22.16
11-9081	Lodging Managers	68	63	(5)	22	2	\$13.25
45-4023	Log Graders and Scalers	35	35	0	10	1	\$15.06
45-4022	Logging Equipment Operators	350	321	(29)	101	11	\$14.65
45-4029	Logging Workers, All Other	33	29	(4)	9	1	\$15.37
13-1081	Logisticians	47	55	8	16	2	\$31.08
53-7063	Machine Feeders and Offbearers	347	289	(58)	53	6	\$10.60
51-4041	Machinists	243	216	(27)	78	9	\$17.91
37-2012	Maids and Housekeeping Cleaners	1,087	1,188	101	280	31	\$7.66
43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	19	19	0	4	0	\$10.42
49-9071	Maintenance and Repair Workers, General	960	927	(33)	181	20	\$14.87
49-9043	Maintenance Workers, Machinery	102	100	(2)	23	3	\$16.84
13-1111	Management Analysts	271	312	41	82	9	\$25.86
11-9199	Managers, All Other	598	696	98	217	24	\$21.39

39-5092	Manicurists and Pedicurists	53	73	20	29	3	\$8.55
17-2121	Marine Engineers and Naval Architects	10	12	2	4	0	\$31.84
13-1161	Market Research Analysts and Marketing Specialists	67	86	19	35	4	\$23.53
11-2021	Marketing Managers	44	53	9	21	2	\$31.53
21-1013	Marriage and Family Therapists	29	33	4	10	1	\$21.17
31-9011	Massage Therapists	81	114	33	45	5	\$14.50
53-7199	Material Moving Workers, All Other	37	36	(1)	4	0	\$18.55
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	475	493	18	174	19	\$11.30
17-3013	Mechanical Drafters	28	30	2	10	1	\$21.92
17-3027	Mechanical Engineering Technicians	14	13	(1)	3	0	\$23.47
17-2141	Mechanical Engineers	163	149	(14)	55	6	\$34.51
27-3099	Media and Communication Workers, All Other	12	12	0	4	0	\$15.35
29-2012	Medical and Clinical Laboratory Technicians	96	104	8	25	3	\$17.08
29-2011	Medical and Clinical Laboratory Technologists	67	76	9	20	2	\$18.14
11-9111	Medical and Health Services Managers	133	153	20	49	5	\$37.17
31-9092	Medical Assistants	178	187	9	34	4	\$10.63
31-9093	Medical Equipment Preparers	17	21	4	7	1	\$14.29
29-2071	Medical Records and Health Information Technicians	137	149	12	37	4	\$12.78
19-1042	Medical Scientists, Except Epidemiologists	24	32	8	10	1	\$45.35
43-6013	Medical Secretaries	115	146	31	45	5	\$11.84
31-9094	Medical Transcriptionists	54	51	(3)	10	1	\$12.78
13-1121	Meeting, Convention, and Event Planners	40	47	7	14	2	\$21.01
21-1023	Mental Health and Substance Abuse Social Workers	57	65	8	24	3	\$19.73
21-1014	Mental Health Counselors	49	60	11	24	3	\$20.97
27-1026	Merchandise Displayers and Window Trimmers	22	20	(2)	6	1	\$11.14

51-4199	Metal Workers and Plastic Workers, All Other	11	11	0	2	0	\$15.71
43-5041	Meter Readers, Utilities	44	47	3	16	2	\$13.77
19-1022	Microbiologists	21	26	5	9	1	\$48.68
25-2022	Middle School Teachers, Except Special and Career/Technical Education	558	660	102	212	24	\$21.19
55-9999	Military occupations	929	929	0	1	0	\$17.75
51-4035	Milling and Planing Machine Setters, Operators, and Tenders, Metal and Plastic	11	12	1	4	0	\$13.96
49-9044	Millwrights	64	52	(12)	13	1	\$20.23
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	111	125	14	49	5	\$15.54
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	95	115	20	43	5	\$16.72
51-9195	Molders, Shapers, and Casters, Except Metal and Plastic	14	14	0	6	1	\$15.07
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	133	96	(37)	33	4	\$12.35
53-3099	Motor Vehicle Operators, All Other	33	35	2	8	1	\$14.11
49-3051	Motorboat Mechanics and Service Technicians	27	26	(1)	9	1	\$13.01
49-3052	Motorcycle Mechanics	10	12	2	5	1	\$13.77
27-1014	Multimedia Artists and Animators	22	28	6	10	1	\$9.59
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	111	104	(7)	26	3	\$13.01
27-2041	Music Directors and Composers	60	60	0	15	2	\$19.91
49-9063	Musical Instrument Repairers and Tuners	14	11	(3)	4	0	\$11.00
27-2042	Musicians and Singers	128	149	21	50	6	\$15.55
11-9121	Natural Sciences Managers	20	24	4	15	2	\$42.56
15-1142	Network and Computer Systems Administrators	102	110	8	25	3	\$26.49
43-4141	New Accounts Clerks	34	29	(5)	9	1	\$13.42
39-2021	Nonfarm Animal Caretakers	410	427	17	120	13	\$12.33
17-2161	Nuclear Engineers	14	15	1	4	0	\$44.47
29-2033	Nuclear Medicine Technologists	14	16	2	4	0	\$24.68

31-1012	Nursing Aides, Orderlies, and Attendants	1,735	1,767	32	265	29	\$10.01
29-1064	Obstetricians and Gynecologists	22	22	0	5	1	\$92.82
29-9011	Occupational Health and Safety Specialists	47	49	2	18	2	\$24.51
29-1122	Occupational Therapists	33	38	5	11	1	\$32.86
31-2011	Occupational Therapy Assistants	10	11	1	3	0	\$25.91
43-9799	Office and Administrative Support Workers, All Other	112	117	5	26	3	\$10.87
43-9061	Office Clerks, General	1,598	1,589	(9)	293	33	\$10.49
47-2073	Operating Engineers and Other Construction Equipment Operators	361	372	11	107	12	\$13.77
15-2031	Operations Research Analysts	18	20	2	7	1	\$30.35
51-9083	Ophthalmic Laboratory Technicians	33	28	(5)	10	1	\$14.62
29-2081	Opticians, Dispensing	45	44	(1)	10	1	\$13.00
29-1041	Optometrists	34	37	3	14	2	\$40.28
43-4151	Order Clerks	43	41	(2)	13	1	\$13.36
49-3053	Outdoor Power Equipment and Other Small Engine Mechanics	15	13	(2)	4	0	\$11.70
51-9111	Packaging and Filling Machine Operators and Tenders	302	286	(16)	62	7	\$11.86
53-7064	Packers and Packers, Hand	425	384	(41)	124	14	\$10.24
47-2141	Painters, Construction and Maintenance	211	172	(39)	42	5	\$11.87
51-9122	Painters, Transportation Equipment	30	30	0	9	1	\$16.86
51-9123	Painting, Coating, and Decorating Workers	16	19	3	7	1	\$10.36
51-9196	Paper Goods Machine Setters, Operators, and Tenders	354	310	(44)	39	4	\$18.23
23-2011	Paralegals and Legal Assistants	78	103	25	36	4	\$14.89
33-3041	Parking Enforcement Workers	23	24	1	6	1	\$16.37
53-6021	Parking Lot Attendants	32	23	(9)	9	1	\$7.98
41-2022	Parts Salespersons	186	162	(24)	67	7	\$12.16
47-2071	Paving, Surfacing, and Tamping Equipment Operators	73	71	(2)	18	2	\$13.84

