



Statewide Workforce Innovation and Opportunity Act Title I Service Delivery Study

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Educational Data Systems, Inc.
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1. Executive Summary

This study evaluates Kansas' WIOA Title I workforce system through a data-driven comparison with peer states of similar population size, using standardized data reported to the U.S. Department of Labor Employment and Training Administration. The analysis assesses system performance across key indicators, including participation, training utilization, cost efficiency, and governance structure.

Kansas operates a multi-board workforce system supported by integrated service delivery through the **KANSASWORKS** network. The data indicates that Kansas functions at a lower scale and higher cost per participant compared to many peer states. Across both Adult and Youth programs, Kansas serves fewer participants than expected relative to its size, while maintaining above-average costs—particularly in training services, where youth training costs are significantly higher than all peer states.

The analysis also highlights a limited conversion from Wagner-Peyser (WP) participants to WIOA Adult services, suggesting that while Kansas effectively engages individuals at the front end, fewer participants transition into more intensive services. This dynamic contributes to lower overall participation and reduces system-wide efficiency.

The study concludes that Kansas' workforce system is resource-intensive relative to peers, with opportunities to improve performance by expanding participation, increasing conversion into training services, and reducing per-participant costs. From a governance perspective, the findings suggest that a more centralized structure could enhance coordination, standardization, and efficiency, while maintaining alignment with workforce and economic development priorities.

This report frames the decision between maintaining a multi-board system or transitioning to a single statewide board as a policy choice. The data indicates that greater statewide coordination—whether through structural change or strengthened alignment mechanisms—will be critical to improving system efficiency, expanding service reach, and driving stronger outcomes for Kansans.

2. Study Approach

This study was designed to provide a consistent, data-driven comparison of workforce system performance across states, with a specific focus on ensuring comparability and relevance to Kansas. Benchmark states were selected primarily based on population size, reflecting the fact that WIOA funding allocations are largely driven by population-based formulas. This approach ensures that comparisons are made among states with similar scale, enabling a more meaningful evaluation of system structure, performance, and resource utilization.

All data used in the analysis was sourced from the U.S. Department of Labor – Employment and Training Administration (ETA). These data are self-reported by Local Workforce Development Boards (LWDBs), aggregated at the state level, and submitted to ETA in accordance with federal reporting requirements. As a result, this dataset represents the most standardized and widely accepted source for comparing workforce system performance across states—providing the closest approximation to an “apples-to-apples” comparison available.

The analysis is based on the most recent complete and validated dataset, Program Year (PY) 2023, which covers the period from July 1, 2023 through June 30, 2024. At the time of this study, ETA has not yet published a complete dataset for PY 2024, making PY 2023 the most reliable and comprehensive source for cross-state comparison.

