



Act 1131 of 2015
Regional Workforce Implementation Grant

APPLICATION COVER SHEET

DUE JUNE 1, 2016

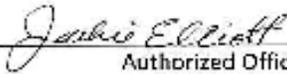
To:	Arkansas Department of Higher Education														
Requesting Institution:	North Arkansas College														
Title of Project:	Advanced Manufacturing & Emerging Clinical Healthcare Workforce Initiative														
Project Partners:	<table border="0"> <tr> <td>1. ASU Mountain Home</td> <td>6. Northark Technical Center</td> </tr> <tr> <td>2. OUR Educational Services Cooperative</td> <td>7. North Arkansas Partnership for Health Education</td> </tr> <tr> <td>3. PACE Industries</td> <td>8. Tyson Foods</td> </tr> <tr> <td>4. Wabash Wood Products</td> <td>9. Claridge Products, Inc.</td> </tr> <tr> <td>5. North Arkansas Regional Medical Center (NARMC)</td> <td>10. Ducommun</td> </tr> <tr> <td></td> <td>11. Baxter Healthcare</td> </tr> <tr> <td></td> <td>12. WestRock</td> </tr> </table>	1. ASU Mountain Home	6. Northark Technical Center	2. OUR Educational Services Cooperative	7. North Arkansas Partnership for Health Education	3. PACE Industries	8. Tyson Foods	4. Wabash Wood Products	9. Claridge Products, Inc.	5. North Arkansas Regional Medical Center (NARMC)	10. Ducommun		11. Baxter Healthcare		12. WestRock
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Requested Budget:	\$1,000,000.00														
Date Submitted:	5/26/2016														
Applicant Contact:	Dr. Jackie Elliott, President Nell Bonds, Dean of Outreach Melissa Bray, Regional Workforce Grant Analyst														
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	jelliott@northark.edu nbonds@northark.edu or mbray@northark.edu														

Authorized Signatures for Institution (Please see attached signature page)

North Arkansas College

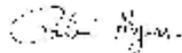
North Arkansas College

Lead Institution


Authorized Official

ASU Mountain Home

Partner


Authorized Official

OUR Educational Services Cooperative

Partner


Authorized Official

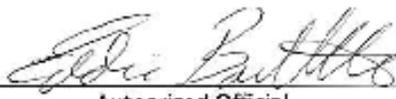
PACE Industries

Partner


Authorized Official

Wabash Wood Products

Partner


Authorized Official

Northark Technical Center

Partner


Authorized Official

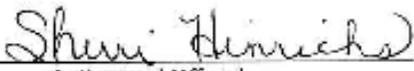
North Arkansas Regional Medical Center (NARMC)

Partner


Authorized Official

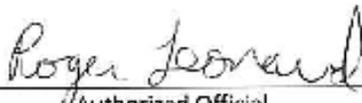
North Arkansas Partnership for Health Education (NAPHE)

Partner


Authorized Official

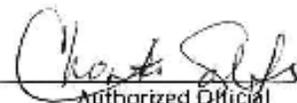
Claridge Products, Inc.

Partner


Authorized Official

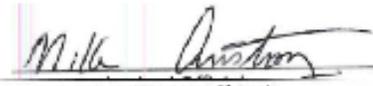
Ducommun

Partner


Authorized Official

Tyson Foods

Partner


Authorized Official

Baxter Healthcare

Partner


Authorized Official

WestRock

Partner


Authorized Official

Act 1131 of 2015
Regional Workforce Implementation Grant Application

*Please complete each section of this application and submit to the Arkansas Department of Higher Education by **June 1, 2016**. Applications should be emailed to ADHE.Workforce.Grant@adhe.edu. Please note that only projects that were awarded a planning grant are eligible to apply for an implementation grant.*

SECTION 1 – PROGRAM NEED

20 Points

Proposals will include a thorough description of the labor needs, as determined by the Local Workforce Development Board, and specifically identify the skills gap employers face in the selected region and will continue to face in the future. Entities seeking grant funds must outline the proposed program and/or equipment needed and how creation of the program and/or acquisition of equipment will address those labor needs.

Essential Components:

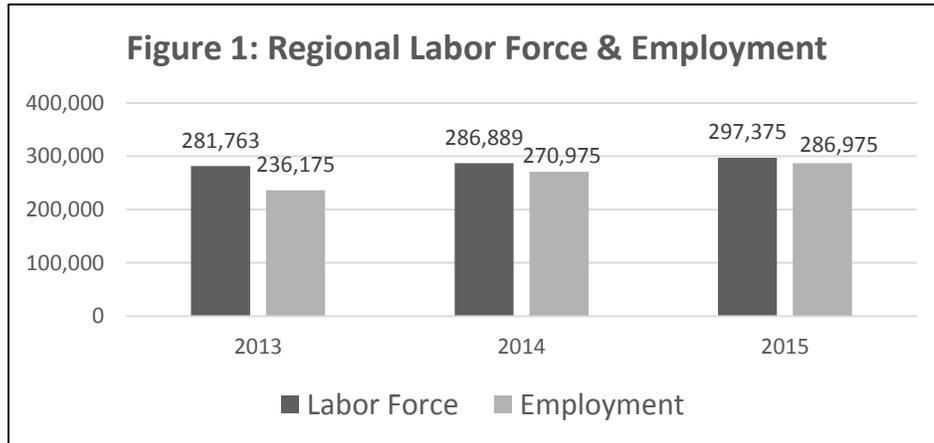
- Regional data demonstrating the need for action - provide empirical data that illustrates needs of the local workforce, with a particular emphasis on anticipated or future needs.
- Clear linkages between grant activities and local needs- clearly illustrate how the proposed grant project is directly linked to addressing the workforce needs and deficits of the region. Successful applications will provide a thorough description of the region’s high-demand and high-skill industrial occupations, and identify how the proposed activity will address job candidate deficits in those areas. **Applicants must also submit letters of support from at least two area employers for the proposal, citing need and outlining benefits for local industry.**
- Alignment with Arkansas economic and workforce goals- describe how the proposed project will increase overall higher education attainment in the region and provide clear linkages between a postsecondary credential and the needs of employers.

Keep the following rubric in mind when completing this section:

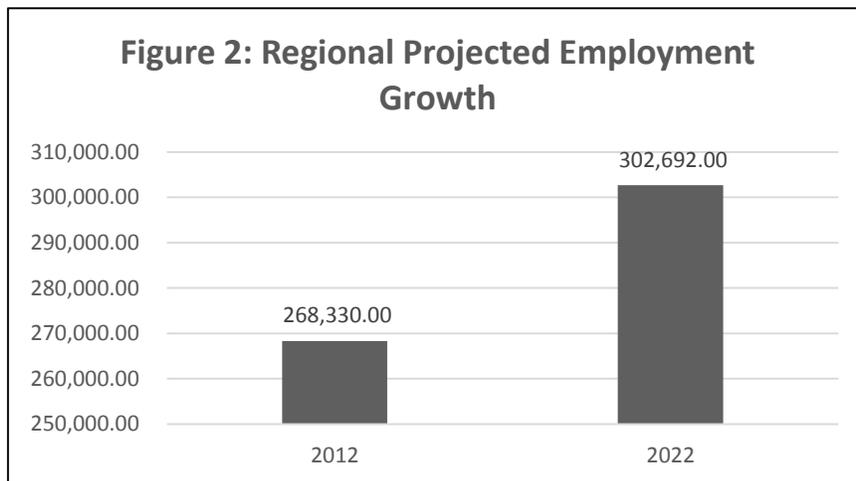
	Exemplary	Superior	Adequate	Needs Improvement
Program Need (20 Pts)	Significantly addresses a top 3 workforce need in the region. (18–20 Pts)	Addresses in a more limited way a top 3 workforce need in the region. (15–17 Pts)	Addresses in a limited way a less critical workforce need in the region. (11-14 Pts)	Identified labor need is too narrow or not in a critical area. (0–10 Pts)

Please enter your answer in the box provided below. Feel free to include any necessary charts, graphs or tables.

Northwest Arkansas Region 5 (Baxter, Benton, Boone, Carroll, Madison, Marion, Newton, Searcy, and Washington) has a current labor force of over 297,000 with just over 95% of the labor force actively employed as shown in **Figure 1** (Arkansas Department of Workforce Services, 2015).



As shown in Figure 1, the labor force and those actively employed in the Northwest Arkansas Region 5 grew from 2013 to 2015 by 2% and 3% respectively. The Region is projected to experience an overall growth of 14% from 2012 to 2022 as shown in **Figure 2** (Arkansas Department of Workforce Services, 2015).

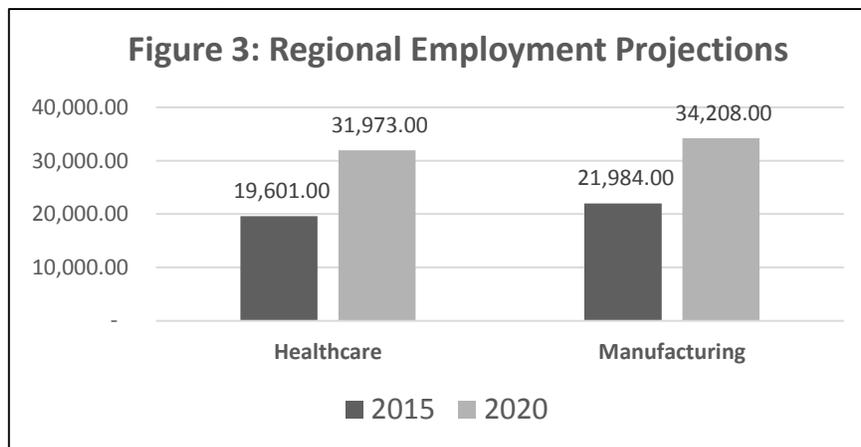


The Region relies heavily on large manufacturing industries like PACE Industries, Wabash Wood Products, Tyson Foods and Baxter Healthcare Corporation for regional employment opportunities. Three of these manufacturing industries have recently expanded or have future expansions planned in our local region. Tyson Foods Inc. reports that beginning in July, 2016 a \$136 million plant will be built across the street from another one of the company’s plants in Green Forest, AR with a corridor connecting the two. Tyson officials are projecting this will bring about 85 more jobs to the region, where it already has more than 2,600 employees. PACE Industries currently has 470 employees and will be expanding at their Harrison Division and will need three additional CNC Machining Process Engineers, six additional CNC Programmer/Technicians/Setup, and 30 additional CNC

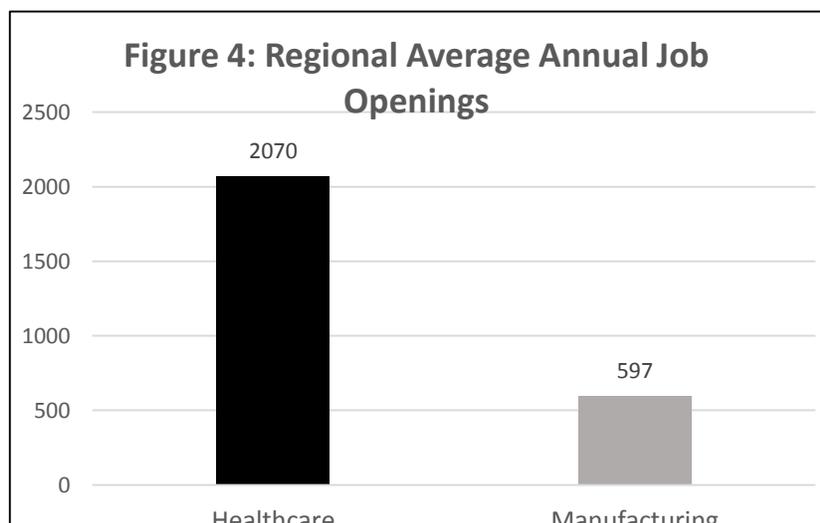
Robotic/Machining Operators over the next 4 years. Baxter Healthcare in Mountain Home, AR which is one of the largest plastics and medical device manufacturing plants recently announced adding approximately 225 full-time employees over the next five years. Baxter Healthcare currently employs approximately 1,000 people.

Three counties within the Region lack large employers which contributes to more than 21% of the Region’s population commuting for employment (Arkansas Economic Development Commission). Like manufacturing, healthcare constitutes another top employer in the Region such as North Arkansas Regional Medical Center and Baxter Regional Medical Center.

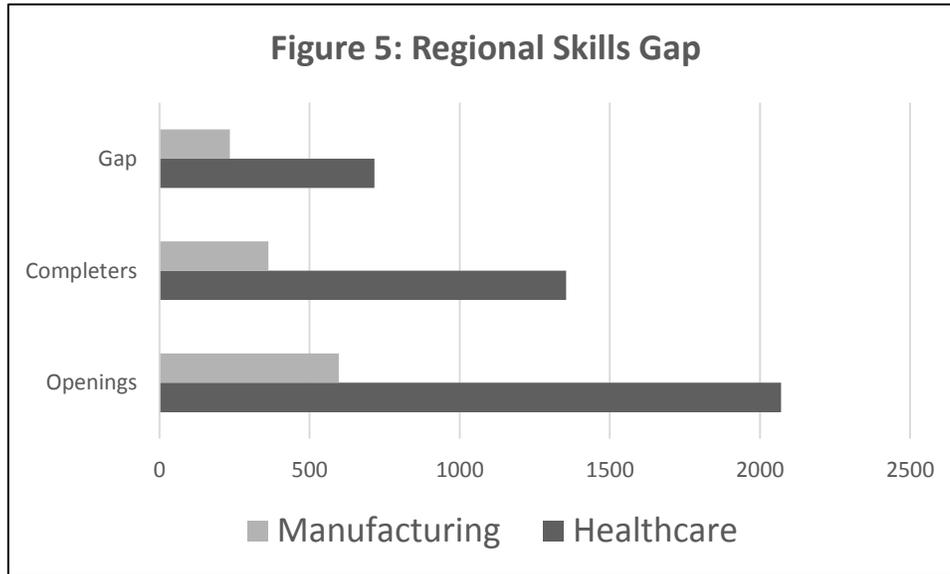
Manufacturing, as the top employment industry for the Region, constitutes 12% of all jobs. Healthcare related occupations equate to 19% of employment in the Region (Arkansas Department of Workforce Services, 2015). Occupational Projections for 2015-2022 indicate that the top projected employment growth areas for the Region include manufacturing by 7% and healthcare by 11% as shown in **Figure 3** (Arkansas Department of Workforce Services, 2015).



While employment projections for the Region are favorable, a high number of job vacancies continue to create challenges for healthcare and manufacturing with over 2,000 combined open positions as shown in **Figure 4** (Arkansas Department of Workforce Services, 2015). Given that healthcare and manufacturing are the top regional employers, this creates an enormous gap in the labor force. With a significant number of regional residents unemployed and under skilled, the need to fill vacancies with a skilled workforce is extremely critical to the vitality of the region.



While there are jobs available in the region, many go unfilled because of the lack of a regionally skilled workforce. Based on data from the Arkansas Department of Career Education, the skills gap was calculated for Northwest Arkansas Region 5 to be 716 job openings (34%) for healthcare and 234 job openings (39%) for manufacturing as shown in **Figure 5**. The skills gap indicated the number of individuals completing a certificate and/or degree in a healthcare field and a manufacturing technology field each year in the region compared to the number of job vacancies in those particular fields.