43-3051	Payroll and Timekeeping Clerks	102	102	0	24	3	\$14.66
29-1065	Pediatricians, General	23	23	0	5	1	\$65.59
39-9021	Personal Care Aides	1,127	1,382	255	341	38	\$8.63
39-9099	Personal Care and Service Workers, All Other	134	140	6	38	4	\$10.23
13-2052	Personal Financial Advisors	304	456	152	186	21	\$26.59
37-2021	Pest Control Workers	84	56	(28)	35	4	\$11.44
37-3012	Pesticide Handlers, Sprayers, and Applicators, Vegetation	28	33	5	9	1	\$10.29
29-1051	Pharmacists	246	249	3	62	7	\$40.73
31-9095	Pharmacy Aides	59	53	(6)	9	1	\$10.09
29-2052	Pharmacy Technicians	262	266	4	49	5	\$11.60
27-4021	Photographers	179	175	(4)	25	3	\$10.48
51-9151	Photographic Process Workers and Processing Machine Operators	23	14	(9)	5	1	\$12.30
19-2099	Physical Scientists, All Other	13	15	2	6	1	\$36.51
31-2022	Physical Therapist Aides	11	12	1	3	0	\$12.00
31-2021	Physical Therapist Assistants	29	31	2	7	1	\$24.11
29-1123	Physical Therapists	69	80	11	18	2	\$33.89
29-1071	Physician Assistants	12	15	3	5	1	\$39.33
29-1069	Physicians and Surgeons, All Other	163	171	8	39	4	\$73.71
47-2151	Pipelayers	40	37	(3)	11	1	\$11.68
51-4193	Plating and Coating Machine Setters, Operators, and Tenders, Metal and Plastic	26	16	(10)	6	1	\$14.86
47-2152	Plumbers, Pipefitters, and Steamfitters	202	167	(35)	60	7	\$17.43
33-3051	Police and Sheriff's Patrol Officers	346	363	17	109	12	\$16.82
43-5031	Police, Fire, and Ambulance Dispatchers	102	101	(1)	19	2	\$10.26
43-5051	Postal Service Clerks	34	20	(14)	7	1	\$23.87
43-5052	Postal Service Mail Carriers	199	188	(11)	60	7	\$24.41

43-5053	Postal Service Mail Sorters, Processors, and Processing Machine Operators	35	22	(13)	2	0	\$15.95
11-9131	Postmasters and Mail Superintendents	34	26	(8)	6	1	\$26.90
25-1099	Postsecondary Teachers	839	861	22	147	16	\$26.89
51-8012	Power Distributors and Dispatchers	24	27	3	11	1	\$33.51
51-8013	Power Plant Operators	60	65	5	26	3	\$27.16
51-5111	Prepress Technicians and Workers	12	12	0	3	0	\$16.41
25-2011	Preschool Teachers, Except Special Education	348	341	(7)	99	11	\$14.42
51-6021	Pressers, Textile, Garment, and Related Materials	61	52	(9)	22	2	\$8.53
51-5113	Print Binding and Finishing Workers	15	18	3	7	1	\$17.26
51-5112	Printing Press Operators	79	79	0	24	3	\$15.03
33-9021	Private Detectives and Investigators	38	48	10	17	2	\$17.19
21-1092	Probation Officers and Correctional Treatment Specialists	114	140	26	48	5	\$16.80
43-3061	Procurement Clerks	60	61	1	24	3	\$17.79
27-2012	Producers and Directors	16	20	4	8	1	\$18.13
51-9399	Production Workers, All Other	482	438	(44)	119	13	\$12.80
43-5061	Production, Planning, and Expediting Clerks	169	166	(3)	48	5	\$20.44
11-9141	Property, Real Estate, and Community Association Managers	418	512	94	173	19	\$14.25
33-9099	Protective Service Workers, All Other	73	77	4	46	5	\$11.43
31-1013	Psychiatric Aides	28	36	8	11	1	\$11.05
29-2053	Psychiatric Technicians	16	21	5	8	1	\$9.01
29-1066	Psychiatrists	34	32	(2)	7	1	\$71.00
19-3039	Psychologists, All Other	21	26	5	11	1	\$44.46
11-2031	Public Relations and Fundraising Managers	16	16	0	5	1	\$31.86
27-3031	Public Relations Specialists	58	61	3	17	2	\$22.21
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	144	161	17	55	6	\$24.73

11-3061	Purchasing Managers	34	37	3	15	2	\$35.28
27-3011	Radio and Television Announcers	22	25	3	9	1	\$13.36
29-2037	Radiologic Technologists and Technicians	146	179	33	53	6	\$20.11
49-3043	Rail Car Repairers	49	62	13	26	3	\$19.73
53-4013	Rail Yard Engineers, Dinkey Operators, and Hostlers	12	12	0	5	1	\$17.74
53-4021	Railroad Brake, Signal, and Switch Operators	66	77	11	31	3	\$22.24
53-4031	Railroad Conductors and Yardmasters	117	149	32	64	7	\$20.84
47-4061	Rail-Track Laying and Maintenance Equipment Operators	43	49	6	17	2	\$19.37
41-9021	Real Estate Brokers	212	260	48	92	10	\$18.10
41-9022	Real Estate Sales Agents	1,062	1,323	261	476	53	\$10.99
43-4171	Receptionists and Information Clerks	442	449	7	136	15	\$10.33
39-9032	Recreation Workers	186	207	21	48	5	\$10.87
53-7081	Refuse and Recyclable Material Collectors	55	58	3	21	2	\$9.56
29-1111	Registered Nurses	1,379	1,733	354	578	64	\$26.20
21-1015	Rehabilitation Counselors	45	52	7	19	2	\$16.02
21-2099	Religious Workers, All Other	45	39	(6)	8	1	\$11.45
27-3022	Reporters and Correspondents	26	30	4	14	2	\$13.74
39-9041	Residential Advisors	63	72	9	33	4	\$10.42
29-1126	Respiratory Therapists	76	97	21	34	4	\$20.96
29-2054	Respiratory Therapy Technicians	35	37	2	8	1	\$16.51
41-2031	Retail Salespersons	2,053	1,811	(242)	575	64	\$9.55
49-9096	Riggers	13	14	1	4	0	\$18.62
47-5051	Rock Splitters, Quarry	12	17	5	8	1	\$17.60
51-4023	Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	27	21	(6)	7	1	\$14.49
47-2181	Roofers	75	55	(20)	15	2	\$11.64