3. Current Structure - Kansas WIOA Title I

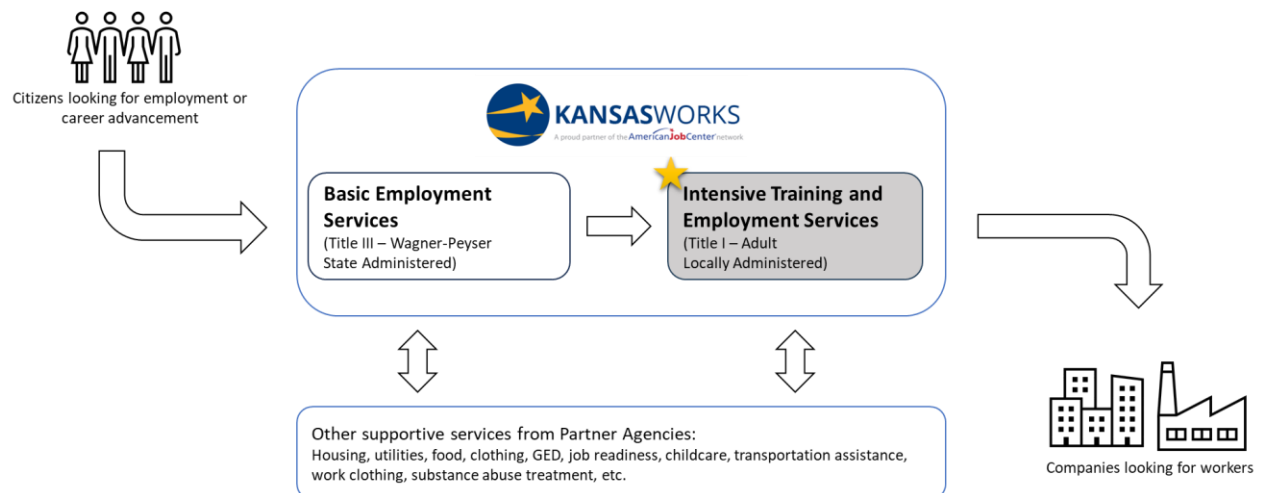
Multi-board State

State Population: 2,940,000

Geographic Size: 82,278 sq miles

Number of Job Centers: 18 Comprehensive; 5 Affiliate

The Kansas workforce development system operates as an integrated, statewide workforce network known as **KANSASWORKS**, structured around a partnership among state agencies, regional workforce development boards, and a network of American Job Centers (AJCs). The system is governed by the **KANSASWORKS** State Board (KWSB) and implemented through a collaborative model that aligns workforce, education, and economic development activities across the state. Core workforce programs are administered primarily through the Kansas Department of Commerce, the Kansas Department of Children and Families (KDCF), and the Kansas Board of Regents (KBOR), which together coordinate services for jobseekers and employers across Kansas.



Governance and State-Level Structure

At the state level, the Kansas workforce system is guided by the **KANSASWORKS** State Board, which establishes strategic priorities and oversees implementation of the state's workforce development strategy. State agencies responsible for administering WIOA core programs collaborate through a State Plan Management Team, which includes representatives from the Kansas Department of Commerce, the Kansas Department of Children and Families, the Kansas Board of Regents, and the Kansas Department of Labor's Labor Market Information division. This interagency structure ensures coordination among workforce programs, education and training initiatives, and labor market information systems.

Within this framework, Kansas delivers workforce services through a network of American Job Centers operating under the **KANSASWORKS** brand, supported by an integrated data and case management system, www.kansasworks.com, which allows multiple programs and agencies to share participant information and coordinate services across the workforce system.

Regional Structure and Local Workforce Development Boards

Kansas is organized into three Local Workforce Development Areas, each served by a Local Workforce Development Board (LWDB) responsible for regional workforce planning and program implementation. The three local areas reflect regional labor markets and population centers across the state:

- Kansas WorkforceONE (Local Area I): 96 counties in western, southeastern and north-central Kansas
- Workforce Partnership (Local Area III): Johnson, Leavenworth, and Wyandotte counties in the Kansas City metropolitan area
- Workforce Alliance (Local Area IV): Six counties in south-central Kansas, including the Wichita metropolitan area

Local Workforce Development Boards play a central role in translating statewide strategy into regional workforce programs. They coordinate workforce services within their local areas, oversee the operation of workforce centers, and ensure that training and employment programs align with regional employer demand. Local boards are responsible for developing regional workforce plans, managing workforce service delivery through American Job Centers, and coordinating workforce initiatives among education institutions, employers, and community partners. The local workforce boards provide real-time intelligence about regional skill shortages and workforce trends, helping to guide training investments and workforce strategies across the system.

Administration of the Wagner-Peyser Employment Service

The Wagner-Peyser Employment Service (WIOA Title III) in Kansas is administered through the Kansas Department of Commerce in partnership with the Local Workforce Development Boards. Commerce staff oversee the program statewide while employment services are delivered through the network of American Job Centers.

Wagner-Peyser staff are co-located within American Job Centers across the state and provide core labor exchange services, including job search assistance, recruitment support, job matching, labor market information, and employer outreach. These services are integrated with other workforce programs to provide comprehensive employment services for jobseekers and businesses. The program is fully integrated into the functional management model used by Kansas American Job Centers, where staff from multiple programs collaborate as a single team to serve customers regardless of program eligibility or funding source.