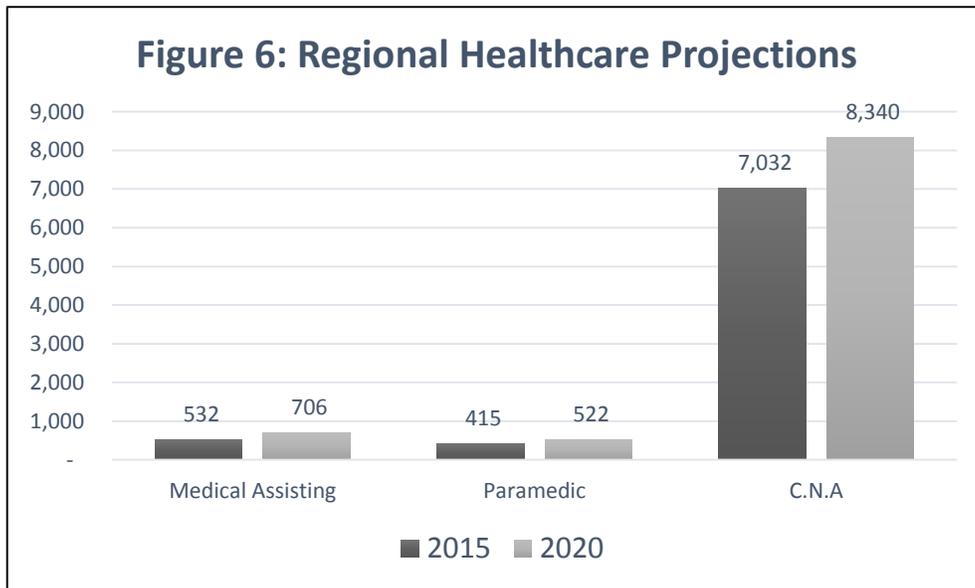
Adding to the challenge of employment vacancies and completion gap, many regional employers experience difficulty retraining a skilled workforce. The Northwest Arkansas Region 5 Local Workforce Investment Board reports a significant gap in work-ready basic skills such as work habits, conduct, communication, team work, and customer service. The lack of these basic skills contribute significantly to the 29% employee turnover rate in the Northwest Arkansas Region.

As the Region's top employment sectors, manufacturing and healthcare play a critical role in the economic structure of Northwest Arkansas. Ensuring that the region has a ready and skilled workforce is paramount to the sustainability of the predominately rural area. These engines are essential to the economy in the region and are experiencing a workforce shortage due to a lack of skilled, work-ready employees. To address this problem, planning for future employment projections and skills needs requires collaborative efforts between industry, and K-12 and post-secondary institutions.

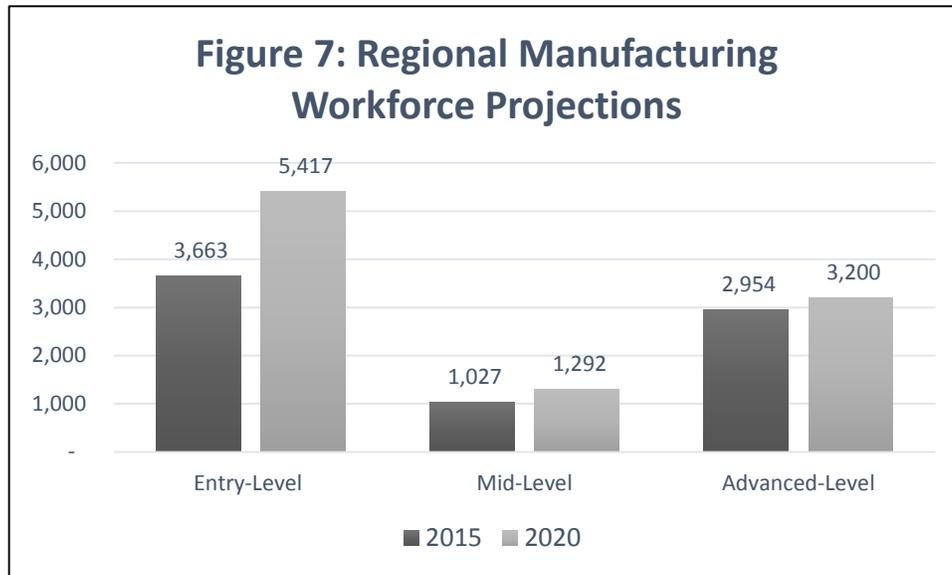
To meet the current employment gap as well as the projected future needs, North Arkansas College (Northark) has developed, during the planning grant timeline, multi-track, employer-driven, competency-based, hands-on, certification pathways for entry-, mid-, and advanced level training in healthcare and manufacturing. Northark is partnering with Arkansas State University Mountain Home (ASUMH) in the area of advanced manufacturing.

The skills gap for the Northwest Arkansas Region demonstrates the high demand for education and training to address current unmet workforce needs. The 2020 forecast, coupled with the current need, not only points to an urgency to prepare an entry-level skilled workforce for key healthcare and advanced manufacturing positions, but also points to the need to address the workforce gap in mid- and advanced-level positions as well.

Department of Labor research and employers in the Northwest Arkansas Region report a significant skills gap in the areas of entry-level healthcare positions such as medical assisting. The emergence of electronic medical records has created a skills gap for health care receptionists, information clerks, and medical clinic staff. Employers report the future need for multidisciplinary entry level health technicians skilled in medical and insurance coding, electronic medical records, and patient intake. The U.S. Bureau of Labor Statistics WIOA Region 5 reports a forecasted **12%** increase in employment growth for entry-level healthcare workers by 2020. Like the gap in entry-level healthcare positions, there is a current and forecasted need for additional mid-level healthcare positions. For example, North Arkansas Regional Medical Center (NARMC) reports a need for Certified Nursing Assistants (C.N.A.) with advanced skills to meet acute care needs. Mid-level healthcare positions are projected to increase **53%** by 2020 (Arkansas Department of Workforce Services, 2014). Coupled with the need to address the skills gap in entry- and mid-level healthcare positions is the regional need for advanced paramedic training to expand services in rural isolated portions of the region. **Figure 6** demonstrates the occupational projected need for medical assistants, a 26% increase, certified nursing assistants (C.N.A.), a 19% increase, and community paramedics, a 25% increase, in the region by 2020.



Similar to the gap in regional needs for healthcare positions, there is a sizable gap in entry-, mid-, and advanced-level advanced manufacturing technicians. The WIOA Region 5 reports a forecasted 48% increase in employment growth for entry-level production and maintenance occupations by 2020. Regional projections for entry (48%), mid- (26%) and advanced-level (8%) industrial maintenance technicians far exceed current openings as shown in **Figure 7**.



In alignment with the Arkansas Economic and Workforce goal to 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, Northark has developed new certification training and expanded existing training to meet the current and projected regional workforce needs. This is in alignment with the Arkansas Economic and Workforce goal to increase the number of workers with post-secondary training. This will prepare workers when they enter the workforce, well-equipped for new jobs in the future.

To address the various needs for entry-, mid-, and advanced-level workforce needs, the project plan includes two distinct training pathways of Job-Ready and Career-Ready. The **Job-Ready Pathway** includes training for entry-level healthcare and manufacturing programs designed for high school students and adults to gain a technical certificate for immediate entry into the workforce. The **Career-Ready Pathway**, includes training for mid- and advanced-level healthcare and manufacturing for high school students, currently employed adults, and adults seeking job skills enhancement and/or advancement.

In working with regional healthcare providers, four new academic programs have been developed to address the critical workforce gap.

Program	Type	Length	Credential/Workforce
Clinical Medical Assistant	Job-Ready	5 months	Certificate of Proficiency
Administrative Medical Assistant	Job-Ready	5 months	Certificate of Proficiency
Medical Assistant	Job & Career-Ready	10 months	Technical Certificate
Community Paramedic	Career-Ready	5 months	Workforce Training

The Clinical Medical Assistant (CMA) and Administrative Medical Assistant (AMA) programs are designed to address entry-level Regional healthcare workforce needs in the area of medical assisting. Both programs are designed to be completed in one semester leading to a certificate of proficiency, and both can serve as a career-ready gateway for individuals already working as certified nursing assistants (C.N.A.). The main distinction between the CMA and AMA is that the CMA program

prepares a graduate to work as a valuable aid to complete many of the routine tasks involved in patient care in outpatient clinics or offices, specialty clinics, or hospitals. The AMA program prepares a graduate to work as a valuable aid in the non-patient care aspects of the physician practice by completing patient-related paperwork, appointment scheduling, filing records, handling insurance, performing billing, coding and bookkeeping responsibilities. CMAs and AMAs can earn \$20,000 to \$30,000 a year. The full Medical Assistant (MA) technical certificate program is designed to allow a graduate to practice more fully in an outpatient clinical setting. The MA program is designed to be completed in two semesters leading to a technical certificate and can be a Career-Ready Pathway for certified CMAs and AMAs.

The new Medical Assisting Programs will require equipment for classroom and laboratory use. The classroom equipment includes, projector, mobile computer/tablet devices for electronic medical records (EMR), and EMR simulation software. Classroom instructional supplies will support the additional curriculum requirements above and beyond the C.N.A. curriculum. The current C.N.A. lab, which will also support the medical assisting program will be upgraded with additional beds, hydraulic and digital scales, laboratory monitoring devices, EKG and Holter monitoring devices, physical assessment equipment (e.g. otoscopes, ophthalmoscopes, and mobile vital-sign carts), out-patient surgery instruments and supplies/equipment particular to an outpatient clinic setting. The lab space will include a simulation clinic setting. This equipment will allow student to gain real world hands-on experiences under the supervision of clinic personnel and the college program director. Medical Assistants are in very high demand in the modern field of healthcare. This program will help fill that demand in our regional workforce area.

The Community Paramedic Workforce Training Program is a partnership between Northark and North Arkansas Regional Medical Center (NARMC) to expand the skills of trained and licensed emergency medical technicians and paramedics. Advanced training is provided in the areas of home assessment of compliance with medical plan of care and preventive measures to reduce ambulance transports or hospital readmissions for chronically ill patients. This program will address the projected needs for community-based paramedics in the region. This Career-Ready Pathway is a short-term workforce training comprised of 300 hours of skill development and training. Community Paramedics can earn \$46,600 to \$60,000 per year.

In addition to the new programs, Northark will expand Certified Nursing Assistant (C.N.A.) offerings as another Job-Ready Pathway for high school students and adults to address the current and projected regional workforce gap. The Northark Technical Center will add morning course offerings in healthcare programs for area high school partners in response to scheduling demands and student needs. C.N.A.'s typically earn \$15,600 to \$21,840 per year.

In working with regional manufacturing and industry, Northark and industry partners have developed one new program for entry-level and job-ready positions in Workforce Technology (WT). Added to the need for skilled technicians, employers report a significant need for work-ready skills not traditionally included in post-secondary educational training programs. As a result, the Workforce Technology Program is designed to meet those basic skill needs (which includes Technical Math, Technical Communications and Industrial Safety) as well as prepare high school students and adults with a post-secondary certificate in workforce technology. The Workforce Technology Program is one semester in length, leading to a certificate of proficiency. Students who have completed the Workforce Technology Program are prepared for entry level positions in regional industry and can earn up to \$20,800 to \$32,500 a year.

In addition to the new Workforce Technology Program, Northark has expanded or restructured two existing programs into stackable credentials to address the gaps in regional entry- and mid-level manufacturing and to provide career progression opportunities for advanced-level manufacturing needs. The expanded program includes Manufacturing Technology (MT) and Engineering Technology has now been restructured into Industrial Electronics Technician (IET). Both programs have options for one semester leading to a certificate of proficiency or two semesters leading to a technical certificate. Both program tracks for the certificate of proficiency and technical certificate are designed to prepare job- and career ready high school students and adults. The Industrial Electronics Technician program has a second year of study that culminates in an Associate of Applied Science Degree which includes an Internship and is designed as a Career-Ready Pathway. Manufacturing Maintenance Technicians can earn up to \$57,100 a year, and Industrial Electronic Technicians have the earning potential of \$70,000 a year with the Associate's Degree.

Additional equipment will be needed for the expansion of the Advanced Manufacturing programs. The addition of a CNC lathe and CNC mill with the current equipment supplied by North Arkansas College will allow for more hands on training as well as increased numbers in the program by 25%. The Fanuc robot and related equipment used in conjunction with the "in-kind" die cast machine and custom conductor will create a real world advanced manufacturing training cell which will allow specialized training in this high demand, high skill and high wage field. The advanced manufacturing training cell can then be used for Workforce training, train "fast-track" operators, and incumbent workers already employed by our industry partners. In order for North Arkansas College students to be competitive in the job industry, we must provide the education and training on up to date, real world equipment currently used by our regional industries.

The Pathways programs are designed to meet the goals and core requirements of the Regional Workforce Grant Program. By increasing the overall job-related credentials needed by current and potential employees we will decrease the skills gap in the regional workforce pool. The proposed approach will build an alliance that will provide clear linkages between secondary and postsecondary credentials and the needs of employers. Partners have repeatedly stressed their demand for employability skills and the need for this to be addressed beginning as early as middle school. In response, Northark has aligned curricular pathways with educational (K-12 and ASUMH) and industry partners to close the skills gap by helping students understand 21st-century careers. Students will use what they learn in the classroom to solve real-world problems and acquire a broad range of skills through real workplace experiences. With strong career guidance and support, students will be on the fast track to earning industry and postsecondary credentials.

North Arkansas College currently serves as a Secondary Career Center for high school students in the College's six county service area (Boone, Carroll, Madison, Marion, Newton, and Searcy) with an average enrollment of 150 students each year. Additionally, Northark provides concurrent credit for high school students in the service areas using face-to-face and online delivery options to shorten the time to completion of postsecondary credentials and industry certifications. Expansion of offerings in manufacturing and healthcare are planned to solve the scheduling barriers of partnering high schools.

The implementation grant will permit Northark to promote the pathways for manufacturing and healthcare and the opportunities for Job-Ready and Career-Ready credentials. These educational pathways, beginning as early as the fifth grade, will include basic employability skills (i.e. attendance tracking and reporting to mimic time clock accountability), aptitude testing and career inventory assessments, student career exploration and planning, employment internships, and work-based learning experiences. It is especially important for students to learn about the broad array of careers

and not only choose something that seems interesting, but choose a career that will help them maintain a living wage. An important aspect of this project is to provide regional high school teachers, staff and counselors with professional development to enhance students' academic and technical readiness for college and careers.

SECTION 2 – PROGRAM PLAN**25 Points**

Program plans must be designed to meet the goals and core requirements of the Regional Workforce Grants program as well as the following Essential Components:

- Detailed project timeline and overview- provide a month-by-month overview of the critical convenings, activities, and actions that will comprise the project.
- Measurable objectives for each phase of the project- detail the metrics utilized throughout the project to track how credentialed job candidates possessing the skills needed by employers will be provided.
- Project governance and accountability plan- clearly describe the plan for governance, meetings, and decision-making structure; identify a project director; and identify members of a project steering committee that will maintain oversight throughout the project period.
- Pathways articulation and support- clearly describe the educational pathway(s) and support services that will be developed, or existing pathways that will be enhanced, to meet the identified workforce needs. Pathways should incorporate all appropriate student outcomes from short-term industry-recognized credentials through the highest certificate or degree programs appropriate to the identified career goals and include career step-out points at the completion of each credential.
- Role of equipment request- required only for those proposals seeking equipment purchases. Outline how equipment purchase will specifically address local labor market needs; provide detailed description of equipment, educational value of equipment in preparing workforce, and justification for purchase.
NOTE: Equipment may not be purchased during the planning phase
- Performance assessment- clearly define measurable outcomes to be achieved through implementation of the plan and strategies to measure and report achievement of those outcomes. Priority will be given to programs which prepare candidates for high wage jobs or which create capacity to move candidates from unemployment to employment.
- Program plans must be designed to meet the goals and core requirements of the Regional Workforce Grants program. At a minimum, the plan must include a detailed project timeline and overview, measurable objectives for each phase of the project, a project governance and accountability plan, pathways articulation and support, the role of any equipment requested, and a performance assessment.

Keep the following rubric in mind when completing this section:

	Exemplary	Superior	Adequate	Needs Improvement
Program Plan (25 Pts)	Plan addresses all goals and core requirements and properly connects all activities to measurable outcomes that address workforce needs. (22–25 Pts)	Plan addresses most goals and requirements and substantially connects activities to measurable outcomes. (18–21 Pts)	Plan addresses many goals and requirements and connects some activities to measurable outcomes. (14–17 Pts)	Plan lacks significant requirements or connections of activities to measurable outcomes are not clear. (0–13 Pts)

Please enter your answer in the box provided below. Feel free to include any necessary charts, graphs or tables.