47-5071	Roustabouts, Oil and Gas	15	20	5	8	1	\$18.25
41-9799	Sales and Related Workers, All Other	166	162	(4)	46	5	\$14.20
41-9031	Sales Engineers	15	14	(1)	5	1	\$38.53
11-2022	Sales Managers	151	149	(2)	46	5	\$27.66
41-3099	Sales Representatives, Services, All Other	161	163	2	53	6	\$17.61
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	630	618	(12)	157	17	\$19.93
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	70	90	20	35	4	\$26.35
51-7041	Sawing Machine Setters, Operators, and Tenders, Wood	208	242	34	85	9	\$11.18
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	982	1,068	86	330	37	\$21.79
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,754	1,605	(149)	215	24	\$11.23
41-3031	Securities, Commodities, and Financial Services Sales Agents	225	316	91	151	17	\$22.18
49-2098	Security and Fire Alarm Systems Installers	26	27	1	9	1	\$14.47
33-9032	Security Guards	535	457	(78)	84	9	\$10.48
25-3021	Self-Enrichment Education Teachers	231	275	44	76	8	\$13.82
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	62	62	0	11	1	\$15.57
47-4071	Septic Tank Servicers and Sewer Pipe Cleaners	18	19	1	8	1	\$15.82
51-6051	Sewers, Hand	14	17	3	10	1	\$8.81
51-6031	Sewing Machine Operators	262	406	144	229	25	\$9.43
39-5093	Shampooers	13	17	4	7	1	\$7.63
47-2211	Sheet Metal Workers	90	83	(7)	21	2	\$13.70
43-5071	Shipping, Receiving, and Traffic Clerks	399	355	(44)	108	12	\$12.20
51-6041	Shoe and Leather Workers and Repairers	17	21	4	11	1	\$9.72
51-6042	Shoe Machine Operators and Tenders	58	98	40	47	5	\$9.37
49-9097	Signal and Track Switch Repairers	21	24	3	7	1	\$23.45
39-5094	Skincare Specialists	32	40	8	14	2	\$12.31

51-3023	Slaughtering and Meat Packers	85	93	8	31	3	\$13.57
11-9151	Social and Community Service Managers	96	102	6	28	3	\$22.32
21-1093	Social and Human Service Assistants	225	255	30	77	9	\$11.76
19-3099	Social Scientists and Related Workers, All Other	20	26	6	13	1	\$36.44
21-1029	Social Workers, All Other	62	70	8	21	2	\$15.32
15-1132	Software Developers, Applications	41	49	8	12	1	\$35.30
15-1133	Software Developers, Systems Software	25	31	6	8	1	\$36.32
19-1013	Soil and Plant Scientists	14	15	1	7	1	\$27.52
25-2053	Special Education Teachers, Middle School	74	90	16	36	4	\$22.08
25-2041	Special Education Teachers, Preschool, Kindergarten, and Elementary School	139	171	32	69	8	\$21.34
25-2054	Special Education Teachers, Secondary School	104	114	10	38	4	\$22.93
29-1127	Speech-Language Pathologists	101	112	11	28	3	\$28.57
51-8021	Stationary Engineers and Boiler Operators	101	92	(9)	22	2	\$17.69
15-2041	Statisticians	42	51	9	32	4	\$21.48
43-5081	Stock Clerks and Order Fillers	913	752	(161)	206	23	\$9.28
47-2022	Stonemasons	15	10	(5)	3	0	\$10.59
47-2221	Structural Iron and Steel Workers	84	70	(14)	17	2	\$15.47
51-2041	Structural Metal Fabricators and Fitters	40	49	9	21	2	\$14.08
21-1011	Substance Abuse and Behavioral Disorder Counselors	73	80	7	29	3	\$15.50
29-1067	Surgeons	23	23	0	5	1	\$78.29
29-2055	Surgical Technologists	65	75	10	21	2	\$14.87
17-3031	Surveying and Mapping Technicians	20	23	3	6	1	\$18.83
17-1022	Surveyors	10	12	2	4	0	\$24.04
43-2011	Switchboard Operators, Including Answering Service	37	26	(11)	7	1	\$10.95
51-6052	Tailors, Dressmakers, and Custom Sewers	82	71	(11)	15	2	\$11.09

13-2081	Tax Examiners and Collectors, and Revenue Agents	82	103	21	39	4	\$25.83
13-2082	Tax Preparers	80	95	15	32	4	\$15.49
53-3041	Taxi Drivers and Chauffeurs	147	142	(5)	22	2	\$11.50
25-9041	Teacher Assistants	896	995	99	281	31	\$9.03
25-3999	Teachers and Instructors, All Other	375	443	68	120	13	\$10.72
51-2092	Team Assemblers	1,113	1,037	(76)	239	27	\$11.44
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	26	25	(1)	8	1	\$23.91
49-9052	Telecommunications Line Installers and Repairers	38	37	(1)	14	2	\$20.91
41-9041	Telemarketers	70	60	(10)	17	2	\$11.76
43-2021	Telephone Operators	38	25	(13)	10	1	\$10.67
43-3071	Tellers	552	485	(67)	204	23	\$11.03
51-6062	Textile Cutting Machine Setters, Operators, and Tenders	21	41	20	36	4	\$13.47
51-6063	Textile Knitting and Weaving Machine Setters, Operators, and Tenders	14	12	(2)	10	1	\$9.42
29-1128	Therapists, All Other	35	41	6	14	2	\$25.72
47-2044	Tile and Marble Setters	27	21	(6)	5	1	\$11.83
49-3093	Tire Repairers and Changers	79	72	(7)	19	2	\$10.85
23-2093	Title Examiners, Abstractors, and Searchers	40	43	3	9	1	\$14.52
51-4111	Tool and Die Makers	35	36	1	9	1	\$19.70
51-4194	Tool Grinders, Filers, and Sharpeners	19	23	4	6	1	\$15.03
39-7011	Tour Guides and Escorts	24	29	5	13	1	\$13.08
13-1151	Training and Development Specialists	120	129	9	28	3	\$20.25
53-6051	Transportation Inspectors	24	29	5	11	1	\$23.36
33-9093	Transportation Security Screeners (federal only)	13	18	5	7	1	\$13.70
53-6099	Transportation Workers, All Other	14	15	1	5	1	\$9.22
11-3071	Transportation, Storage, and Distribution Managers	75	79	4	21	2	\$34.13