Roles and Functions of Local Workforce Development Boards

Local Workforce Development Boards serve as the regional governance and coordination bodies for workforce services in Kansas. Their responsibilities include:

- Overseeing the operation and performance of American Job Centers in their regions
- Coordinating workforce services across WIOA programs and partner agencies
- Aligning training programs with regional employer demand and industry needs
- Managing regional workforce planning and program implementation
- Supporting employer engagement and industry partnerships
- Providing oversight of workforce training investments and service providers

Local boards also coordinate the pooling of resources from programs such as WIOA Title I, Wagner-Peyser, and other workforce initiatives to provide integrated career services, job placement support, and training opportunities for jobseekers.

WIOA Core Program Partners in the American Job Centers

Kansas American Job Centers operate with co-located WIOA core program partners, enabling customers to access multiple workforce services in one location. Core WIOA partners working together in the centers include:

- WIOA Title I Adult, Dislocated Worker, and Youth Programs (Kansas Department of Commerce and Local Workforce Development Boards)
- Wagner-Peyser Employment Services (Title III) (Kansas Department of Commerce)
- Adult Education and Family Literacy Programs (Title II) administered by the Kansas Board of Regents
- Vocational Rehabilitation Programs (Title IV) administered by the Kansas Department of Children and Families

These partners collaborate through the integrated AJC service model to deliver career services, training access, education services, and employment supports to individuals and employers.

Additional Co-Located Workforce System Partners

In addition to WIOA core partners, Kansas American Job Centers also host several additional workforce and employment programs that provide specialized services to targeted populations. These include:

- Trade Adjustment Assistance (TAA) for workers affected by foreign trade impacts
- Jobs for Veterans State Grants (JVSG), including Disabled Veterans' Outreach Program (DVOP) specialists who provide services to veterans
- Senior Community Service Employment Program (SCSEP) for older workers
- Reemployment Services and Eligibility Assessment (RESEA)
- Unemployment Insurance services
- Various reentry and employment programs integrated through the statewide case management system

These programs are integrated through the **KANSASWORKS** workforce centers and share common data systems, enabling coordinated service delivery and seamless customer experiences across programs.

Integrated Service Delivery Model

Kansas American Job Centers operate under a functional management model, meaning staff from multiple workforce programs collaborate as a single service team rather than working within separate program silos. This structure ensures that jobseekers and employers receive coordinated services regardless of the program through which they enter the system. Through the KANSASWORKS.com statewide system, workforce staff across agencies can access shared participant information, coordinate services, and manage case records across programs, creating a more seamless workforce system for customers.

The Kansas workforce development system operates through a state-regional partnership model in which statewide policy leadership is provided by the **KANSASWORKS** State Board and key state agencies, while service delivery is implemented through five Local Workforce Development Areas and their corresponding Local Workforce Development Boards.

Workforce services are delivered through a statewide network of **KANSASWORKS** American Job Centers, where WIOA core programs—including Title I workforce services, Wagner-Peyser employment services, Adult Education, and Vocational Rehabilitation—are co-located and integrated with additional partner programs such as TAA, JVSG, and SCSEP. Through integrated governance, regional workforce boards, and co-located service delivery, Kansas has developed a workforce system designed to align employment services, training programs, and education resources with the needs of jobseekers and employers across the state.

4. Kansas' Local Workforce Development Boards

Across Kansas, each Local Workforce Development Area is governed by a Local Workforce Development Board (LWDB) established under the Workforce Innovation and Opportunity Act (WIOA). These boards provide strategic leadership for the regional workforce system and ensure that workforce programs and services align with the needs of employers and job seekers within their respective regions. Board membership follows federal statutory requirements and includes a majority of private-sector employers, along with representatives from economic development organizations, education and training providers, labor organizations, community-based organizations, and public workforce agencies. Together, these members provide diverse perspectives that help guide workforce strategies and ensure strong connections between the workforce system and regional labor market needs.