The project will be implemented in four phases as shown in the table below. Regional Workforce Grant Committee will meet at least 1 time per month to plan and review grant activities presented in the following timeline.			
Phase I: August – December, 2016			
Month	Activities	Participants	Expected Outcomes
August, 2016	Establish MOU with ASUMH	Grant Coordinator, ASUMH Grant Coordinator	MOU finalized for Manufacturing/Mechatronics
August, 2016	Customized Workforce Training: (Programmable Logic Controller training, OSHA training, Lean Manufacturing, etc.)	Claridge Products Tyson Foods PACE Industries Wabash Wood Products	20 individuals trained
August-December, 2016	Marketing campaign for PACE Scholarship & Manufacturing Programs	Grant Coordinator, ASUMH Grant Coordinator, Northark Technical Campus	25 students enrolled in Advanced Manufacturing Programs
August, 2016	Purchase equipment for Expanding Advanced Manufacturing Programs: Install In-kind equipment from Industry partners	Grant Coordinator, Academic program faculty and deans, Business Office, Industry partners	Equipment is purchased and in place prior to end of semester.
September, 2016	Implementation of Community Paramedic Program	NARMC Paramedics, NAPHE partners	Community Paramedic workforce training completed by end of semester

November, 2016	Purchase Instructional Materials/Software for Medical Assisting Program	Grant Coordinator, Academic program faculty and deans, Business Office	Instructional materials are purchased and in place prior to the end of the semester
Phase II: January – July, 2017			
Month	Activities	Participants	Expected Outcomes
January, 2017	Curriculum proposal completed for Community Paramedic to be credit bearing	Academic program Faculty and Deans, NAPHE and NARMC	Curriculum proposal approved and submitted to ADHE
January, 2017	Purchase equipment for Medical Assisting Program	Grant Coordinator, Academic program faculty and deans, Business Office	Equipment is purchased and in place prior to end of semester.
January, 2017	Implementation of Medical Assisting Program	Grant Coordinator, Academic program faculty, and deans	Administrative Medical Assisting CP program enrollment of a minimum of 15 students by start of spring semester.
January, 2017	Implement morning Healthcare Programs for high school students	Healthcare Instructor, High School Counselors	10 students enrolled
January, 2017	Purchase VEX IQ Kits for 16 area school districts	Grant Coordinator, OUR Coop, Business Office	Kits purchased and in place in 16 area school districts prior to the end of the semester
January, 2017	Purchase Time Clock/Attendance Tracking Equipment & Software	Grant Coordinator, Director Northark Technical Center, Business Office	Implement Time Clock/Attendance Tracking program for Healthcare and Manufacturing programs prior to end of semester
January-March, 2017	Marketing campaign for new programs and time offerings	Grant Coordinator	20 students enrolled in CMA TC program to begin Fall 2017.
April, 2017	Administer Aptitude/Interest Career Assessments grades 5-12	Grant Coordinator, Jr. High & High School Counselors	Aptitude/Career Assessment strategies implemented by end of academic year.
June-July, 2017	Professional Development for Regional Schools & College Personnel	Grant Coordinator, Jr. High & High School Counselors, Jr. High/High School and College Faculty	Professional Development activities completed by a minimum of 20 educational partner participants in the region.

Phase III: August – December, 2017			
Month	Activities	Participants	Expected Outcomes
August, 2017	Offer morning manufacturing courses for high schools students	High school students attending the Northark Technical Center, College Faculty	NTC students' successful completion (75%) of morning course offerings.
August, 2017	Coordinate with Regional High Schools to offer Introduction to Craft Skills Courses (NCCER Core Curriculum)	Grant Coordinator, Jr. High & High School Counselors, Jr. High/High School and College Faculty, and Deans	High school students' successful completion (75%) of Intro course.
August, 2017	Begin NCCER Core Curriculum Courses-College	Grant Coordinator, Academic program Faculty, and Deans	College students' successful completion (75%) of NCCER Core course.
August, 2017	Implementation of Medical Assisting Programs	Grant Coordinator, Academic program Faculty, and Deans	CMA Program launched with 20 students enrolled during academic year 2017-18.
August-October, 2017	Marketing campaign for new programs and time offerings	Grant Coordinator	By end of semester, 10 new high school students will complete NTC morning course offerings.
Phase IV: January – July 2018			
Month	Activities	Participants	Expected Outcomes
January-March, 2018	Marketing campaign for Advanced Manufacturing & Healthcare Career Opportunities	Grant Coordinator	By end of semester, 10 TCs awarded for Medical Assisting and a combined 18 TCs for Advanced Manufacturing programs.
April, 2018	Aptitude/Interest & Career Assessments grades 5-12	Grant Coordinator, Jr. High & High School Counselors	Aptitude/Career Assessment strategies implemented by end of academic year.
June-July, 2018	Professional Development for Regional Schools & College Personnel	Grant Coordinator, Jr. High & High School Counselors, Jr. High/High School and College Faculty	Professional Development activities completed by a minimum of 20 educational partner participants in the region.

Measureable Objectives

The overall objectives of the project are to reduce the regional skills gap in healthcare and manufacturing careers. The outcomes for each objective are listed below.

Objective 1: To reduce the regional skills gap in healthcare careers (34% to 16%).

Outcome 1.1: Increase the number of entry-, mid-, and advanced-level healthcare credentials awarded.

Outcome 1.2: Increase the number of high schools students completing a healthcare credential.

Outcome 1.3: Increase workforce training Continuing Education Units (CEU) for healthcare workers.

Objective 2: To reduce the regional skills gap in manufacturing careers (39% to 17%).

Outcome 2.1: Increase the number of entry-, mid-, and advanced-level manufacturing technology credentials awarded.

Outcome 2.2: Increase the number of high schools students completing a manufacturing technology credential.

Outcome 2.3: Increase workforce training in manufacturing technology.

Healthcare Outcomes

Outcome 1.1	Increase Total Number of Healthcare Credentials Awarded					
Program	2015-2016 Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Clinical Medical Assistant (CP)	0	0	0	23	8	31
Administrative Medical Assistant (CP)	0	0	18	0	22	40
Medical Assistant (TC)	0	0	0	5	10	15
C.N.A. (CP)	47	60	70	80	90	300
Community Paramedic	0	5	0	5	0	10

Outcome 1.2	Increase Number of High School Graduates					
Program	2015-2016 Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Clinical Medical Assistant (CP) only taught starting in Phase IV	0	0	0	0	8	8
C.N.A. (CP) 1 year program	23		30		40	70

Outcome 1.3	Increase Number CEUs for Healthcare Workers					
Program	2015-2016 Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Healthcare Workers CEUs	50	60	65	75	80	280

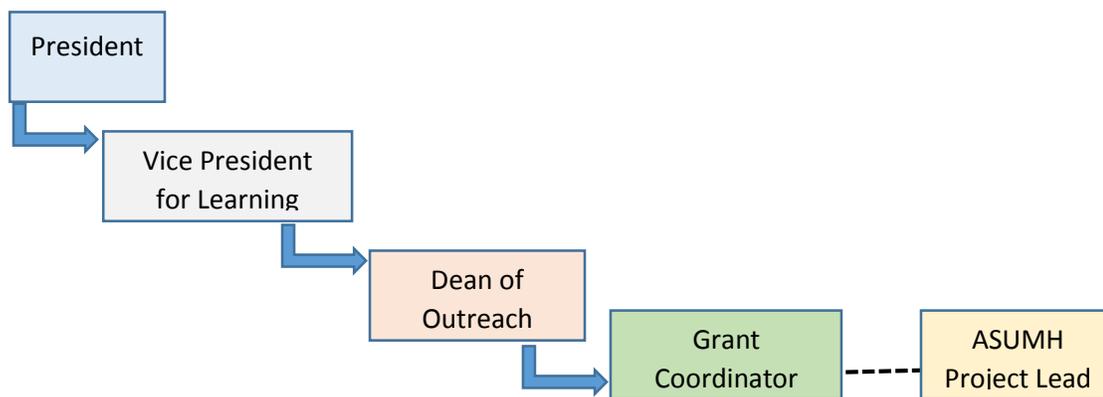
Manufacturing Outcomes						
Outcome 2.1	Increase Total Number of Manufacturing Credentials Awarded					
Program	2015-2016 Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Workforce Technology (CP)	0	10	13	10	15	48
Manufacturing Technology (CP)	10	6	11	10	15	42
Industrial Electronics Technician (TC) starting in Phase III	0	0	0	0	18	18
Industrial Electronics Technician (AAS)	5	0	8	0	18	26

Outcome 2.2	Increase Number of High School Graduates					
Program	2015-2016 Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Advanced Manufacturing programs (Workforce Technology and Manufacturing Technology) 1 year programs for High School	6	0	6	0	10	16

Outcome 2.3	Number of Manufacturing Workforce Training Hours					
Program	2015-2016 Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Manufacturing Workforce Training	60	110	120	130	140	500

Governance

The governance structure will include project oversight by the Dean of Outreach. The Dean will supervise the proposed personnel, manage the project budget, and provide direct oversight for project planning. The organizational structure of Northark, the proposed project, and the relationship with ASUMH is outlined below.



Authority for day-to-day management of the project will be the responsibility of the Grant Coordinator who will have administrative control of the project and will be primarily responsible for accomplishing all project objectives and outcomes. The Project Faculty will be responsible for delivering the courses. The Dean of Outreach and Grant Coordinator will have direct access to the Vice President of Learning and will communicate regularly with the ASUMH Project Lead. The Grant Coordinator will document all project activities and report weekly to the Dean of Outreach, monthly to the Vice President of Learning, and quarterly to the President. The Grant Coordinator will communicate via monthly meetings with the members of the project steering committee which is made up of partner representatives and Northark faculty and staff members.

Northark uses accounting procedures consistent with generally accepted accounting principles, applicable state and federal laws, and OMB circulars relating to grant-funded programs. The college has a Contracts and Grants Accounting Office, staffed by professional accountants, responsible for all accounting and billing related to grant programs. An accountant will be assigned to the project grant and will work closely with the Grant Coordinator to ensure effective fiscal management.

Educational Pathways

The Healthcare pathways are outlined in the table below.

Pathway	New	Expanded	Length	Credit Hours	Credential	Stackable
Clinical Medical Assistant	x		Semester	21	CP	CP to TC
Administrative Medical Assistant	x		Semester	21	CP	CP to TC
Medical Assistant	x		1-year	29-34	TC	TC to AAS
C.N.A.		x	Semester	7-9	CP	CP to TC
Community Paramedic	x		Semester	Workforce	-	Above AAS
CP - Certificate of Proficiency TC - Technical Certificate AAS - Associate of Applied Science						

The Clinical Medical Assistant and Administrative Medical Assistant are new programs and are designed as entry-level academic pathways leading to a certificate of proficiency. The Medical Assistant Pathway is a new program designed for mid-level healthcare employment and leads to a technical certificate. The Medical Assistant Pathway is designed to serve as a stackable credential for students completing the Clinical Medical Assistant, Administrative Medical Assistant, and C.N.A. programs. The expansion of the C.N.A. Program includes extended offerings to high school students and adults through morning and evening courses. The C.N.A. Program leads to a certificate of proficiency and entry-level healthcare employment. The Community Paramedic Pathway is a new program for individuals who possess an Associate of Applied Science Degree as a paramedic to move into an advanced-level healthcare career.

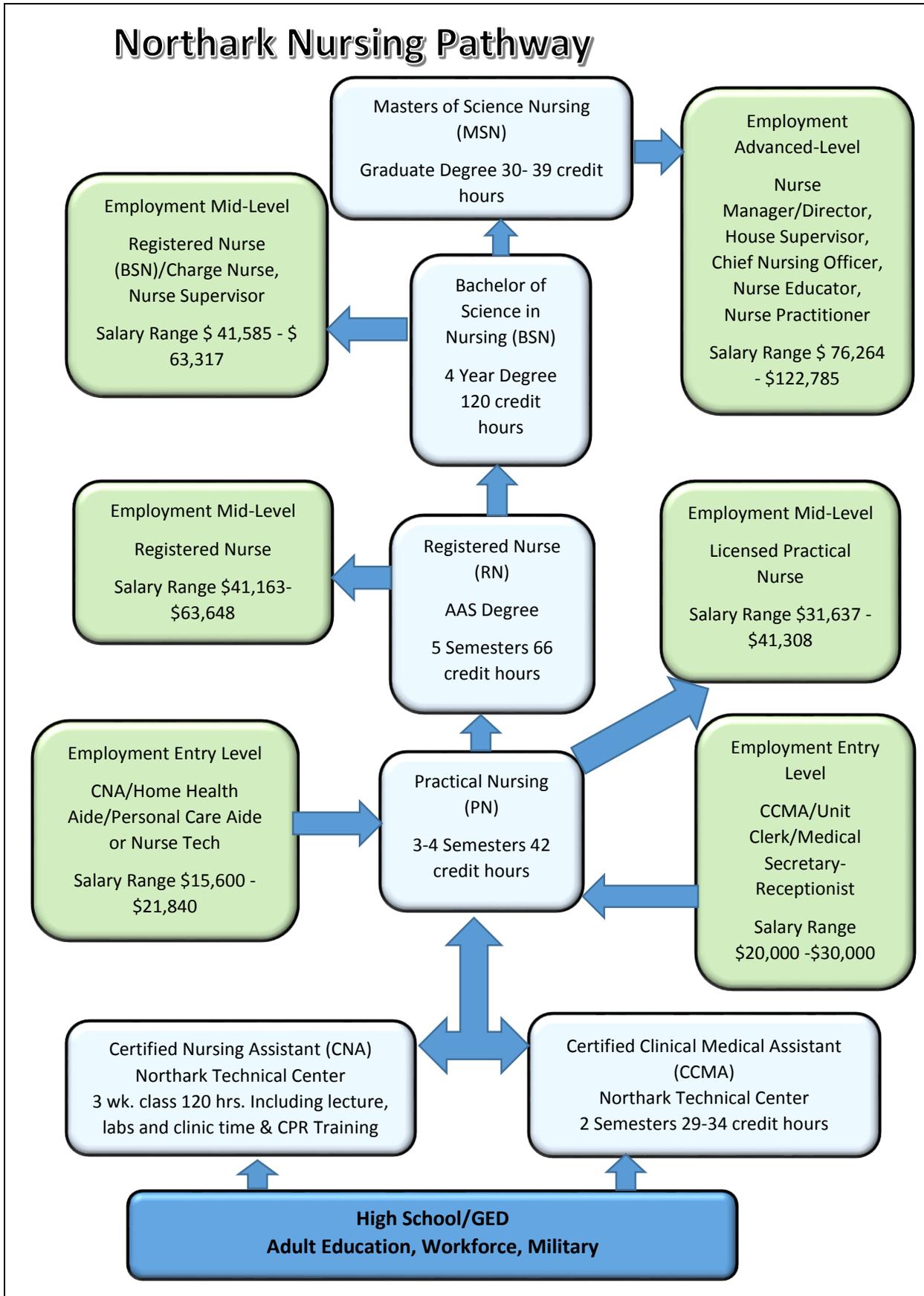
The Manufacturing pathways are outlined in the table below.