37-3013	Tree Trimmers and Pruners	40	49	9	15	2	\$10.74
27-2023	Umpires, Referees, and Other Sports Officials	12	15	3	6	1	\$11.73
99-9999	Unclassified Occupation	378	351	(27)	14	2	\$11.27
51-6093	Upholsterers	56	59	3	26	3	\$11.54
39-3031	Ushers, Lobby Attendants, and Ticket Takers	20	17	(3)	11	1	\$8.02
29-1131	Veterinarians	23	31	8	13	1	\$35.14
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	26	28	2	9	1	\$9.53
29-2056	Veterinary Technologists and Technicians	12	17	5	7	1	\$12.17
35-3031	Waiters and Waitresses	595	524	(71)	293	33	\$8.55
51-9031	Water and Wastewater Treatment Plant and System Operators	100	112	12	37	4	\$16.06
43-5111	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	129	115	(14)	46	5	\$11.47
51-4121	Welders, Cutters, Solderers, and Brazers	448	416	(32)	141	16	\$16.05
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	33	28	(5)	10	1	\$14.56
53-7073	Wellhead Pumpers	17	13	(4)	9	1	\$24.22
13-1022	Wholesale and Retail Buyers, Except Farm Products	147	129	(18)	35	4	\$20.36
51-7099	Woodworkers, All Other	78	75	(3)	25	3	\$10.24
51-7042	Woodworking Machine Setters, Operators, and Tenders, Except Sawing	220	237	17	50	6	\$13.16
43-9022	Word Processors and Typists	42	40	(2)	3	0	\$12.74
27-3043	Writers and Authors	75	96	21	39	4	\$13.62
19-1023	Zoologists and Wildlife Biologists	23	26	3	8	1	\$29.06
	Total	99,349	100,821	1,472	28,355	3,151	\$15.08

Source: EMSI Complete Employment - 2012.4

ATTACHMENT R-3

CIP	Program	Regional Completions (2010)	Regional Openings (2012)	Median Hourly Earnings	Regional Jobs (2012)	Regional Jobs (2021)	Growth in Jobs (2012-2021)
51.0000	Health Services/Allied Health/Health Sciences, General	58	300	\$17.90	7,930	8,814	11%
52.0201	Business Administration and Management, General	97	100	\$26.51	3,128	3,174	1%
01.0102	Agribusiness/Agricultural Business Operations	34	96	\$11.74	2,861	2,833	(1%)
01.0303	Aquaculture	8	96	\$11.74	2,861	2,833	(1%)
52.0101	Business/Commerce, General	26	86	\$28.55	2,778	2,809	1%
13.1206	Teacher Education, Multiple Levels	8	78	\$20.96	2,028	2,316	14%
19.0706	Child Development	29	101	\$9.62	1,792	1,982	11%
52.0401	Administrative Assistant and Secretarial Science, General	42	31	\$12.23	2,101	1,963	(7%)
13.1314	Physical Education Teaching and Coaching	6	66	\$20.93	1,712	1,934	13%
51.3902	Nursing Assistant/Aide and Patient Care Assistant/Aide	231	34	\$10.01	1,735	1,767	2%
51.3801	Registered Nursing/Registered Nurse	104	65	\$26.20	1,379	1,733	26%
13.1203	Junior High/Intermediate/Middle School Education and Teaching	12	57	\$21.57	1,540	1,727	12%
13.1305	English/Language Arts Teacher Education	2	57	\$21.57	1,540	1,727	12%
13.1308	Family and Consumer Sciences/Home Economics Teacher Education	1	57	\$21.57	1,540	1,727	12%
13.1312	Music Teacher Education	4	57	\$21.57	1,540	1,727	12%
13.1316	Science Teacher Education/General Science Teacher Education	1	57	\$21.57	1,540	1,727	12%
52.0302	Accounting Technology/Technician and Bookkeeping	15	27	\$13.66	1,393	1,405	1%
19.0709	Child Care Provider/Assistant	8	77	\$7.85	1,219	1,387	14%
47.0303	Industrial Mechanics and Maintenance Technology	51	37	\$18.61	1,205	1,235	2%
13.1205	Secondary Education and Teaching	31	35	\$21.79	982	1,068	9%
13.1303	Business Teacher Education	3	35	\$21.79	982	1,068	9%
12.0413	Cosmetology, Barber/Styling, and Nail Instructor	3	61	\$9.08	796	1,028	29%

51.3901	Licensed Practical/Vocational Nurse Training	66	34	\$15.85	1,009	1,015	1%
12.0401	Cosmetology/Cosmetologist, General	49	53	\$9.11	731	929	27%
23.0101	English Language and Literature, General	21	15	\$26.89	839	861	3%
24.0101	Liberal Arts and Sciences/Liberal Studies	49	15	\$26.89	839	861	3%
51.0712	Medical Reception/Receptionist	23	20	\$10.42	620	636	3%
52.0301	Accounting	28	20	\$24.32	571	635	11%
13.1209	Kindergarten/Preschool Education and Teaching	24	20	\$16.53	541	562	4%
13.1210	Early Childhood Education and Teaching	22	20	\$16.53	541	562	4%
48.0508	Welding Technology/Welder	50	15	\$15.95	481	444	(8%)
11.0101	Computer and Information Sciences, General	11	12	\$28.93	360	410	14%
52.0901	Hospitality Administration/Management, General	18	17	\$11.87	382	410	7%
44.0701	Social Work	25	13	\$17.03	346	399	15%
11.0901	Computer Systems Networking and Telecommunications	16	14	\$21.47	339	381	12%
13.0401	Educational Leadership and Administration, General	8	13	\$28.96	314	346	10%
19.0708	Child Care and Support Services Management	13	13	\$14.42	348	341	(2%)
43.9999	Homeland Security, Law Enforcement, Firefighting and Related Protective Services, Other	1	13	\$11.37	263	263	0%
03.0501	Forestry, General	7	12	\$22.32	210	235	12%
03.0506	Forest Management/Forest Resources Management	6	12	\$22.32	210	235	12%
50.0701	Art/Art Studies, General	7	6	\$9.79	219	222	2%
31.0101	Parks, Recreation and Leisure Studies	5	8	\$10.92	197	221	12%
31.0501	Health and Physical Education/Fitness, General	33	9	\$15.62	168	202	21%
51.0907	Medical Radiologic Technology/Science - Radiation Therapist	10	6	\$20.61	153	188	22%
03.0301	Fishing and Fisheries Sciences and Management	7	9	\$16.88	157	184	17%
09.0199	Communication and Media Studies, Other	1	11	\$15.57	155	177	14%