Local Workforce Development Boards are responsible for establishing regional workforce strategies, overseeing the implementation of WIOA programs, approving workforce budgets and funding priorities, supporting employer engagement and sector partnerships, and monitoring the performance of workforce programs delivered through the American Job Center network. Through these responsibilities, the boards play a central role in aligning workforce services with industry demand and strengthening talent pipelines across the state.

Each local workforce board also operates in partnership with a Chief Elected Officials Board (CEOB) composed of elected officials representing the counties and municipalities within the workforce region. The CEOB provides governmental oversight of workforce activities, appoints members to the Local Workforce Development Board, and shares responsibility for ensuring that federal workforce funds are administered in accordance with state and federal requirements. This governance structure ensures that workforce programs are both employer-driven and accountable to local governments and communities throughout Kansas.

Kansas WorkforceONE

96 counties in western and north-central Kansas

Kansas WorkforceONE is the regional workforce development organization responsible for administering federal workforce programs and coordinating workforce services across a large portion of Kansas. Its mission is to connect employers with a skilled workforce and help job seekers access employment, training, and career services. The organization serves a large multi-county region of central and western Kansas, functioning as the workforce governance and planning body for the Local Workforce Development Area I under the federal Workforce Innovation and Opportunity Act (WIOA).

Workforce Partnership

Johnson, Leavenworth, and Wyandotte counties in the Kansas City metropolitan area

Workforce Partnership is the Local Workforce Development Board (LWDB) for the Kansas City metropolitan workforce region of Kansas, responsible for administering federal workforce programs and coordinating employment and training services under the Workforce Innovation and Opportunity Act (WIOA). The organization connects employers and job seekers through workforce centers and programs

that provide employment services, training assistance, and career pathway support. It operates a network of workforce centers serving Johnson, Leavenworth, and Wyandotte counties in northeast Kansas.

Workforce Alliance of South Central Kansas

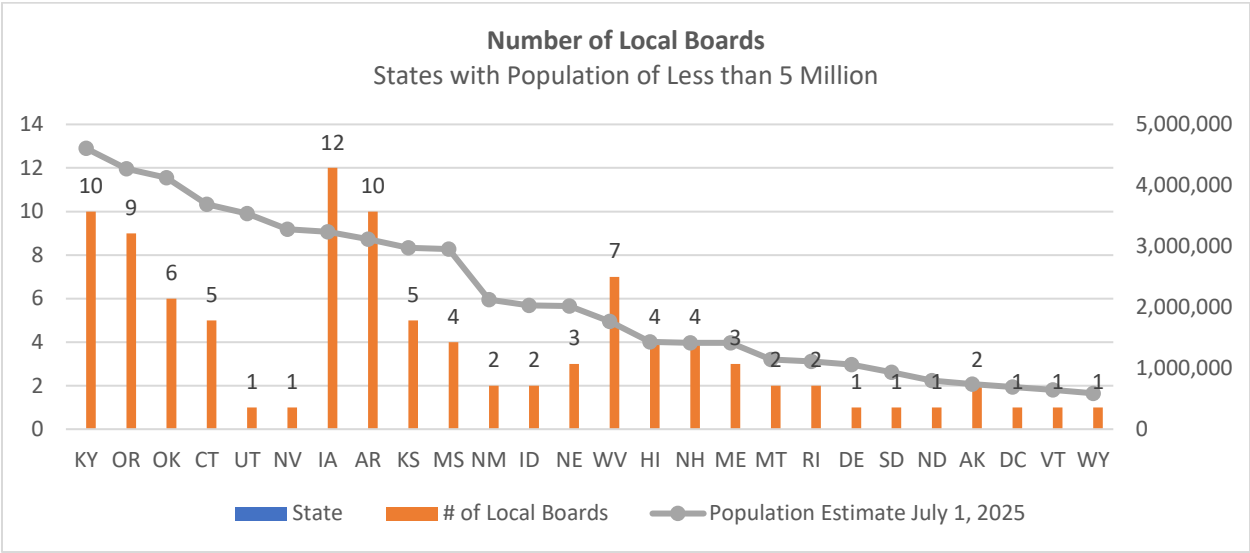
Six counties in south-central Kansas, including the Wichita metropolitan area