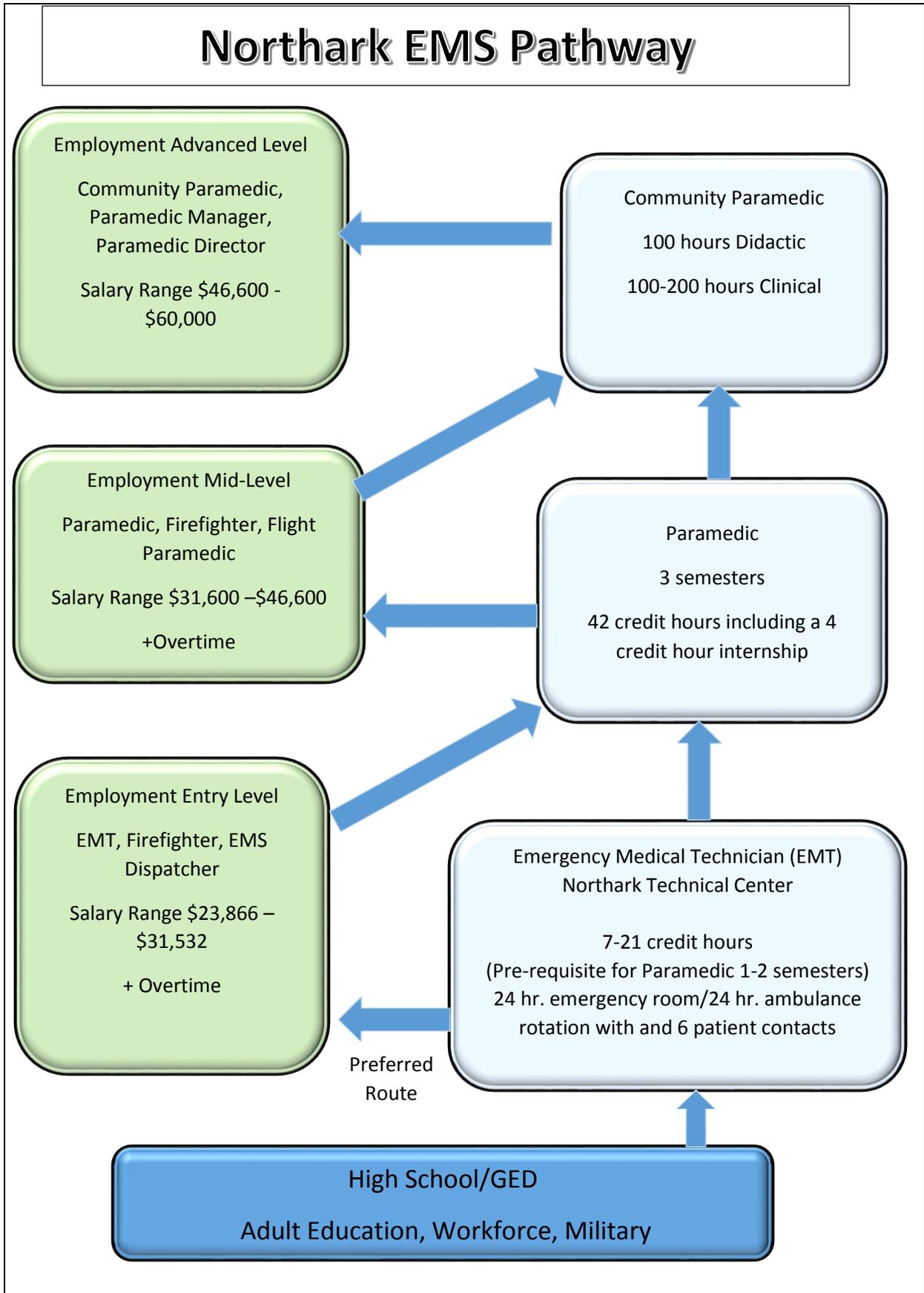
Pathway	New	Expanded	Length	Credit Hours	Credential	Stackable
Workforce Technology	x		Semester	21	CP	CP to TC
Manufacturing Technology		x	Semester	17-19	CP	CP to TC
Manufacturing Technology		x	1-year	32-35	TC	TC to AAS
Industrial Electronics Technician		x	Semester	14-16	CP	TC to AAS
Industrial Electronics Technician		x	1-year	28-30	TC	TC to AAS
Industrial Electronics Technician (includes internship)		x	2-year	62-64	AAS	to BAS
CP - Certificate of Proficiency TC - Technical Certificate AAS - Associate of Applied Science						

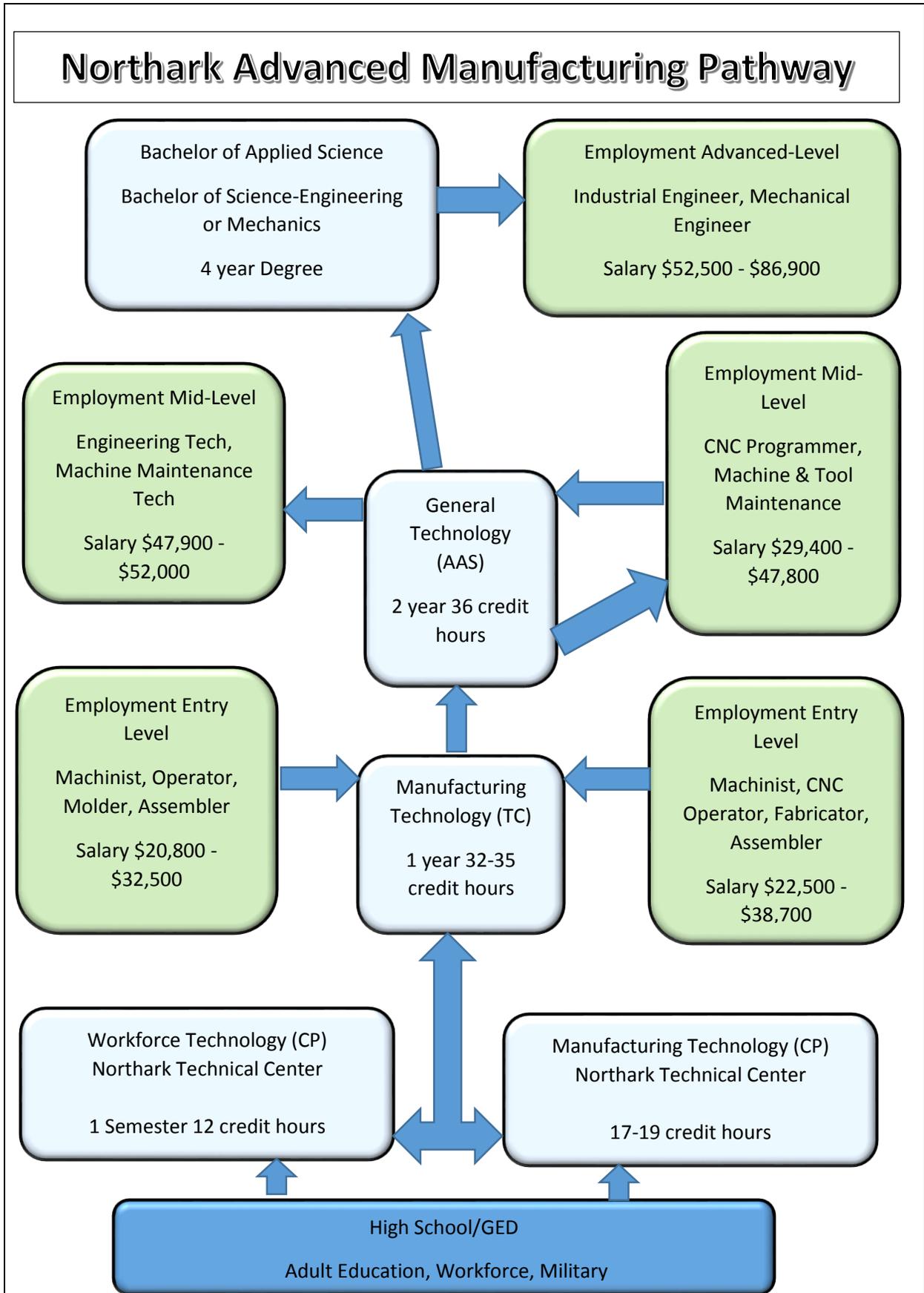
The new Workforce Technology Pathway is a new program designed for entry-level employment in manufacturing and leads to a certificate of proficiency. The Manufacturing Technology and Industrial Electronics Technician Pathways have been expanded and restructured to include morning (Northark Technical Center expanded) and evening (workforce) offerings and both are designed for entry- (certificate of proficiency) or mid-level (technical certificate) employment in manufacturing. For both pathways, the certificate of proficiency is designed to lead to the technical certificate after another semester of coursework. The Industrial Electronics Technician Pathway can lead to an Associate of Applied Science Degree for advanced-level career opportunities in manufacturing. Students in these programs will also obtain OSHA certification.

(See Northark Pathways Graphics Below)

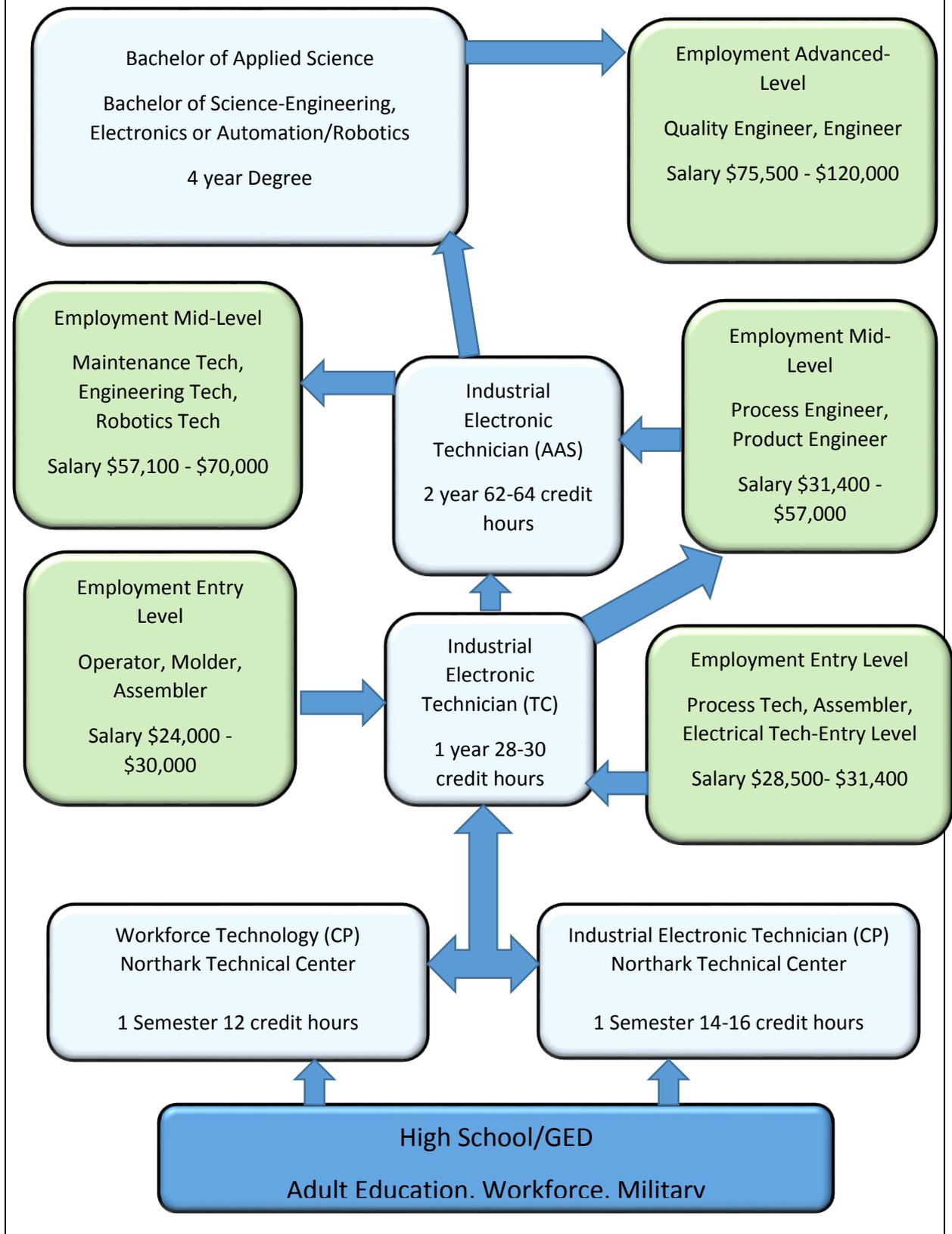
Northark Nursing Pathway







Northark Industrial Electronics Technician Pathway



Support services including advising students and marketing of the programs will be coordinated and administered by the Grant Coordinator. Students will have new opportunities to participate in robotics programs (using VEX IQ Kits), industry and college tours, interact with local employers, and complete aptitude and interest assessments beginning in the middle school grades. High school students will engage in new opportunities in manufacturing and healthcare programs through enhanced course offerings at the Northark Technical Center and introductory courses onsite at the high schools. Marketing and communication of opportunities such as the Best Robotics competition will be extended to include additional high schools in the region. College programs will expand internship opportunities for students, grow concurrent credit opportunities, incorporate employability skills, attendance tracking equipment and software (time clock system), and enhance credit bearing and workforce development programs to meet regional industry needs.

Grant strategies will also include educating parents, students, workers that are unemployed, unskilled, or under-skilled, and employers about the educational advantages and career opportunities available in the Northwest Regional Workforce area. Northark will also promote diversity in manufacturing and healthcare fields by encouraging female students to pursue manufacturing careers and male students to pursue healthcare careers. Northark offers free GED classes and testing and English as a Second Language (ESL) classes through our Adult Education program allowing us to reach a wide range of potential students. Educational outreach programs for prospective students will include multiple strategies to support awareness of these opportunities with diverse student populations. In addition, Northark's Adult Education program is launching a new Accelerating Opportunity Program the fall of 2016 that will complement these efforts. Students who have not received their GED or high school diploma or students who have a high school diploma but score below an 11th grade functioning level in reading and math, will have the opportunity to enroll in the Adult Ed program while also concurrently receiving occupational training in technical program areas. For example, through this program adult education students may enroll in the Healthcare Job-Ready Pathway at Northark through the Pre-Allied Health Certificate of Proficiency and become a Certified Nursing Assistant (CNA). This allows for completion of an industry certification concurrently with basic skills instruction and accelerates the pace for completion of credentials. These students may then continue along this career pathway toward completion of the new Medical Assisting program options as they prepare to enter the workforce. By increasing awareness of regional occupations, employment opportunities, and career progression through education and training, grant partners will collaborate to collectively address critical skills gaps in our region and build a strong pipeline of future employees.

Additional activities including professional development opportunities for high school and college faculty and staff, and parent programs are key components of marketing and awareness strategies to educate students and all stakeholders on employment opportunities and regional workforce development needs. The Grant Coordinator will lead these efforts to ensure that progress is made toward identified objectives and outcomes.

Role of Equipment

The new medical assisting programs will require equipment for classroom and laboratory use. The classroom equipment includes, projector, mobile computer/tablet devices for electronic medical records (EMR), and EMR simulation software. Classroom instructional supplies will support the additional curriculum requirements above and beyond the C.N.A. curriculum. The current C.N.A. lab, which will also support the medical assisting program will be upgraded with additional beds, hydraulic and digital scales, laboratory monitoring devices, EKG and Holter monitoring devices, physical

assessment equipment (e.g. otoscopes, ophthalmoscopes, and mobile vital-sign carts), out-patient surgery instruments and supplies/equipment particular to an outpatient clinic setting. The lab space will include a simulation clinic setting. This equipment will allow students to gain real world hands-on experiences under the supervision of clinic personnel and the college program director. Medical Assistants are in very high demand in the modern field of healthcare. This program will help fill that demand in our regional workforce area.

Medical Assistant Equipment List			
Supply/Equipment	Quantity	Price	Total
Pediatric digital scale	1	\$ 300.00	\$ 300.00
Biohazard waste containers	1	\$ 500.00	\$ 500.00
Wheelchair scale	1	\$2,700.00	\$ 2,700.00
Glucose monitors	6	\$ 50.00	\$ 300.00
Test strips – 50 count	2	\$ 125.00	\$ 250.00
Lancets	1	\$ 250.00	\$ 250.00
Exam Table	1	\$4,000	\$ 4,000.00
Exam table paper	4	\$ 150.00	\$ 600.00
Exam Light	1	\$ 235.00	\$ 235.00
Electric Bed	8	\$ 2,375.00	\$ 19,000.00
Medical mobile cart	8	\$ 300.00	\$ 2,400.00
Mobile EKG cart	1	\$ 785.00	\$ 785.00
EKG	1	\$ 3,000.00	\$ 3,000.00
Holter monitor	1	\$ 800.00	\$ 800.00
Rosie – portable vital signs	3	\$1,000	\$ 3,000.00
Classroom projector	1	\$ 700.00	\$ 700.00
Laptops or tablets	8	\$ 1,000.00	\$ 8,000.00
Wall mount charging station	1	\$ 600.00	\$ 600.00
HER training software	1	\$6,000.00	\$ 6,000.00
Electric Lifts	2	\$ 2,800.00	\$ 5,600.00
Stethoscope	8	\$ 30.00	\$ 240.00
B/P cuffs	8	\$50.75	\$ 406.00
Glass thermometers	16	\$ 12.00	\$ 192.00
Tympanic thermometer	6	\$200.00	\$ 1,200.00
Temporal thermometer	6	\$300	\$ 1,800.00
Washer & Dryer	1	\$ 2,000.00	\$ 2,000.00
Ophthalmoscope	2	\$ 200.00	\$ 400.00
Otoscope	2	\$ 200.00	\$ 400.00
Insurance	16	\$12.00	\$ 192.00
Percussion hammer	2	\$ 25.00	\$ 50.00
Tuning fork	2	\$ 25.00	\$ 50.00
Speculum	2	\$ 100.00	\$ 200.00
Penlight	2	\$ 50.00	\$ 100.00
Tape measures	16	\$ 75.00	\$ 1,200.00
Non digital Physician scale	1	\$500.00	\$ 500.00
Gauze – 2x2, 4x4's	1	\$ 100.00	\$ 100.00
Tape	1	\$ 50.00	\$ 50.00
Basins	1	\$ 100.00	\$ 100.00
Continuing Ed	1	\$6,000	\$ 6,000.00
Paper drapes	1	\$ 300.00	\$ 300.00
Paper gowns	1	\$ 300.00	\$ 300.00
Over-bed table	8	\$ 200.00	\$ 1,600.00
Rolling stool	4	\$ 150.00	\$ 600.00
Digital Physician scale	1	\$1,000	\$ 1,000.00
Hoyer Lift (Community Paramedic)	1	\$ 1,500.00	\$ 1,500.00
		Total	\$ 79,500.00

Equipment purchased will allow North Arkansas College to take in additional students/trainees into the Advanced Manufacturing Programs which is currently limited by the availability of current machines. The addition of a CNC lathe and CNC mill with the current equipment supplied by North Arkansas College will allow for more hands-on training as well as increasing numbers in the program by 25%. The Fanuc robot and related equipment used in conjunction with the “in-kind” die cast machine and custom conductor will create a real world advanced manufacturing training cell which will allow specialized training in this high demand, high skill and high wage field. The advanced manufacturing training cell can then be used for Workforce training, train “fast-track” operators, and incumbent workers already employed by our industry partners. In order for North Arkansas College students to be competitive in the job industry, we must provide the education and training on up to date, real world equipment currently used by our regional industries.