09.0401	Journalism		20	11	\$15.57	155	177	14%
09.0101	Speech Communication and Rhetoric		5	9	\$17.09	143	172	20%
22.0302	Legal Assistant/Paralegal		6	6	\$15.86	137	168	23%
42.0101	Psychology, General		38	8	\$34.40	136	159	17%
50.0901	Music, General		14	8	\$15.55	128	149	16%
51.0707	Health Information/Medical Records Technology/Technician		22	4	\$12.78	137	149	9%
51.0904	Emergency Medical Technology/Technician (EMT Paramedic)		87	4	\$10.61	145	141	(3%)
51.1501	Substance Abuse/Addiction Counseling		9	8	\$17.69	121	140	15%
11.0401	Information Science/Studies		3	4	\$33.43	123	139	14%
51.0908	Respiratory Care Therapy/Therapist		5	5	\$19.56	112	134	20%
47.0104	Computer Installation and Repair Technology/Technician		5	5	\$15.66	140	133	(5%)
03.0601	Wildlife, Fish and Wildlands Science and Management		4	5	\$30.47	112	125	12%
51.1009	Phlebotomy Technician/Phlebotomist		34	4	\$15.10	98	115	17%
51.3501	Massage Therapy/Therapeutic Massage		4	8	\$14.50	81	114	41%
47.0105	Industrial Electronics Technology/Technician		7	3	\$17.32	116	110	(6%)
52.1201	Management Information Systems, General		20	4	\$32.34	100	110	10%
26.0101	Biology/Biological Sciences, General		29	5	\$40.04	81	98	21%
47.0201	Heating, Air Conditioning, Ventilation and Refrigeration Maintenance Technology/Technician		9	2	\$14.92	107	90	(16%)
27.0101	Mathematics, General		6	6	\$28.66	64	77	22%
16.0101	Foreign Languages and Literatures, General		2	3	\$15.94	73	76	3%
43.0104	Criminal Justice/Safety Studies		65	3	\$25.58	72	75	5%
51.0909	Surgical Technology/Technologist		10	2	\$14.87	65	75	16%
40.0501	Chemistry, General		12	4	\$39.98	64	74	15%
51.2399	Rehabilitation and Therapeutic Professions, Other		2	2	\$25.72	35	41	19%

15.1102	Surveying Technology/Surveying	22	2	\$20.76	34	38	12%
15.0612	Industrial Technology/Technician	15	1	\$20.60	30	30	(1%)
15.1202	Computer Technology/Computer Systems Technology	14	1	\$24.65	28	30	5%
45.0101	Social Sciences, General	1	2	\$33.02	24	30	25%
15.0499	Electromechanical and Instrumentation and Maintenance Technologies/Technicians, Other	23	1	\$13.56	30	27	(10%)
30.0101	Biological and Physical Sciences	8	2	\$42.56	20	24	20%
15.0403	Electromechanical Technology/Electromechanical Engineering Technology	17	1	\$12.30	25	22	(12%)
15.1301	Drafting and Design Technology/Technician, General	9	1	\$18.61	22	22	(1%)
19.0101	Family and Consumer Sciences/Human Sciences, General	34	0	\$19.41	8	9	4%
19.0702	Adult Development and Aging	1	0	\$19.41	8	9	4%
45.1001	Political Science and Government, General	11	0	\$42.43	4	5	27%
54.0101	History, General	17	0	\$27.75	5	5	(3%)
45.1101	Sociology	5	0	\$27.91	1	1	4%
01.9999	Agriculture, Agriculture Operations, and Related Sciences, Other	8	0	\$0.00	0	0	0%
13.1299	Teacher Education and Professional Development, Specific Levels and Methods, Other	4	0	\$0.00	0	0	0%
24.0102	General Studies	223	0	\$0.00	0	0	0%
30.9999	Multi-Interdisciplinary Studies, Other	49	0	\$0.00	0	0	0%
52.1299	Management Information Systems and Services, Other	12	0	\$0.00	0	0	0%

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July 1, 2012 – June 30, 2017

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By virtue of my signature, I:

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- Affirm that the Grant recipient possesses the capacity to fulfill all responsibilities and assume liability for funds received, as stipulated in §667.705 of the rules and regulations.
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- Affirm that the Chair of the Local Board was duly elected by that Board.
- Agree to comply with §661.310 by ensuring a firewall exists between the board and the provision of core services, intensive services, training services and the One Stop Operator.

Note: A separate signature sheet is required for each Chief Elected Official.

Date: _____ Signature of Local Chief Elected Official (CEO): _____

4413



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Noel Foster

Title of Local CEO: Mayor of White Hall

Address 1: 101 Parkway

Address 2: P.O. Box 20100

City: White Hall

State: AR

Zip Code: 71612

Phone: 870-247-2399

E-mail: whc@classicnet.net

Submittal directions: Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to: cindy.varner@arkansas.gov.

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Date: _____ Signature of Local Chief Elected Official (CEO): _____

4-4-13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Noel Foster

Title of Local CEO: Mayor of White Hall

Address 1: 101 Parkway

Address 2: P.O. Box 20100

City: White Hall

State: AR

Phone: 870-247-2399

Zip Code: 71612

E-mail: whe@classicnet.net

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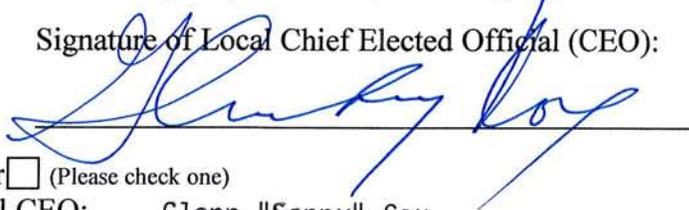
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Note: A separate signature sheet is required for each Chief Elected Official.

Date:

Signature of Local Chief Elected Official (CEO):

4-11-13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Glenn "Sonny" Cox

Title of Local CEO: Arkansas County Judge

Address 1 Arkansas County Courthouse

Address 2 _____

City: Dewitt

State: AR

Zip Code: 72042

Phone: 870-946-4321

E-mail: arcojudge@centurytel.net

Submittal directions: Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to: cindy.varner@arkansas.gov.