Workforce Alliance of South Central Kansas is the Local Workforce Development Board (LWDB), responsible for administering federal workforce development programs and coordinating regional workforce strategies under the Workforce Innovation and Opportunity Act (WIOA). The organization works with employers, education providers, and workforce partners to strengthen the regional labor market and help job seekers access employment, training, and career services. Its mission is “Growing the regional economy through a skilled workforce.”

5. WIOA Title I – Peer State Programs

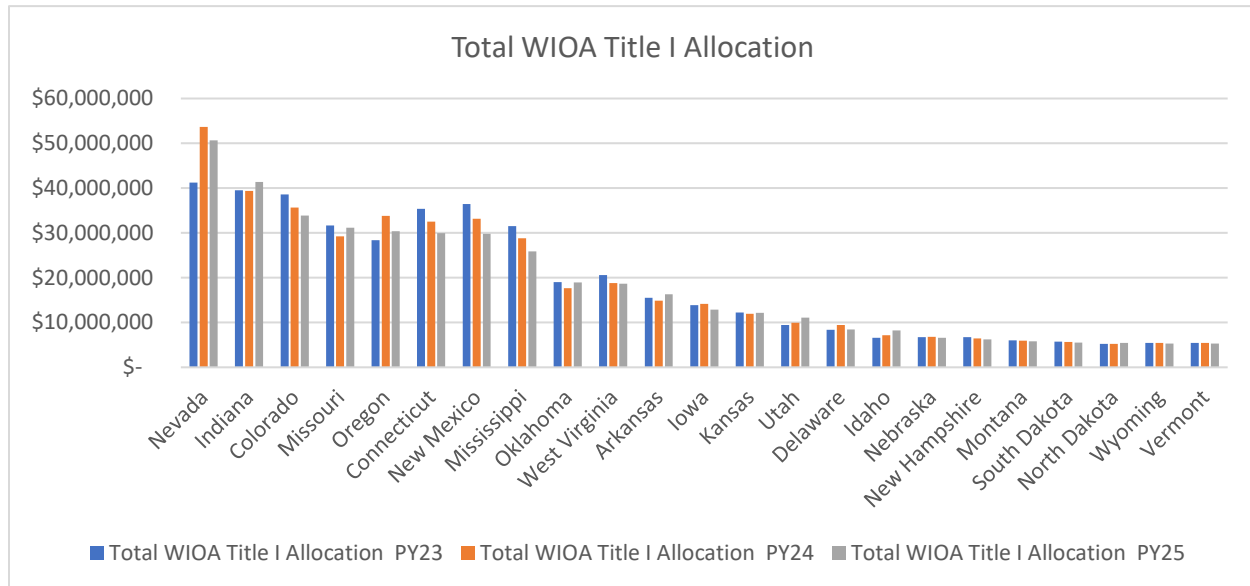
WIOA Title I Service Delivery – State Wide Structures

The graph below illustrates the number of Local Workforce Development Boards for states with populations under 5 million, highlighting variations in governance structures. Iowa (12 boards), Arkansas (10), Kentucky (10), and Oregon (9) maintain a relatively high number of local boards despite moderate population sizes, indicating a more decentralized workforce system. Utah (1), Nevada (1), Delaware (1), South Dakota (1), North Dakota (1), Alaska (2), DC (1), Vermont (1), and Wyoming (1) operate highly centralized structures. Kansas (5 boards – in PY23), Mississippi (4), West Virginia (7), New Hampshire (4) and Hawaii (4) fall between. The number of Local Workforce Development Boards is often driven more by policy and administrative design choices than by population alone, with some states prioritizing regional control and others emphasizing statewide coordination.