Advanced Manufacturing Equipment List			
Training Equipment Request	Amount Requested	In-Kind	Comments
National 150 Ton Die Cast Machine (DCM)		\$123,675	PACE
Custom “Conductor”		\$40,500	PACE
CNC Machine Lathe	\$70,000		
FANUC M10iA Robot & Controller	\$55,000		
FANUC iRVision & Lighting Stand	\$9,500		
Dorner Exit Conveyor	\$4,800		
Dorner In-Feed conveyor	\$4,800		
Water Cool Unit/Heat Exchanger	\$4,500		
Auto DCM Door	\$4,400		
Axelent Safety Fence: Fencing Panels, Fencing Posts, Door, Door Switch	\$3,500		
Robot Riser	\$2,200		
Robot End Of Arm Tool (EOAT): Fingers, Gripper Frame	\$2,200		
Robot Pneumatic Package	\$2,000		
Schunk PZN 100 Gripper Module	\$2,000		
Alan Bradley Light Curtain	\$1,500		
Robot Controller Stand	\$1,000		
Asis Transformer PC/Tablet for on-site training	\$6,000		
Lincoln Robotic Welder for Skills Training & Workforce Development	\$85,000		
LR Mat 200 ID4S Collaborative Cert Cart	\$60,000		
FANUC Certification	\$10,000		
TOTAL	\$328,400	\$164,175	

Other equipment to be purchased will be office equipment for the Grant Coordinator. This equipment will include a computer, monitor, printer, multimedia projector, screen, etc. This will be necessary equipment for the day to day operations, facilitation of meetings, data collection and tracking, and monitoring reports of the Grant Coordinator.

To help promote the manufacturing programs in our 16 service area school districts, we will purchase one VEX IQ Kit per district. These kits are robotic platforms designed to transform STEM learning for young students and their teachers using valuable lessons and skills needed in today’s changing world. In order to help students understand the real world feel of being a valued employee, we will install a Time Clock system for attendance tracking to be implemented in all technical programs at the Northark Technical Center and North Arkansas College. This will help students understand the importance of daily attendance, being on time for (work/school), and will allow students to have a record of their attendance for future reference when applying for jobs.

Performance Assessment

Project performance will be measured accordingly by progress toward two overall project objectives and six supporting outcomes. Overall project objective performance will be reviewed at the end of Phase II and Phase IV. Performance outcomes will be reviewed at the end of each phase. In-progress results including enrollment, retention, and employment will be collected and reported at the end of each semester.

North Arkansas College will use data from pass rates of national licensure exams for skilled trades to demonstrate students have acquired the skills that meet employer needs and job trends. The overall objectives of the project are to reduce the regional skills gap in healthcare and manufacturing careers based upon 2015 calculated gap for Northwest Arkansas Region 5 as shown below.

Overall Performance Measures

Objective 1: To reduce the regional skills gap in healthcare careers (35% to 16%).			
	Baseline	2016-2017	2017-2018
Percentage Gap	35%	27%	16%
Vacancy Gap	716	563	320

Objective 2: To reduce the regional skills gap in manufacturing careers (39% to 17%).			
	Baseline	2016-2017	2017-2018
Percentage Gap	39%	31%	17%
Vacancy Gap	234	186	100

Three outcomes for each objective have been established to measure progress toward the overall objectives.

For Objectives 1 and 2, the outcomes are noted below with established targets for performance. Progress toward outcomes will be measured and reported at the end of each Phase.

Healthcare Performance Outcome Measures						
Outcome 1.1: Increase the number of entry-, mid-, and advanced-level healthcare credentials awarded.						
	Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Entry-Level	47	60	88	103	120	371
Mid-Level	0	0	0	5	10	15
Advanced-level	0	5	0	5	0	10
TOTAL	47	65	88	113	130	396
Outcome 1.2: Increase the number of high schools students completing a healthcare credential.						
	Baseline	Phase I	Phase II	Phase III	Phase IV	Total
High School	23	0	30	0	48	78
Outcome 1.3: Increase the number of workforce training Continuing Education Units (CEU) for healthcare workers.						
	Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Healthcare CEUs	50	60	65	75	80	280
Manufacturing Performance Outcome Measures						
Objective 2.1: Increase the number of entry-, mid-, and advanced-level manufacturing credentials awarded.						
	Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Entry-Level	10	16	23	20	30	89
Mid-Level	0	0	0	0	18	18
Advanced-level	5	0	8	0	18	26
TOTAL	15	16	31	20	66	133
Outcome 2.2: Increase the number of high schools students completing a manufacturing credential.						
	Baseline	Phase I	Phase II	Phase III	Phase IV	Total
High School	6	0	6	0	10	16
Outcome 2.3: Increase the number of workforce training hours for manufacturing technology.						
	Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Workforce Training Hours	60	110	120	130	140	500

SECTION 3 – STRENGTH OF PARTNERSHIP

20 Points

Proposals are required to address how the program plan incorporates each of the mandatory partners, as identified above, in a meaningful role.

Essential Components:

- Detailed description of role of each partner in implementation of the project- describe how each partner will carry out components of the grant project; provide a description of assigned tasks for each of the mandatory partners; identify specific personnel and the roles they will play throughout the project; describe the integration of each role into the overall project; and describe the process for implementing fully articulated pathways from K-12 through a baccalaureate degree, as appropriate.
- Capabilities of each partner in ensuring project success- discuss the unique strengths of each partner in executing planned proposal; describe how each partner is qualified to participate in the proposed project and how each partners strengthens the overall partnership.
- Consideration of all potential partners in the region – describe the process for identifying each selected partner, including the consideration of regional community colleges, universities, public schools, education service cooperatives, businesses and industries, career and technical education programs, multidistrict vocational centers, and private partnerships.

Keep the following rubric in mind when completing this section:

	Exemplary	Superior	Adequate	Needs Improvement
Strength of Partnership (20 Pts)	Plan includes broad representation and each partner has a defined role with identified critical contributions. (18–20 Pts)	Plan includes broad representation but partner roles are not clearly defined. (15–17 Pts)	Plan lacks one or two important partners or not all partners are critical to success of the plan. (11–14 Pts)	Partner participation is too narrow or some partners do not contribute meaningfully. (0–10 Pts)

Please enter your answer in the box provided below. Feel free to include any necessary charts, graphs or tables.

The strength of this proposal, and thus the likelihood of success for this project, rests with the commitment of the partners involved. Each partner has a vested interest in the overall success of this undertaking as institutional progress and reputations are at stake. Each partner has expressed in writing (see letters of commitment) a firm commitment and each is aware of their level of responsibility required to achieve success.

The Workforce Grant Committee has worked collaboratively during the Planning Grant Phase to create clearly defined career pathways and common training programs through curriculum alignment, course articulation, and workforce training to support economic growth in the region. This committee is made up of North Arkansas College faculty and staff, representatives from regional industry, middle school and high school personnel, and the regional educational services cooperative representing 16 area school districts. Through monthly meetings, numerous industry and educational tours/site visits, many hours of research, discussions and brainstorming sessions, this alliance has proven their invested commitment to this projects success.

As a direct result of our Workforce Grant Committee's research and educational tours, Harrison School District was approved by the Arkansas Department of Education on May 12, 2016, to pilot a new flexible personalized learning environment. HALO or Harrison AdvancEd Learning Opportunities starting in August, 2016 will be offered to 10th and 11th grade students with a cap of 100 students for the first year. The district plans to expand grades and student numbers until all students in grades 9-12 are provided with an opportunity to participate. Students will have the ability to complete required coursework in less than six hours a day through a flexible and personalized learning environment where students control key factors including the pace, place, and path toward achievement of educational goals. This flexible learning program will allow high school students the opportunity to enroll in additional North Arkansas College classes, including those in the focus areas of Healthcare and Advanced Manufacturing, participate in job shadowing, complete an internship, or secure paid employment.

The inherent strengths of these partnerships have ensured the opportunity to achieve the desired results of the grant for improving workforce development in the region and have resulted in the expansion of the scope of the partnership and have broadened the overall impact of the project. As indicated below, each partner has defined rolls, provides critical contributions, and enhances the combination of complementary skills to be directed toward the overall success of the project.

Partnership strengths include the accumulated knowledge, experience, and skills of preparing, placing, and promoting students and employees in the workforce environment. This is demonstrated by the fact that Northark's partnerships include Ozarks Unlimited Resource Educational Service Cooperative (O.U.R Educational Cooperative), PACE Industries, Wabash Wood Products, North Arkansas Regional Medical Center, the Northark Technical Center (Secondary Career Center), North Arkansas Partnership for Health Education (NAPHE), Baxter Healthcare, Ducommun, Claridge Products, Tyson Foods, WestRock and Arkansas State University Mountain Home (ASUMH). The regional alliance with ASUMH includes strong collaboration with the Northwest Arkansas Workforce Development Board for cooperative workforce development efforts. In addition, Northark and ASUMH will continue to hold joint regional meetings with educational and industry partners in each

service area to address regional industry needs through alignment of training and education to support economic growth.

As a result of this planning grant and the expanded collaboration with industry partners regarding industry certifications, a group of representatives from local business and industry, secondary and post-secondary education, President of the Harrison Chamber of Commerce, Career and Technical Education, and Arkansas Economic Development met on May 24, 2016 with Leo Reddy & Rebekah Hutton from the Manufacturing Skills Standards Council (MSSC). Northark along with area secondary schools and local industry are reviewing steps required to incorporate the MSSC Certification and Curriculum into educational programs for manufacturing. Two representatives from Northark will be attending a meeting in Atlanta, Georgia on June 15 -16, 2016 to speak with other institutions that are using this certification and curriculum. MSSC is one of the nation's foremost industry-led training, assessment and certification organization focused on the core technical competencies needed by the nation's frontline production and material handling workers.

The important topic of workforce development is not only a concern for North Arkansas College and our industry partners. As a result of the collaborative efforts of the Regional Workforce Planning Grant and the strategies outlined in the Implementation Grant, the Harrison Chamber of Commerce hosted a *Good Morning Harrison* event on May 25, 2016 to promote discussion toward workforce concerns in our area. This meeting was led by a panel of representatives from Northark, Pace Industries, and the Northwest Arkansas Economic Development District, who answered questions regarding the concerted effort to build the regional workforce pipeline and close the skills gap for regional business and industry partners. This meeting was attended by local city and county officials, business and industry representatives, educational institutions, and concerned citizens. We are very proud of the ongoing effort to help our regional communities develop an educated and skilled workforce for employers. We recognize that these essential grant funds will provide us with the ability to have a positive impact and we are confident that with resources outlined in the Implementation Grant proposal, Northark will successfully lead the effort to reduce the regional skills gap in healthcare and manufacturing careers.



PACE Industries donates \$20K annually for Manufacturing Scholarships

Mandatory Partner Contributions				
Partner	Role	Personnel	Strengths	Qualifications
PACE Industries	<ul style="list-style-type: none"> • Serve on Advisory Committee • Serve on Workforce Grant Committee • Refer employees to Programs • Provide employment data on graduates • Provided Scholarships (\$20,000) for Advanced Manufacturing Students • Donated Die Cast Machine and Custom “Conductor” • Recruit students to North Arkansas College programs, interns and youth apprenticeship 	<ul style="list-style-type: none"> • Director of Talent Acquisition and Development • Workforce Coordinator 	<ul style="list-style-type: none"> • Assistance with curriculum and program development • Identification of appropriate industry certification requirements • Job partnerships • Facilitation of succession planning for Pace Industries 	<ul style="list-style-type: none"> • Leading manufacturer • One of the largest manufacturing employers in the region • Expanding and growing job market regionally • CNC and Die cast technology expert
Wabash Wood Products	<ul style="list-style-type: none"> • Serve on Advisory Committee • Serve on Workforce Grant Committee • Refer employees to Programs • Provide employment data on graduates • Recruit students to North Arkansas College programs, interns and youth apprenticeship 	<ul style="list-style-type: none"> • Plant Manager 	<ul style="list-style-type: none"> • Assistance with curriculum development • Identification of appropriate industry certification requirements • Identification of soft skills needed 	<ul style="list-style-type: none"> • Leading trailer floor manufacturer • Robotics technology expert
North Arkansas Regional Medical Center (NARMC)	<ul style="list-style-type: none"> • Serve on Advisory Committee • Serve on Workforce Grant Committee • Refer employees to Programs • Serve as clinical site 	<ul style="list-style-type: none"> • Director of Human Resources & Physician Recruitment 	<ul style="list-style-type: none"> • Assistance with curriculum development • Identification of appropriate industry certification requirements • Assistance with Community 	<ul style="list-style-type: none"> • Top healthcare employer in region

	<ul style="list-style-type: none"> • Provide employment data on graduates • Recruit students to North Arkansas College programs, interns and youth apprenticeship • Donation of 2 Ambulances for EMT program 		Paramedic Program	
ASUMH	<ul style="list-style-type: none"> • Educational site • Partner in instructional delivery • Consultant to Advisory Committee • Course and Program Articulation • Collaboration and coordinating with regional industry partners 	<ul style="list-style-type: none"> • Director of Workforce Development 	<ul style="list-style-type: none"> • Assistance with curriculum development • Identification of appropriate industry certification requirements 	<ul style="list-style-type: none"> • Experience with higher education • Experienced with technical and healthcare programs
Northark Technical Center (NTC)	<ul style="list-style-type: none"> • Educational site • Partner in instructional delivery • Serve on Advisory Committee • Recruit students • Outreach to Middle and Secondary Schools 	<ul style="list-style-type: none"> • Northark Technical Center Director 	<ul style="list-style-type: none"> • Curriculum development and alignment • Shorten time for student completion of college credentials and industry certifications • Concurrent credit opportunities • Provide resources to support capital equipment purchases 	<ul style="list-style-type: none"> • SREB National Recognition: Outstanding Technical Center That Works • Recognized Project Lead the Way Site • Regional Hub for BEST Robotics • SkillsUSA award winning programs • Health Occupation Student Association (HOSA) award winning programs
Ozarks Unlimited Resources (OUR) Educational Services Cooperative	<ul style="list-style-type: none"> • Serve on Advisory Committee • Serve on Workforce Grant Committee • Liaison for area schools 	<ul style="list-style-type: none"> • CTE Coordinator 	<ul style="list-style-type: none"> • Assist with collaboration of Regional Alliance partners serving 	<ul style="list-style-type: none"> • State recognized area educational service cooperative