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Date: _____ Signature of Local Chief Elected Official (CEO): _____

4-11-13

Marianne Maynard

Mr. Ms. Other (Please check one)

Print Name of Local CEO: Marianne Maynard

Title of Local CEO: Mayor of Stuttgart

Address 1 304 South Maple

Address 2 _____

City: Stuttgart

State: AR

Phone: 870-673-3535

Zip Code: 72160

E-mail: mmaynard@cebridge.net

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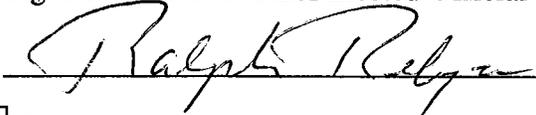
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Note: A separate signature sheet is required for each Chief Elected Official.

Date: Signature of Local Chief Elected Official (CEO):

3-29-13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Ralph Relyea
Title of Local CEO: Mayor of DeWitt
Address 1: 120 Court Square

Address 2: _____

City: DeWitt

State: AR

Phone: 870-946-1776

Zip Code: 72042

E-mail: dewittmayor@centurytel.net

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Note: A separate signature sheet is required for each Chief Elected Official.

Date: Signature of Local Chief Elected Official (CEO):

4.4.2013

Dennis Holland Sr

Mr. Ms. Other (Please check one)

Print Name of Local CEO: Dennis Holland, Sr.

Title of Local CEO: Ashley County Judge

Address 1 205 East Jefferson St. #14

Address 2 Ashley County Courthouse

City: Hamburg

State: AR

Phone: 870-853-2000

Zip Code: 71646

E-mail: ashleycountyjudge@att.net

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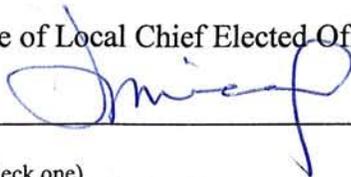
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Date:

Signature of Local Chief Elected Official (CEO):

4 April 2013



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Dane Weindorf

Title of Local CEO: Mayor of Hamburg

Address 1: 305 East Adams St.

Address 2: P.O. Box 72

City: Hamburg

State: AR

Phone: 870-853-5300

Zip Code: 71646

E-mail: daneweindorf@gmail.com

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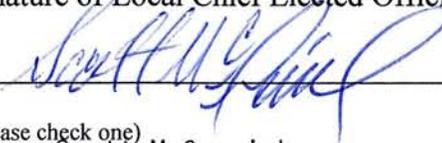
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Date: _____ Signature of Local Chief Elected Official (CEO): _____

4-4-13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Scott McCormick
Title of Local CEO: Mayor of Crossett

Address 1: P.O. Box 560

Address 2: _____

City: Crossett

State: AR

Phone: 870-364-4825

Zip Code: 71635

E-mail: crossettmp@windstream.net

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Date: _____ Signature of Local Chief Elected Official (CEO): _____

4-4-13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Keith Neely

Title of Local CEO: Bradley County Judge

Address 1 101 East Cedar St.

Address 2 _____

City: Warren

State: AR

Phone: 870-226-3853

Zip Code: 71671

E-mail: kthneely@yahoo.com

Submittal directions: Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to: cindy.varner@arkansas.gov.

WIA Comprehensive Five-Year Local Plan Submittal
July 1, 2012 – June 30, 2017

In compliance with the provisions of the Workforce Investment Act of 1998, the final rule, and planning guidelines and instructions developed by the Governor, this WIA Comprehensive Five-Year Local Plan is being submitted jointly by the Local Board and the respective Chief Elected Official(s).

By virtue of my signature, I:

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- Affirm that the Chair of the Local Board was duly elected by that Board.
- Agree to comply with §661.310 by ensuring a firewall exists between the board and the provision of core services, intensive services, training services and the One Stop Operator.

Note: A separate signature sheet is required for each Chief Elected Official.

Date: _____ Signature of Local Chief Elected Official (CEO): _____

4/3/2013



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Bryan Martin

Title of Local CEO: Mayor of Warren

Address 1 104 North Myrtle

Address 2 P.O. Box 352

City: Warren

State: AR

Phone: 870-226-6743

Zip Code: 71671

E-mail: bryan.martin@sbcglobal.net

Submittal directions: Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to: cindy.varner@arkansas.gov.

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Note: A separate signature sheet is required for each Chief Elected Official.

Date:

3/28/2013

Signature of Local Chief Elected Official (CEO):

Mack H. Ball, Jr.

Mr. Ms. Other (Please check one) Judge

Print Name of Local CEO: Mack Ball, Jr.

Title of Local CEO: Chicot County Judge

Address 1: ~~108~~ Main St.

Address 2:

Lake Village

City:

State:

AR

Zip Code: 71653

Phone:

870-265-8015

E-mail: chicotjudge@gmail.net

Submittal directions: Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to: cindy.varner@arkansas.gov.

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Note: A separate signature sheet is required for each Chief Elected Official.

Date: _____ Signature of Local Chief Elected Official (CEO): _____

4-11-13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: JoAnne Bush

Title of Local CEO: Mayor of Lake Village

Address 1 210 Main Street

Address 2 P.O. Box 725

City: Lake Village

State: AR

Phone: 870-265-2228

Zip Code: 71653

E-mail: jbush@cityoflakevillage.com

Submittal directions: Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to: cindy.varner@arkansas.gov.

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July 1, 2012 – June 30, 2017

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Note: A separate signature sheet is required for each Chief Elected Official.

Date: Signature of Local Chief Elected Official (CEO):

4-11-13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: William Stanton

Title of Local CEO: Mayor of Eudora

Address 1: 239 South Main

Address 2:

City: Eudora

State: AR

Phone: 870-355-4436

Zip Code: 71640

E-mail: eudoracity@sbcglobal.net

Submittal directions: Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to: cindy.varner@arkansas.gov.

WIA Comprehensive Five-Year Local Plan Submittal
July 1, 2012 – June 30, 2017

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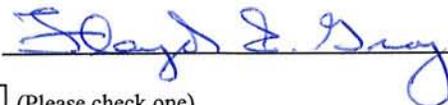
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Note: A separate signature sheet is required for each Chief Elected Official.

Date: Signature of Local Chief Elected Official (CEO):

4-5-13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Floyd Gray

Title of Local CEO: Mayor of Dermott

Address 1 211 East Iowa

Address 2 P.O. Box 371

City: Dermott

State: AR

Phone: 870-538-5251

Zip Code: 71638

E-mail: cityofdermott@sbcglobal.net

Submittal directions: Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to: cindy.varner@arkansas.gov.

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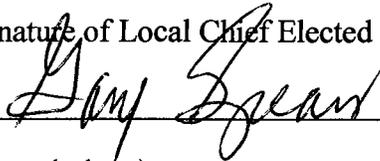
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Note: A separate signature sheet is required for each Chief Elected Official.

Date:

Signature of Local Chief Elected Official (CEO):

4-4-13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Gary Spears

Title of Local CEO: Cleveland County Judge

Address 1: 20 Magnolia Street

Address 2: P.O. Box 348

City: Rison

State: AR

Zip Code: 71655

Phone: 870-325-6214

E-mail: judgespears@tds.net

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WIA Comprehensive Five-Year Local Plan Submittal
July 1, 2012 – June 30, 2017

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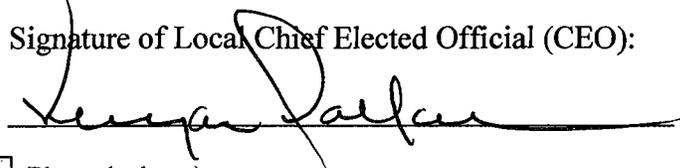
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Note: A separate signature sheet is required for each Chief Elected Official.

Date: _____ Signature of Local Chief Elected Official (CEO): _____

4/4/13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Vernon Dollar
Title of Local CEO: Mayor of Rison
Address 1: 405 Main Street
Address 2: P.O. Box 405
City: Rison
State: AR
Phone: 870-325-6381

Zip Code: 71665
E-mail: cityofrison@tds.net

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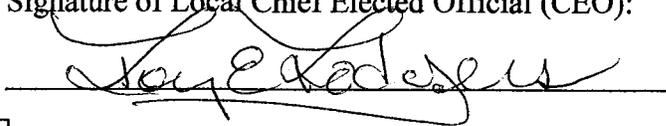
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Note: A separate signature sheet is required for each Chief Elected Official.

Date: _____ Signature of Local Chief Elected Official (CEO): _____

4-11-13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Roy Rodgers
Title of Local CEO: Desha County Judge
Address 1: 608 Robert Moore Street
Address 2: P.O. Box 138
City: Arkansas City
State: AR
Phone: 870-877-2426

Zip Code: 71630
E-mail: deshacountyjudge@arbo.com
dejudge@deshacounty.org

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WIA Comprehensive Five-Year Local Plan Submittal
July 1, 2012 – June 30, 2017

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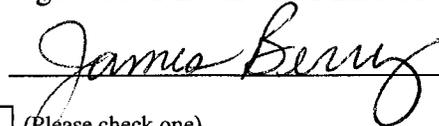
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Note: A separate signature sheet is required for each Chief Elected Official.

Date: _____ Signature of Local Chief Elected Official (CEO): _____

4-4-13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: James Berry

Title of Local CEO: Mayor of Dumas

Address 1: 155 East Waterman

Address 2: P.O. Box 157

City: Dumas

State: AR

Phone: 870-382-2121

Zip Code: 71639

E-mail: dumas@centurytel.net

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July 1, 2012 – June 30, 2017

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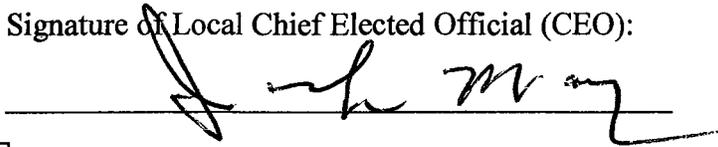
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Note: A separate signature sheet is required for each Chief Elected Official.

Date: _____ Signature of Local Chief Elected Official (CEO): _____

7-4-13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Jack May

Title of Local CEO: Mayor of McGehee

Address 1 901 Holly

Address 2 P.O. Box 612

City: McGehee

State: AR

Zip Code: 71654

Phone: 870-222-3160

E-mail: mcgeheear@allegiance.tv

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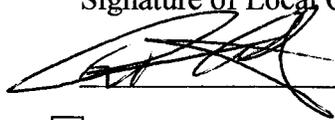
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Note: A separate signature sheet is required for each Chief Elected Official.

Date: _____ Signature of Local Chief Elected Official (CEO): _____

4/11/13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Robert Akin

Title of Local CEO: Drew County Judge

Address 1 210 South Main

Address 2 _____

City: Monticello

State: AR

Zip Code: 71655

Phone: 870-460-6200

E-mail: drewcojudge@sbcglobal.net

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Note: A separate signature sheet is required for each Chief Elected Official.

Date: _____ Signature of Local Chief Elected Official (CEO): _____

4/11/2013

Allen Maxwell

Mr. Ms. Other (Please check one)

Print Name of Local CEO: Allen Maxwell

Title of Local CEO: Mayor of Monticello

Address 1 P.O. Box 505

Address 2 _____

City: Monticello

State: AR

Zip Code: 71657

Phone: 870-367-4400

E-mail: montcity@att.net

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Note: A separate signature sheet is required for each Chief Elected Official.

Date: Signature of Local Chief Elected Official (CEO):

4-11-13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Kemp Na11

Title of Local CEO: Grant County Judge

Address 1 101 West Center Street

Address 2 Room 101

City: Sheridan

State: AR

Zip Code: 72150

Phone: 870-942-2551

E-mail: kna11@winstream.net

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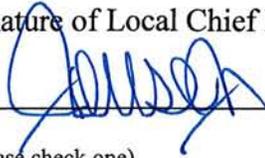
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Note: A separate signature sheet is required for each Chief Elected Official.

Date:

Signature of Local Chief Elected Official (CEO):

04/04/13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Joe Wise
Title of Local CEO: Mayor of Sheridan

Address 1 P.O. Box 44

Address 2

City: Sheridan

State: AR

Zip Code: 72150

Phone: ~~870~~ 942-3921

E-mail: ~~joewise@winstream.net~~

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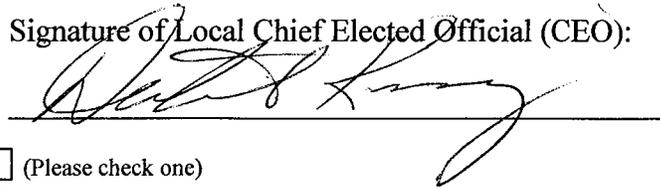
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Note: A separate signature sheet is required for each Chief Elected Official.

Date:

Signature of Local Chief Elected Official (CEO):

4-11-13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Dutch King

Title of Local CEO: Jefferson County Judge

Address 1 101 West Barraque

Address 2

City: Pine Bluff

State: AR

Phone:

870-541-5360

Zip Code: 71601

E-mail: countyjudgemike@sbcglobal.net

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Note: A separate signature sheet is required for each Chief Elected Official.