	<p>Omaha High School Flippin High School Lead Hill High School Bruno-Pyatt High School Bergman High School Valley Springs High School Green Forest High School Western Grove High School Alpena High School St. Joe High School Harrison High School Jasper High School Yellville Summit High School Kingston High School</p> <ul style="list-style-type: none"> • Collaboration with Professional Development Opportunities • Facilitates Annual Regional Advisory Committees (OUR CTE Regional Partnership Council) 		<p>secondary schools</p> <ul style="list-style-type: none"> • Alignment of Carl D. Perkins resources to complement regional workforce initiatives 	
<p>North Arkansas Partnership for Health Education (NAPHE)</p>	<ul style="list-style-type: none"> • Deliver C.N.A. courses • Serve on Advisory Committee • Planning and Implementation of Community Paramedic Program • Planning and Implementation of Medical Assisting Programs • Continuing Education for Healthcare Professionals 	<ul style="list-style-type: none"> • Executive Director of NAPHE • Director of Workforce and Health Education 	<ul style="list-style-type: none"> • Assist with curriculum development MA programs • Assist with curriculum development for Community Paramedic 	<ul style="list-style-type: none"> • Recognized Regional Partnership for Health Education • Recognized Continuing Education Units (CEU) provider for Healthcare
<p>Baxter Healthcare</p>	<ul style="list-style-type: none"> • Serve on Advisory Committee • Refer employees to Healthcare Programs • Provide employment data on graduates 	<ul style="list-style-type: none"> • Maintenance Supervisor 	<ul style="list-style-type: none"> • Assistance with curriculum development • Identification of appropriate industry certification requirements 	<ul style="list-style-type: none"> • Leading Medical Plastics Manufacturing • Expert in plastic injection molding

Ducommun	<ul style="list-style-type: none"> • Serve on Advisory Committee • Refer employees to Programs • Provide employment data on graduates 	<ul style="list-style-type: none"> • Human Resources Business Partner 	<ul style="list-style-type: none"> • Assistance with curriculum development • Identification of appropriate industry certification requirements 	<ul style="list-style-type: none"> • Electronic and Electrical manufacturing for aerospace industry • Precision fabrication
Tyson Foods	<ul style="list-style-type: none"> • Serve on Advisory Committee • Refer employees to Programs • Provide employment data on graduates 	<ul style="list-style-type: none"> • Complex HR Manager • Maintenance Trainer 	<ul style="list-style-type: none"> • Assistance with curriculum development • Identification of appropriate industry certification requirements 	<ul style="list-style-type: none"> • Leading manufacturing and production industry
Claridge Products	<ul style="list-style-type: none"> • Serve on Advisory Committee • Refer employees to Programs • Provide employment data on graduates 	<ul style="list-style-type: none"> • General Manager • HR Manager 	<ul style="list-style-type: none"> • Assistance with curriculum development • Identification of appropriate industry certification requirements 	<ul style="list-style-type: none"> • Leading manufacturing of visual display products
WestRock	<ul style="list-style-type: none"> • Serve on Advisory Committee • Refer employees to Programs • Provide employment data on graduates 	<ul style="list-style-type: none"> • Plant Manager 	<ul style="list-style-type: none"> • Assistance with curriculum development • Identification of appropriate industry certification requirements 	<ul style="list-style-type: none"> • Leading paper and corrugated packaging company



NARMC donates two ambulances to Northark

SECTION 4 – BUDGET PLAN

15 Points

Proposals will include a detailed financial plan that maximizes efficient use of existing resources and a completed budget template.

Essential Components:

- Clear alignment between funding request and grant activities- detailed discussion of how each component of the grant budget supports the goals and stated outcomes of the program.
- Institutions may request up to \$1 million over two years that will provide resources to implement approved Phase 1 projects.
- Local match of at least 10% of the total request, with a maximum cap of \$50,000- all proposals will include a plan for local funding to match 10% of the total grant proposal. For example, a grant requesting \$400,000 in funding would be required to provide \$40,000 in matching funds. However, the local match is capped at \$50,000, meaning grants in excess of \$500,000 will have the same match as a \$500,000 project.

Note: With a submitted written commitment and payment guarantee from an industry partner, internship wages paid during the initial twenty-four (24) months of this program may be used to offset the local match amount on a dollar-to-dollar basis. Additionally, wages paid to incumbent workers of the employer while enrolled in academic training may be deducted from the match as well. Any entity wishing to utilize this method of funding the match must include the appropriate documentation with their proposal and, if selected for funding, will be monitored to ensure compliance.

Keep the following rubric in mind when completing this section:

	Exemplary	Superior	Adequate	Needs Improvement
Budget Plan (15 Pts)	Plan identifies efficiencies that take full advantage of existing human and physical resources and all requested resources clearly support the goals of the plan. (13-15 Pts)	Plan includes significant efficiencies from existing resources and all requested resources clearly support the goals of the plan. (10-12 Pts)	Plan includes limited efficiencies from existing resources or includes some questionable resource requests. (7-9 Pts)	Budget includes limited or no existing resources from partners or includes requests deemed unnecessary. (0–6 Pts)

Section 4.1 – Budget Plan Detail

Please provide your detailed financial plan in the box below.

<p>To meet the grant objectives of reducing the regional skills gap in healthcare and manufacturing related occupations, the project budget is designed to support enrollment growth in that identified academic pathways. The budget plan detail is outlined below.</p>					
Budget Item	Grant Activities Supported				
<p>1. Personnel/Stipend</p>	<p>The comprehensive nature of this implementation grant requires coordination of the efforts and inputs of participants in education, industry, and healthcare. The complexity, compressed timeframe of this grant cycle, and the disparity between workforce entities will require a significant amount of personnel time. Therefore, overall coordination of tasks involved will require a grant coordinator who is familiar with industry and healthcare needs, community workforce needs, and educational needs. The role of coordination, planning, facilitation, overall success of grant accomplishments and reporting results will be held by the grant coordinator. Total Grant Coordinator amount \$58,100 per year which includes benefits.</p> <p>With the addition of the Medical Assisting programs there will be the need for a Program Director. The MA Program Director will oversee program marketing, administration, facility set-up, curriculum development, career counseling, referrals and job placements, and follow-up, along with data collections/submissions to Grant Coordinator. This program will also require one part-time assistant/faculty. Total MA Program Director and part-time personnel \$63,750 per year which includes benefits.</p> <p>Other personnel (part-time faculty/instructors) will be required to provide instruction for new and expanded curriculum. Total other personnel amount \$81,350 per year which includes benefits.</p> <p>All salaries are based upon Northark’s salary schedules in accordance with Arkansas Office of Personnel Management. Benefits are calculated at a fixed rate that equates 22% of salary.</p> <table border="1" data-bbox="527 1528 1416 1570"> <tr> <td data-bbox="527 1528 828 1570">Year 1: \$203,200</td> <td data-bbox="828 1528 1128 1570">Year 2: \$203,200</td> <td data-bbox="1128 1528 1416 1570">Total: \$406,400</td> </tr> </table>		Year 1: \$203,200	Year 2: \$203,200	Total: \$406,400
Year 1: \$203,200	Year 2: \$203,200	Total: \$406,400			
<p>2. Travel</p>	<p>Grant Coordinator will need the opportunity to attend conferences and workshops and visit successful workforce development agencies in state and possibly out of state to get perspective and knowledge concerning best practices. Additionally, coordinator will need to meet industry and educational partners within the region to review progress toward goal accomplishments.</p> <p>Periodically, travel and related expenses will also be required to bring all project participants together for information sharing and planning purposes. When possible, webinar technology will be used to</p>				

	<p>accommodate participants' schedules to allow them to attend meetings remotely. This approach will allow a sufficient number of required meetings to be held and reduce overall travel costs. Implementation team meetings and grant coordinator will require \$15,000 of estimated travel expenses for out-of-state and in-region trips which could include some regional partners.</p> <p>Other personnel that may require travel and related expenses would include faculty and instructors for workforce development training, conferences, and workshops to keep abreast of the latest trends and best practices in their instructional areas this is estimated at \$8,000. Travel is budgeted at the AR rate of \$0.42/mile and includes carrier, food, and lodging costs. Total Travel request: \$23,000.00</p>			
<p>3. Equipment</p>	<p>Office equipment for the Grant Coordinator will be needed in order to conduct daily operations and facilitate monthly committee meetings, data collections for reporting, mobile meetings (i.e. office computer and monitor, printer, multimedia projector and screen, etc.) \$8,500.00</p> <p>Manufacturing equipment purchased will allow North Arkansas College to take in additional students/trainees into the Advanced Manufacturing Programs which is currently limited by the availability of current machines. The addition of a CNC lathe and CNC mill with the current equipment supplied by North Arkansas College will allow for more hands on training as well as increased numbers in the program by 25%. Total Request \$328,400.00</p> <p>The new Medical Assisting Programs will require equipment for classroom and laboratory use. The classroom equipment includes, projector, mobile computer/tablet devices for electronic medical records (EMR), and EMR simulation software. Classroom instructional supplies will support the additional curriculum requirements above and beyond the C.N.A. curriculum. The current C.N.A. lab, which will also support the Medical Assisting Program will be upgraded with additional beds, hydraulic and digital scales, laboratory monitoring devices, EKG and Holter monitoring devices, physical assessment equipment (e.g. otoscopes, ophthalmoscopes, and mobile vital sign carts), out-patient surgery instruments and supplies/equipment particular to an outpatient clinic setting. The lab space will include a simulation clinic setting. Total Request \$79,500.00</p> <p>Other equipment to be purchased: VEX IQ Kits \$250.00 * 16 school districts = \$4,000. Time Clock/Attendance Tracking \$10,000</p> <p>(See Role of Equipment above for complete list of all equipment to be purchased)</p> <table border="1" data-bbox="527 1774 1421 1812"> <tr> <td>Year 1: \$425,400</td> <td>Year 2: \$5,000</td> <td>Total: \$430,400</td> </tr> </table>	Year 1: \$425,400	Year 2: \$5,000	Total: \$430,400
Year 1: \$425,400	Year 2: \$5,000	Total: \$430,400		
<p>4. Materials & Supplies</p>	<p>Costs associated with this category include purchasing of curriculum related documents and texts along with costs associated with the acquisition of miscellaneous reports, survey instruments, tests, industry</p>			

	certification licensure fees, and survey results. Also included in this amount is the costs for miscellaneous items such as postage, and consumable office supplies and materials expenses, including media for document storage		
		Year 1: \$19,900	Year 2: \$36,800
		Total: \$56,700	
5. Publication Costs Documentation or Dissemination	These costs include amounts associated with document publication and expenses related to dissemination of information to participants, students, industry, and community, and fulfilling end of project reporting requirements.		
		Year 1: \$17,000	Year 2: \$12,500
		Total: \$29,500	
6. Consultant Services	Training and Professional Development for College and Regional High School Personnel will be conducted by outside professionals		
		Year 1: \$15,000	Year 2: \$23,000
		Total: \$38,000	
7. Other	Industry Tours, Guest Speakers, Parent Programs, etc.		
		Year 1: \$9,500	Year 2: \$6,500
		Total: \$16,000	

Local Match/In-Kind- Support has been given to North Arkansas College as part of our partner’s commitment to this project. PACE Industries has committed **\$184,175** as “in-kind” support for this effort which includes \$20,000 in Annual Scholarships for students going into Advanced Manufacturing Careers at North Arkansas College, a Die Cast Machine for Advanced Manufacturing Training Cell \$124,000 and a Custom “Conductor” \$40,500.



Die Cast Machine for Advanced Manufacturing Training Cell Donated by PACE Industries

North Arkansas Regional Medical Center has donated 2 ambulances for EMT Training **\$17,000** and also provides services of Clinical Preceptors **\$3,000** for the CNA, CMA and Community Paramedic Programs.

Construction has begun on Northark’s new health education simulation center that will provide nursing students with realistic training. The center will look like three hospital rooms and a home setting and will be located in the Allied Health wing at Northark’s South Campus. North Arkansas College will provide access to the Health Education Simulation Center **\$100,000**.

Total In-Kind giving for this project \$304,175

Section 4.2 – Budget Plan Template

Please complete the budget template below. Totals will calculate automatically based on your input. Institutions may request up to \$1 million in grant funding for Phase 2 Projects.

Requesting Institution:	North Arkansas College
Title of Project:	Advanced Manufacturing & Emerging Clinical Healthcare Workforce Initiative

A. PROGRAM LEADERSHIP SUPPORT COSTS

1. Personnel/Stipend	<u>\$406,400.00</u>
2. Travel	<u>\$23,000.00</u>
3. Other (Explain Below)	<u>\$16,000.00</u>
Industry Tours, Guest Speakers, Parent Programs, etc	
TOTAL PARTNER PARTICIPANT COSTS	<u><u>\$445,400.00</u></u>

B. OTHER DIRECT COSTS

1. Equipment	<u>\$430,400.00</u>
2. Materials and Supplies	<u>\$56,700.00</u>
3. Publication Costs/Documentation/Dissemination	<u>\$29,500.00</u>
4. Consultant Services	<u>\$38,000.00</u>
5. Other (Explain Below)	<u>\$0.00</u>
Briefly Explain Other Costs	
TOTAL OTHER DIRECT COSTS	<u><u>\$554,600.00</u></u>

C. TOTAL DIRECT COSTS (A & B)	<u><u>\$1,000,000.00</u></u>
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D. COST SHARING (Minimum 10% of C; up to \$50,000)	<u><u>\$304,175.00</u></u>
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Total Implementation Grant Budget	<u><u><u>\$1,304,175.00</u></u></u>
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Other Notes

See above "Role of Equipment" for complete list of equipment for Healthcare and Advanced Manufacturing Programs

SECTION 5 - SUSTAINABILITY

20 Points

Proposals will include a commitment and detailed plan for sustaining grant activities beyond the twenty-four (24) month implementation period. Equipment requests will clearly specify how purchased equipment will continue to be linked to addressing labor and workforce needs beyond the grant period.

Essential Components:

- Detailed plan for sustaining the program beyond the twenty-four (24) month implementation grant funding period- describe how the work supported by this grant will continue beyond the grant period; outline the roles and funding sources of each partner after the grant period.
- Detailed plan for maintaining communication and sharing resources among all the program partners beyond the twenty-four (24) month funding period;
- Identify availability of long-term resources to maintain and/or repair any equipment requested.
- Describe plan for redistribution of equipment to meet additional workforce needs once the employer needs addressed by the proposal have been satisfied.

	Exemplary	Superior	Adequate	Needs Improvement
Sustainability (20 Pts)	Identifies existing resources to continue the program with no reduction in services at the end of grant funding period. (18–20 Pts)	Identifies significant resources to continue the program with limited reduction in services at the end of grant funding period. (15-17 Pts)	Identifies limited resources to continue the program or proposes significant reduction in services at the end of grant funding period. (11-14 Pts)	New funding sources must be identified for continuation of program at the end of grant funding. (0-10 Pts)

Please enter your answer in the box provided below. Feel free to include any necessary charts, graphs or tables.

Partner	Role	Funding Source
North Arkansas College	Education Institution providing facilities, currently employed full-time faculty and staff	Capital and Operating Budgets, College Foundation's Endowed Chair Program (that support small equipment purchases/replacements), Perkins Funding, State and Federal grant opportunities
PACE Industries	Manufacturing Industry Partner	\$20,000 Annual Scholarships Workforce Training Income from Workforce Training
Northark Technical Center	Educational Partner providing services to area high school students	Department of Career Education and local school districts
OUR Educational Cooperative	Educational Services Partner providing services to area high school districts	Department of Career Education and Carl D. Perkins funding
North Arkansas Regional Medical Center (NARMC)	Medical Industry Partner	Providing clinical education site facilities
North Arkansas Partnership for Health Education (NAPHE)	Medical Educational Partner	Providing medical educational services and trainings
Wabash Wood Products	Manufacturing Industry Partner	Income from Workforce Training
Claridge Products	Manufacturing Industry Partner	Income from Workforce Training
Ducommun	Manufacturing Industry Partner	Income from Workforce Training
Tyson Foods	Manufacturing Industry Partner	Income from Workforce Training
WestRock	Packaging Industry Partner	Income from Workforce Training

The continuation and sustainability of the new and expanded programs after the grant period ends is extremely important to North Arkansas College and has not been overlooked. Ongoing expenses for personnel and equipment maintenance will be a main focus. The personnel added during this grant will have gained valuable experiences and training which can be used to continue providing the same level of services offered and continue activities of this grant. Throughout the planning grant and continued into the implementation grant, numerous industry, educational support contacts and partnerships have been formed by the Grant Coordinator. Having one person as a main point of reference for these industry and educational contacts will be key to the continuous flow of information and organization of future workforce training, educational activities and promotion of

the Advanced Manufacturing and Healthcare Career opportunities available at North Arkansas College.

North Arkansas College will continue to use the services of the Northark Technical Center (NTC) which serves area high schools in Baxter, Boone, Carroll, Marion, Madison, Newton and Searcy counties. Services are provided at no cost to students. Books, tuition and fees are provided through NTC and funded by a training fee paid by local school districts and funds provided through the Arkansas Department of Career Education.

The North Arkansas College Health education simulation center along with equipment purchased will allow for the continuation of the new healthcare programs implemented during this grant. In partnership with North Arkansas Partnership for Health Education (NAPHE) we can provide for the continued instruction of those new healthcare programs.

Continued support from regional industry employers will be crucial to the continuation of these new and expanded programs. With continued collaboration from regional industry employers, we will review industry needs and future trends to assist with informing North Arkansas College about changes needed in academic programs and workforce training offerings. North Arkansas College will continue to provide regional industry with workforce training for new and current employees.

Ken Stuckey, Director of Talent Acquisition and Development at Pace Industries contacted the Northark Foundation with the desire for Pace Industries to give back to the local community by training workers for jobs here in Harrison. Specifically, he indicated a strong need to encourage students to pursue careers in engineering and manufacturing technology.

Pace Industries has become one of the largest and most diversified die casting companies in the world. The company has expanded from the original Harrison location which opened in the mid-1960's to 12 Divisions and 21 locations in the United States and Mexico. With that expansion comes the need to hire highly skilled workers.

"Engineering and technology graduates are vitally important to the future success of Pace Industries in Harrison," said Stuckey. "Our Mission statement requires us to "provide uncommon, creative solutions which contribute to the success of our customers. This scholarship program is an innovative example of that Mission Statement, and the partnership with Northark shows our deep commitment to the Harrison educational community and the surrounding area high schools. We are excited about training people for the technical positions we need now and for the future at Pace Industries in Harrison."

Pace will donate \$20,000 annually to fund \$1,000 (\$500/semester) scholarships for freshman students enrolled in engineering or manufacturing technology courses at Northark. Up to four sophomore students can earn \$1,500 (\$750/semester) in the second year at Northark if they have completed a summer internship at Pace Industries, Harrison Division. Scholarship applications will be taken from students at the high schools in the counties of Boone, Marion, Madison, Newton, Carroll and Searcy counties who enroll in Northark's Industrial Electronics Technology or Manufacturing Processes course and intend to pursue a career in these career fields. Each application must contain a recommendation letter from the high school Career and Technical Education teacher. Students must have and maintain a 2.5 GPA. Preference will be given to students who have participated in

BEST Robotics or SkillsUSA competition, attend the Northark Technical Center or have completed a class through Northark's concurrent credit offerings.

North Arkansas College will use currently employed full-time instructors in manufacturing and healthcare to continue new and expanded programs. Some part-time personnel may be needed to continue some services implemented during the grant process. The expenses required to continue new and expanded programs (including personnel, travel, materials, supplies, etc.) are estimated at \$175,000 per year. With the expansion of the manufacturing programs and the addition of the CMA and Community Paramedic Programs North Arkansas College will increase the number of students in the programs each semester. Increases in enrollment for these programs is estimated at 5% per program each year. The growth in the programs constitutes an additional estimated \$200,000 per year in tuition and fees revenue. This revenue will help support the additional instructors as well as the maintenance, repair or replacement of equipment. Northark is committed to supporting continued growth in these programs through annual budget resource allocation for sustainability.

Sustainability for new and expanded programs will be achieved by drawing students to North Arkansas College and potential employees to our industry partners through well-equipped, quality programs that support industry leading educational and training experiences. Expenses to maintain and repair equipment purchased during the grant are estimated at \$25,000 per year. The lifetime expectancy for the equipment ranges from six to fifteen years. The College will provide all maintenance and repairs necessary for equipment maintenance, replacement, and repair through capital outlay planning, the College Foundation's Endowed Chair Program (that support small equipment purchases/replacements), Perkins Funding, Federal grant opportunities, and through ongoing contributions from regional industry and partners to support sustainability and future growth of the Advanced Manufacturing and Healthcare Programs. All equipment and instructional materials purchased will continued to be used to support and sustain workforce needs in the Northwest Arkansas Region.

In cooperation with OUR Educational Cooperative and SREB we will continue professional development for college and area middle and high school administration, faculty and staff using Carl D. Perkins and Department of Career Education funding.

In order to capitalize on the coordination and cooperation achieved with partners, the Workforce Grant Committee will continue to meet monthly to discuss grant activities, achievements, goals and share resources. Communication of this committee is key to the ongoing success of the grant activities and programs. The committee will continue to evaluate expenses throughout the grant period, looking for ways to reallocate resources to support grant operations. We will also continue to pursue additional funding revenues to sustain and/or expand services started with this grant. Using the media to advance public relations by highlighting the need for the programs and publish its successes we can keep our community informed about the educational and career opportunities available at North Arkansas College. Advisory Committees will meet twice each year to discuss current and future workforce needs for our region.

The support demonstrated by our partners and our regional communities through the Planning Grant process has been phenomenal and the expectation for continuation of these efforts is extremely high. During the Planning Grant process the Grant Committee or sub-committees have met 21 times, been on four industry and educational tours, and expanded our partnerships to include five new industry partners and one new non-profit partner. The Regional Workforce Planning Grant Team has gone above and beyond in this work to maximize the intent and goals for the

Workforce Initiative Act. The collaboration of secondary and post-secondary education partners toward alignment of strategies with workforce needs as expressed by our industry partners has resulted in clearly defined career pathway plans and coordinated efforts to address the challenges of job candidate skills gaps in our region. The strong relationships that have been established between our educational and industry partners provides an ongoing solid foundation for long-term sustainability.



Wood Products

May 16, 2016

Dear Dr. Elliott,

Wabash Wood Products would like to partner with North Arkansas College in the effort to improve the labor force in northern Arkansas. As manufacturers, we continue to face labor challenges in our ongoing operations. Some operations are experiencing a labor shortage; however, Wabash is experiencing instability driven by turnover. We believe this instability is driven by a lack of job skills and the employee's lack in understanding their role in a job function. We believe we could close these gaps and improve the workforce in our area with proper education and targeted training.

Wabash is a growing international company currently expanding its manufacturing footprint. Historically, the Harrison, Arkansas labor pool has helped Wabash Wood Products produce some of the highest performing work teams in the Wabash family. Wabash's current struggles in this market create barriers for expansion and job creation in Boone County as well as the entire state of Arkansas. Wabash National has a voracious appetite for continuous improvement in all of its manufacturing operations.

These initiatives include new products, improved processes, strategic automation for variation reduction, and being an industry leader in everything we do. This approach requires an educated and dedicated workforce at all levels. Opportunities currently exist in all employment levels with Wabash National. The Harrison, Arkansas facility has expanded our employee base 50% over the last 36 months and routinely has over 25 positions open at any given time. As a current director with the Harrison Regional Chamber of Commerce and a member of the Economic Development Subcommittee, I am aware that Wabash Wood Products is not the only employer experiencing challenges with northern Arkansas labor shortages.

We believe the Regional Work Force Alliance, formed through this project, creates a great opportunity for Wabash Wood Products to provide detailed elements for local workforce improvements as well as opportunities to vet improvement strategies.

Wabash is prepared to openly share current business analytics related to labor impacts. Examples of these metrics include turnover, training costs, productivity impacts, etc. Wabash is also prepared to support the initiative by supplying members on committees, conducting seminars/training, or other areas that would enhance the program for the improvement of the local employee base.

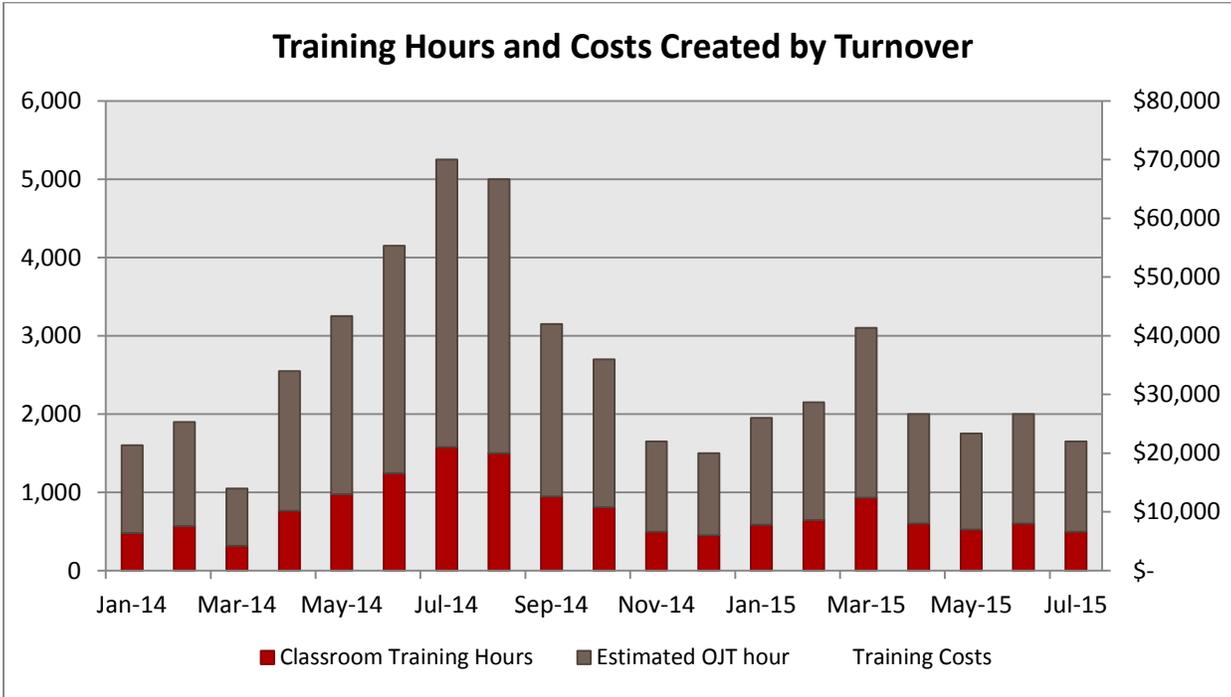
As an attachment, I have provided monthly turnover, estimated training hours, and estimated training costs. Based upon these metrics, it is imperative to seek a long term solution to our issues.

Sincerely,

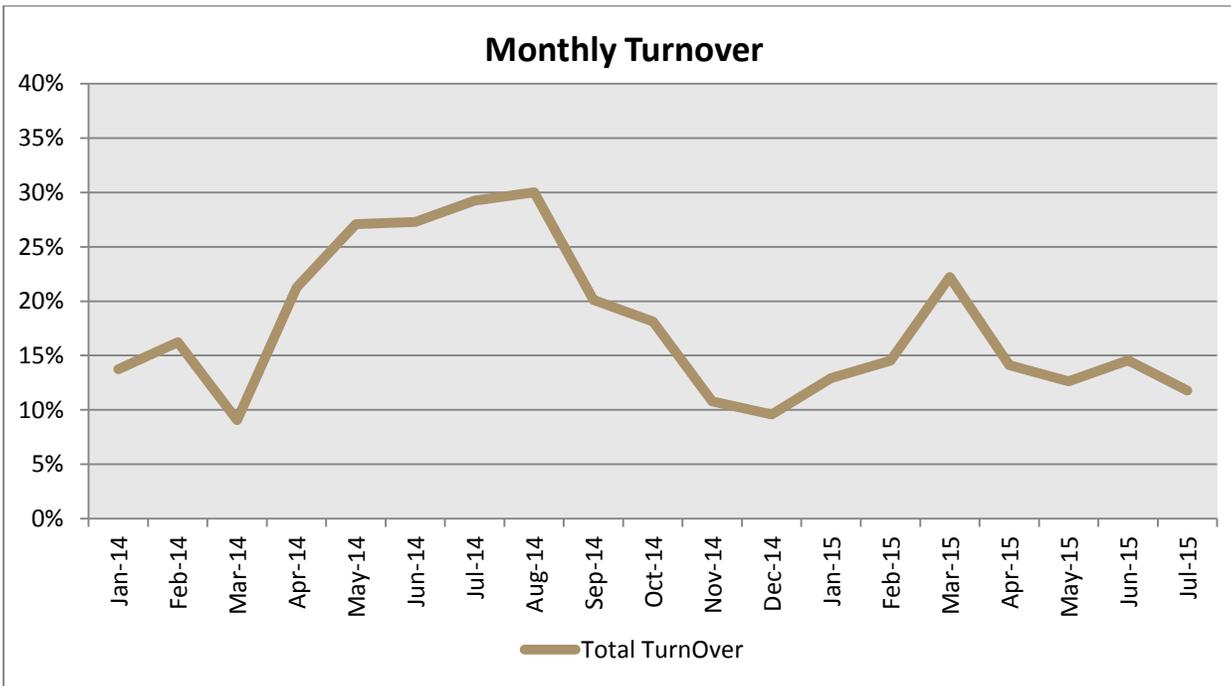
Eddie Bartlett
Plant Manager, Wabash Wood Products



Wood Products



Estimated 48,000 hours of training at a cost of \$662,000





Office: 479.443.1455
Fax: 479.442.7058
P.O. Box 309
Fayetteville, AR 72702

February 29, 2016

Ethan Robinson
Workforce Coordinator
Pace Industries

To whom it may concern,

It is my absolute pleasure to write in support of the application drafted by Melissa Bray and her colleagues at North Arkansas College. North Arkansas College was awarded the Regional Workforce Grant, which will provide much needed training to the area and its residents in order to bring a revitalized labor pool to employers.

Pace Industries is one of the largest employers in Harrison, Arkansas. Our need for skilled workers far outnumbers the total sum of quality candidates in the job market. With more and more of our current workforce nearing retirement, our need for a skilled workforce is only going to become more critical. The Regional Workforce Grant will provide a clear pathway for high school students to receive a high quality education in advanced manufacturing that leads to gainful employment.

Pace hiring needs are in technical areas; namely automation, CNC programming/operation, and technical maintenance. The Regional Workforce Grant would provide North Arkansas College new technologies that will further align their student's skills with our hiring needs.

In conclusion, I fully support North Arkansas College in their objective to create new opportunities for their students through the Regional Workforce Grant. I look forward to the day when our industry will greet these new candidates with an excellent career.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ethan Robinson', is written over a light grey horizontal line.

Ethan Robinson
Workforce Coordinator



May 16, 2016

Dear Arkansas Workforce Development Board:

Northark Technical Center (NTC) is committed to working with North Arkansas College and its other education and industry partners to address labor market shortages and job candidate skills gaps in our region. This partnership will allow Northark to be more responsive to our regional industry needs, particularly in the Advanced Manufacturing and Emerging Clinical Healthcare job sectors.

NTC is a shared-time secondary technical center providing high school students the opportunity to obtain concurrent credit in six programs of study leading to industry certifications and college certificates prior to graduation. This unique opportunity allows students to significantly reduce the time from high school graduation to successful employment or degree completion.

In order to serve more high school student at NTC, we are adjusting class schedules to allow for morning and afternoon courses for area high school students. In addition to our six current programs, we are adding three new Certificates of Proficiency; Workforce Technology, Clinical Medical Assistant, and Administrative Medical Assistant, each of which are designed for students to complete by the time they graduate high school.

NTC services high schools in our six county service area which includes Boone, Carroll, Madison, Marion, Newton, and Searcy counties. These schools include:

- * Omaha High School
- * Lead Hill High School
- * Bergman High School
- * Green Forest High School
- * Alpena High School
- * Harrison High School
- * Yellville Summit High School
- * Flippin High School
- * Bruno-Pyatt High School
- * Valley Springs High School
- * Western Grove High School
- * St. Joe High School
- * Jasper High School
- * Kingston High School

The Regional Workforce Alliance created through this project will allow Northark and its students to receive invaluable employer input in the areas of skill development, emerging technology needs, soft skills, and labor market trends. NTC is excited to enter into this partnership to improve student outcomes and fill labor market gaps in our region.

Sincerely,

A handwritten signature in black ink, appearing to read "Scott Howie", written over a horizontal line.