Date:
4/10/2013

Signature of Local Chief Elected Official (CEO):



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Debe Hollingsworth
Title of Local CEO: Mayor of Pine Bluff
Address 1: 200 East 8th Street
Address 2:
City: Pine Bluff
State: AR
Phone: 870-730-2000

Zip Code: 71601
E-mail: mayer@cityofpinebluff.com

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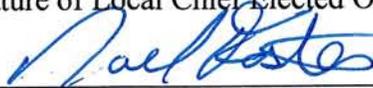
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Date: _____ Signature of Local Chief Elected Official (CEO): _____

4-4-13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Noel Foster

Title of Local CEO: Mayor of White Hall

Address 1: 101 Parkway

Address 2: P.O. Box 20100

City: White Hall

State: AR

Phone: 870-247-2399

Zip Code: 71612

E-mail: whe@classicnet.net

Submittal directions: Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to: cindy.varner@arkansas.gov.

**WIA Comprehensive Five-Year Local Plan Submittal
July 1, 2012 – June 30, 2017**

In compliance with the provisions of the Workforce Investment Act of 1998, the final rule, and planning guidelines and instructions developed by the Governor, this WIA Comprehensive Five-Year Local Plan is being submitted jointly by the Local Board and the respective Chief Elected Official(s).

By virtue of my signature, I:

- Agree to comply with all statutory and regulatory requirements of the Act as well as other applicable state and federal laws, regulations and policies.
- Affirm that the Grant recipient possesses the capacity to fulfill all responsibilities and assume liability for funds received, as stipulated in §667.705 of the rules and regulations.
- Affirm that the composition of the Local Board is in compliance with the laws, rules and regulations and is approved by the State.
- Affirm that the Chair of the Local Board was duly elected by that Board.
- Agree to comply with §661.310 by ensuring a firewall exists between the board and the provision of core services, intensive services, training services and the One Stop Operator.

Note: A separate signature sheet is required for each Chief Elected Official.

Date: Signature of Local Chief Elected Official (CEO):

4-10-13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Sam Stephens

Title of Local CEO: Lincoln County Judge

Address 1 300 South Drew Street

Address 2 Lincoln County Courthouse

City: Star City

State: AR

Zip Code: 71667

Phone: 870-628-4147

E-mail: lcjudge@centurytel.net

Submittal directions: Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to: cindy.varner@arkansas.gov.

WIA Comprehensive Five-Year Local Plan Submittal
July 1, 2012 – June 30, 2017

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Note: A separate signature sheet is required for each Chief Elected Official.

Date: _____ Signature of Local Chief Elected Official (CEO): _____

4-4-13

James Berry

Mr. Ms. Other (Please check one)

Print Name of Local CEO: James Berry

Title of Local CEO: Mayor of Dumas

Address 1 155 East Waterman

Address 2 P.O. Box 157

City: Dumas

State: AR

Zip Code: 71639

Phone: 870-382-2121

E-mail: dumas@centurytel.net

Submittal directions: Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to: cindy.varner@arkansas.gov.

WIA Comprehensive Five-Year Local Plan Submittal
July 1, 2012 – June 30, 2017

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Note: A separate signature sheet is required for each Chief Elected Official.

Date: _____ Signature of Local Chief Elected Official (CEO): _____

4-4-13

James Berry

Mr. Ms. Other (Please check one)

Print Name of Local CEO: James Berry

Title of Local CEO: Mayor of Dumas

Address 1: 155 East Waterman

Address 2: P.O. Box 157

City: Dumas

State: AR

Zip Code: 71639

Phone: 870-382-2121

E-mail: dumas@centurytel.net

Submittal directions: Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to: cindy.varner@arkansas.gov.

OK
JB

WIA Comprehensive Five-Year Local Plan Submittal
July 1, 2012 – June 30, 2017

In compliance with the provisions of the Workforce Investment Act of 1998, the final rule, and planning guidelines and instructions developed by the Governor, this WIA Comprehensive Five-Year Local Plan is being submitted jointly by the Local Board and the respective Chief Elected Official(s).

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- Affirm that the composition of the Local Board is in compliance with the laws, rules and regulations and is approved by the State.
- Affirm that the Chair of the Local Board was duly elected by that Board.
- Agree to comply with §661.310 by ensuring a firewall exists between the board and the provision of core services, intensive services, training services and the One Stop Operator.

Note: A separate signature sheet is required for each Chief Elected Official.

Date: _____ Signature of Local Chief Elected Official (CEO): _____

3/22/13



Mr. Ms. Other (Please check one)

Print Name of Local CEO: Gene Yarbrough

Title of Local CEO: Mayor

Address 1 214 South Jefferson

Address 2 P.O. Box 219

City: Star City

State: AR

Zip Code: 71667

Phone: 870-628-4166

E-mail: mayoryarbrough@yahoo.com

Submittal directions: Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to: cindy.varner@arkansas.gov

WIA Comprehensive Five-Year Local Plan Submittal
July 1, 2012 – June 30, 2017

In compliance with the provisions of the Workforce Investment Act of 1998, the final rule, and planning guidelines and instructions developed by the Governor, this WIA Comprehensive Five-Year Local Plan is being submitted jointly by the Local Board and the respective Chief Elected Official(s).

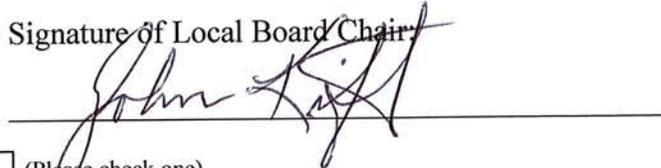
By virtue of my signature, I:

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- Affirm that the Grant recipient possesses the capacity to fulfill all responsibilities and assume liability for funds received, as stipulated in §667.705 of the rules and regulations.
- Affirm that the composition of the Local Board is in compliance with the laws, rules and regulations and is approved by the State.
- Affirm that this WIA Comprehensive Five-Year Local Plan was developed in collaboration with the Local Board and is jointly submitted with the Chief Elected Official(s) on behalf of the Local Board.
- Agree to comply with §661.310 by ensuring a firewall exists between the board and the provision of core services, intensive services, training services and the One Stop Operator.

Date:

3/22/13

Signature of Local Board Chair



Mr. Ms. Other (Please check one)

Print Name of Local Board Chair: J.R. Kiff
Address 1: 878 Hwy 159 East
Address 2:
City: Tipton
State: AR
Phone: 870-818-0602

Zip Code: 71670

E-mail: _____

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