Scott Howie, Director
Northark Technical Center

A Comprehensive Community College



May 17, 2016

Subject: Letter of Support for Regional Workforce Grant

Regional Workforce Grant Selection Board:

North Arkansas Regional Medical Center supports this initiative to enhance workforce development with our regional partners in manufacturing and education. Working together, as we have done in applying for this grant, enhances the likelihood of success. With this process, we have strengthened ties between all school levels and industry in rethinking how we rebuild and refurbish our efforts.

This second stage "Regional Workforce Grant Proposal" features development and sustenance efforts in early through adult career pathways in healthcare and manufacturing. We believe early identification of career interests in these high demand areas will allow more creativity in early education and mentorship. We are appreciative that classes, such as Medical Terminology / Anatomy and Physiology, will now be available to lower grades and more adults, and at flexible times. And we are pleased with the grant enhancing efforts to work together for the good of all.

One of our organizational values challenges North Arkansas Regional Medical Center employees to stay engaged in the betterment of our community. For this particular proposal, we have worked diligently with top regional educational and employment innovators equally committed to long-term project success. Collaborative steps are already either under way or ready to be initiated as this project continues its forward momentum. Our regional workforce development efforts will be considerably enhanced by continuing grant approval.

Very truly yours,

A handwritten signature in cursive script, appearing to read 'Vincent Leist'.

Vincent Leist
President and Chief Executive Officer



OZARKS UNLIMITED RESOURCES COOPERATIVE

5823 Resource Drive, Harrison, AR 72601
P.O. Box 610, Valley Springs, AR 72682
PHONE: 870.429.9100 FAX: 870.429.9099
www.oursc.k12.ar.us

Harrison, Arkansas 72601

Rick Nance, Director

May 16, 2016

MEMBERSHIP

BAXTER COUNTY

Cotter S.D.

Nell Bonds, Dean of Outreach
North Arkansas College
1515 Pioneer Drive
Harrison, AR 72601

BOONE COUNTY

Alpena S.D.
Bergman S.D.
Harrison S.D.
Lead Hill S.D.
Omaha S.D.
Valley Springs S.D.

Dear Mrs. Bonds:

We are excited to partner with Northark on the Regional Workforce Implementation Grant.

CARROLL COUNTY

Berryville S.D.
Eureka Springs S.D.
Green Forest S.D.

A part of the O.U.R. Cooperative operational mission is to, "Foster public and private sector educational partnerships" to respond to the diversity of needs and opportunities in our constituency. The implementation grant will allow the opportunity to work closer with manufacturers and health employers to identify employability skills required of secondary students to prepare teachers to provide necessary instruction for students to be career ready in manufacturing and health fields.

MADISON COUNTY

Jasper S.D.
Kingston Campus

The Career and Technical Department Coordinator will be available to assist with the grant targets and with communication between the secondary schools comprised of sixteen school districts (Alpena, Bergman, Berryville, Cotter, Deer/Mt. Judea, Eureka Springs, Flippin, Green Forest, Harrison, Jasper, Lead Hill, Omaha, Ozark Mountain, Searcy County, Valley Springs and Yellville-Summit). The grant provides the opportunity to align Carl D. Perkins resources to complement workforce initiatives. The O.U.R. CTE Department will support the grant through serving on the advisory committee, serving on workforce grant committee, serve as a liaison for the area public schools (16 school districts), collaborate on professional development opportunities, and continue facilitation of the annual OUR CTE Regional Partnership Council held in October.

MARION COUNTY

Flippin S.D.
Ozark Mountain S.D.
Bruno-Pyatt Campus
Yellville-Summit S.D.

O.U.R. Cooperative is committed to the work of the grant and continuing the support past the end of the grant through the O.U.R. CTE Department. As this opportunity is a positive for our constituents and provides workforce opportunities for public school students, O.U.R. Cooperative supports the grant. We look forward to hearing the Regional Workforce Alliance's success in approval.

NEWTON COUNTY

Deer / Mt. Judea S.D.
Jasper S.D.
Jasper Campus
Ozark Mountain S.D.
Western Grove Campus

Sincerely,

Richard Nance, Director

SEARCY COUNTY

Ozark Mountain S.D.
St. Joe Campus
Searcy County S.D.
Leslie Campus
Marshall Campus

NORTH ARKANSAS COLLEGE

c Dr. Kim Fowler, Teacher Center Coordinator
Mrs. Billie Reed, CTE Coordinator



May 17, 2016

Melissa Bray
Regional Workforce Grant Analyst
North Arkansas College
1515 Pioneer Drive
Harrison, AR 72601

To Whom It May Concern:

As part of the statewide effort in Arkansas to enhance our workforce system and contribute to strong regional economies through active community and workforce development, we are submitting this letter in support of North Arkansas College's Implementation Grant Application for the Regional Workforce Grant.

Participating as a partner in this effort offers our region the opportunity to transform our regional economy and gain a competitive advantage by developing the local workforce to better meet employer needs. This important collaboration will address the needs of businesses and develop skilled workers who will contribute to business solutions that support increased economic growth.

The Implementation Grant focus areas of Advanced Manufacturing and Emerging Clinical Healthcare will allow us to address critical needs of regional employers through a process that aligns education, workforce development, and economic development strategies within our regional communities.

We look forward to actively participating in the workforce development strategies outlined in the implementation grant proposal, and will support efforts to address these critical needs in our region. Our partnership with North Arkansas College and other regional partners to implement career pathway strategies that create linkages between secondary and postsecondary education providers and employers will create a pipeline of skilled employees to meet employer needs. Using a common vision and a unified regional effort that integrates education, professional training, and support, will allow us to align services within our regional economies and target sector strategies that are tailored to meet the needs of regional employers. We look forward to continued collaboration and the important work ahead.

Respectfully,

A handwritten signature in black ink, appearing to read "Michael Armstrong", is written over a light blue horizontal line.

Michael Armstrong
GF/BV Complex Human Resources Manager

May 20, 2016



To Whom It May Concern:

As part of the statewide effort in Arkansas to enhance our workforce system and contribute to strong regional economies through active community and workforce development, we are submitting this letter in support of North Arkansas College's Implementation Grant Application for the Regional Workforce Grant.

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A handwritten signature in black ink, appearing to read "Andrew Gratton", is written over a light blue horizontal line.

Andrew Gratton

Plant Manager

329 W Industrial Park Road | Harrison, Arkansas 72601

T 870.741.9401 | M 870.754.7963

Andrew.Gratton@westrock.com | www.westrock.com



May 1, 2016

Dear Arkansas Workforce Development Board:

Please accept this letter as commitment of partnership between North Arkansas College (Northark) and Arkansas State University-Mountain Home (ASUMH) to form a regional workforce alliance. Such a partnership will support development and expansion of regionally aligned employer driven career pathways. This collaborative approach will allow Northark and ASUMH to collectively identify and address job candidate skills gaps in our region, particularly in the Advanced Manufacturing and Emerging Clinical Healthcare job sectors.

Northark and ASUMH are committed to engaging with our regional service area in the following ways:

- ❖ Align curriculum to ensure that completers of technical certificate programs at each institution can enter seamlessly into Associate Degree completion programs either direction.
- ❖ Work jointly with secondary education providers to develop improved communication and marketing campaigns targeting parents to educate and build understanding regarding regional career opportunities with the Manufacturing job sector.
- ❖ Engage regional partners (secondary education, postsecondary education, and employers) through workforce alliance efforts to create clearly defined career pathways.

As we work in partnership to develop a strong regional workforce alliance, we are focused on creating a skilled and employment-ready workforce through alignment of educational programs and joint efforts to address regional workforce needs. We look forward to the opportunity to work together with regional employers and other partners to develop an educational pipeline to support economic growth in our region.

Sincerely,

A handwritten signature in blue ink, appearing to read "Robin Myers".

Robin Myers, Ed.D.
Chancellor

RM/mc



May 2, 2016

To Whom It May Concern:

Please let this letter serve as a mechanism to document our support for North Arkansas College to submit and implement a Regional Workforce Grant that will enhance efforts in Arkansas to contribute to the development of a stronger regional economy and provide increased opportunities for local employment.

NAPHE is very pleased to have been a partner with North Arkansas College in past efforts to improve workforce collaborations in support of economic growth and expansion. As in the past, we look forward to our continued work together and will actively participate in the workforce development strategies outlined in this new proposal. Specifically we feel that the plans which focus on areas of Advanced Manufacturing and Emerging Clinical Healthcare will put us on the cutting edge in addressing critical needs of regional employers. By aligning education, professional training, and economic strategies, the end result will be a career pipeline that links area students with regional employers who need highly skilled workers.

Building on what we have accomplished in the past and customizing strategies for the future has always been a strong suit for North Arkansas College. This new regional workforce proposal continues a proud tradition that unifies regional partners working collectively to serve a vision for the common good. It is great to be a part of this team and we look forward to the important work ahead!

Sincerely,

Sherri Hinrichs, Executive Director
North Arkansas Partnership for Health Education
Harrison, Arkansas

Sustaining Partners:



Committed to Excellence in Community Health Education



NORTHWEST ARKANSAS
ECONOMIC DEVELOPMENT DISTRICT, INC.

NWAEDD PLAZA
818 Highway 62-65-412 North • P.O. Box 190
Harrison, Arkansas 72602-0190
(870) 741-5404

May 9, 2016

Dear Dr. Elliott,

As part of the statewide effort in Arkansas to enhance our workforce system and contribute to strong regional economies through active community and workforce development, we are submitting this letter in support of North Arkansas College's Implementation Grant Application for the Regional Workforce Grant.

This effort offers our region the opportunity to transform our regional economy and gain a competitive advantage by developing the local workforce to better meet employer needs. This important collaboration will address the needs of businesses and develop skilled workers who will contribute to business solutions that support increased economic growth.

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Using a common vision and a unified regional effort that integrates education, professional training, and support, will allow us to align services within our regional economies and target sector strategies that are tailored to meet the needs of regional employers. We look forward to continued collaboration and the important work ahead.

Sincerely,

Joe Willis, Executive Director
Northwest Arkansas Workforce Development Board

HARRISON SCHOOL DISTRICT

110 South Cherry Street, Harrison, AR 72601

MELINDA MOSS, Ed. D.
Superintendent of Schools

Telephone 870/741-7600
Fax 870/741-4520
E-mail: mmoss@hps.k12.ar.us

Dear Regional Workforce Grant Committee:

This year's Workforce Planning Grant has created extremely strong collaboration between North Arkansas College, Harrison School District, North Arkansas Regional Medical Center, Wabash and Pace Industries. Thus has developed a solid plan of action to take into the next level of the Workforce Implementation Grant. I have no doubt that if funded, each grant partner will see that the current synergy between each institution will more than magnify the dollars entrusted.

More specifically, Harrison School District has positioned itself to implement both technical and soft skills development through actions outlined in the grant application. We look forward to expansion of Project Lead the Way, aptitude and career assessments, internship opportunities, industry-specific courses such as Craft Skills, Introduction to Engineering Design, Medical Terminology and other possibilities. We are willing to find academic space, right here on our campuses, for these programs.

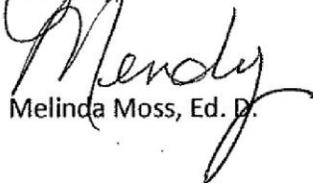
The District is also excited to expand professional development of its teachers through tours of the technical center, regional industry guests and speakers and other ways to give not only our students a better vision of the world of work in our community but also our educators. Teachers can then apply the skills and competencies they are teaching to their application in the workplace.

We can't keep doing what we have been doing, the same way, and expect to get different results. Our local businesses and industries are begging for skilled workers with the soft skills needed to fill crucial positions.

The success of the schools and the community are deeply intertwined. The funding of the Regional Workforce Implementation Grant will be a huge step toward furthering our partnerships and our ability to meet our workforce shortages.

Harrison School District supports this grant application.

Sincerely,



Melinda Moss, Ed. D.

Monday, April 25, 2016

To Whom It May Concern:

As part of the statewide effort in Arkansas to enhance our workforce system and contribute to strong regional economies through active community and workforce development, we are submitting this letter in support of North Arkansas College's Implementation Grant Application for the Regional Workforce Grant.

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Chonta Salts
Human Resources Business Partner
Interconnect Solutions
Ducommun, Inc.



PRODUCTS AND EQUIPMENT, INCORPORATED

P. O. BOX 910

HARRISON, ARKANSAS 72602-0910

E-MAIL: claridge@claridgeproducts.com



PHONE: 870-743-2200

TOLL FREE: 800-434-4610

FAX: 870-743-1908

May 5, 2016

To Whom It May Concern:

As part of the statewide effort in Arkansas to enhance our workforce system and contribute to strong regional economies through active community and workforce development, we are submitting this letter in support of North Arkansas College's Implementation Grant Application for the Regional Workforce Grant.

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Claridge Products is proud to have been a partner with North Arkansas College in providing 2 separate trainings to help educate and promote our workforce. We participated in training for a 30 hour OSHA course for approximately 30 employees and in a 40 hour PLC Programming course for 6 of our industrial maintenance personnel.

We look forward to actively participating in the workforce development strategies outlined in the implementation grant proposal, and will support efforts to address these critical needs in our region. Our partnership with North Arkansas College and other regional partners to implement career pathway strategies that create linkages between secondary and post-secondary education providers and employers will create a pipeline of skilled employees to meet employer needs. We look forward to continued collaboration with North Arkansas College.

Claridge Products and Equipment, Inc.

Roger Leonard
General Manager



April 28, 2016

To Whom It May Concern:

As part of the statewide effort in Arkansas to enhance our workforce system and contribute to strong regional economies through active community and workforce development, we are submitting this letter in support of North Arkansas College's Implementation Grant Application for the Regional Workforce Grant.

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Sincerely,

A handwritten signature in blue ink, appearing to read "Lacey Johnson", is written over the typed name.

Lacey Johnson

HR Director

870-424-5310

SUBMIT BY JUNE 1, 2016Email to ADHE.Workforce.Grant@adhe.edu*Applications will only be accepted for projects that were awarded a planning grant.***IMPLEMENTATION GRANT SCORING RUBRIC**

Critical Elements	Exemplary	Superior	Adequate	Needs Improvement	Value
Program Need	Significantly addresses a top 3 workforce need in the region. (18–20 Pts)	Addresses in a more limited way a top 3 workforce need in the region. (15–17 Pts)	Addresses in a limited way a less critical workforce need in the region. (11-14 Pts)	Identified labor need is too narrow or not in a critical area. (0–10 Pts)	20 Pts
Program Plan	Plan identifies efficiencies that take full advantage of existing human and physical resources and all requested resources clearly support the goals of the plan. (22-25 Pts)	Plan includes significant efficiencies from existing resources and all requested resources clearly support the goals of the plan. (18-21 Pts)	Plan includes limited efficiencies from existing resources or includes some questionable resource requests. (14-17 Pts)	Budget includes limited or no existing resources from partners or includes requests deemed unnecessary. (0–13 Pts)	25 Pts
Strength of Partnership	Plan includes broad representation and each partner has a defined role with identified critical contributions. (18–20 Pts)	Plan includes broad representation but partner roles are not clearly defined. (15–17 Pts)	Plan lacks one or two important partners or not all partners are critical to success of the plan. (11–14 Pts)	Partner participation is too narrow or some partners do not contribute meaningfully. (0–10 Pts)	20 Pts
Budget Plan	Plan identifies efficiencies that take full advantage of existing human and physical resources and all requested resources clearly support the goals of the plan. (13-15 Pts)	Plan includes significant efficiencies from existing resources and all requested resources clearly support the goals of the plan. (10-12 Pts)	Plan includes limited efficiencies from existing resources or includes some questionable resource requests. (7-9 Pts)	Budget includes limited or no existing resources from partners or includes requests deemed unnecessary. (0–6 Pts)	15 Pts
Sustainability	Identifies existing resources to continue the program with no reduction in services at the end of grant funding period (18–20 Pts)	Identifies significant resources to continue the program with limited reduction in services at the end of grant funding period (15-17 Pts)	Identifies limited resources to continue the program or proposes significant reduction in services at the end of grant funding period (11-14 Pts)	New funding sources must be identified for continuation of program at the end of grant funding. (0-10 Pts)	20 Pts
Total Points Possible					100 Pts