WIOA Title I Funding Allocations

The graph below illustrates the level of WIOA Title I allocations for the peer states from PY23 to PY25. WIOA Title I includes the Adult, Dislocated Worker, and Youth programs. The chart illustrates that WIOA Title I allocations generally decreased across the benchmark states from PY23 to PY25, with some year-to-year fluctuations. Funding levels vary significantly by state size, ranging from approximately \$5–\$7 million in smaller states to over \$50 million in larger or states. Most states experienced dips in funding over the three years. Kansas falls in the mid-range of funding among the peer group, and 37th nationally for WIOA Title I allocations in PY25 with California 1st nationally. Between PY23 and PY25 Kansas' WIOA Title I allocation fell by \$81,704. The median decrease for the benchmark group was \$118,414.



6. Data Analysis Methodology

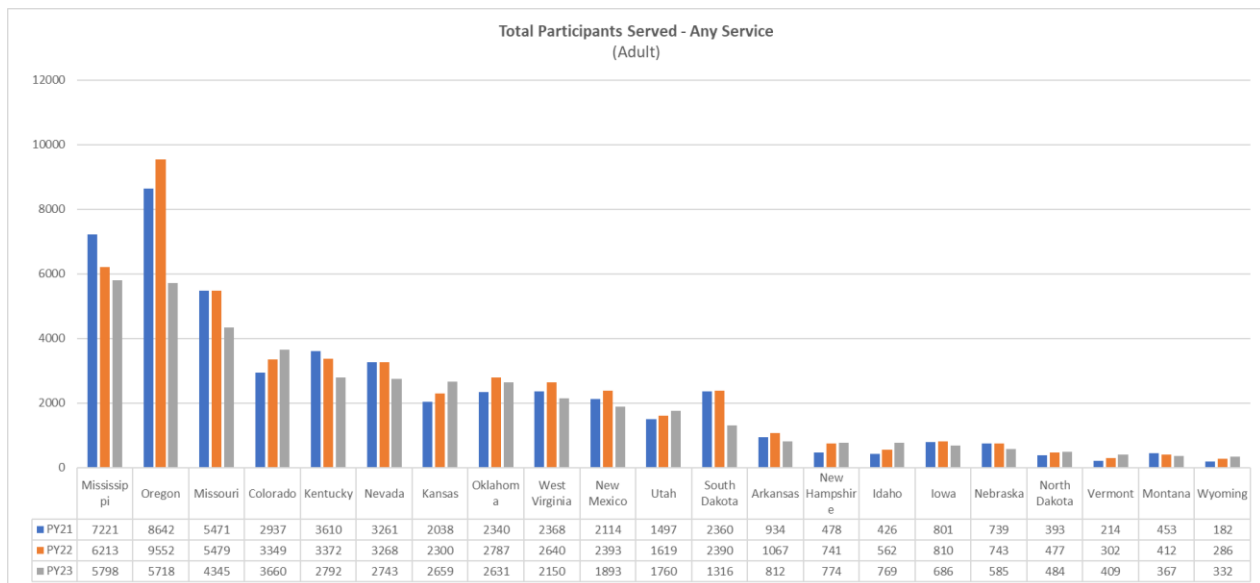
The WIOA data utilized in this analysis is derived from information reported by states to the U.S. Department of Labor, Employment and Training Administration (ETA). This dataset was selected to ensure a consistent and comparable basis for evaluating performance across states using a common reporting framework. It is important to note that variations in state reporting practices impact comparability, particularly within cost-related metrics. States differ in how they categorize and allocate costs, with some including only direct expenses (e.g., tuition and training payments), while others may incorporate indirect or administrative costs, such as staff time and program operations, within the same categories. As a result, cost comparisons should be interpreted with caution, as differences may reflect reporting methodologies as much as actual program efficiency or investment levels.

7. WIOA Adult Program Peer Comparison – Data Analysis

The analysis below evaluates the performance of Kansas' WIOA Adult program in comparison to a defined set of peer states with populations under 5 million. By benchmarking Kansas against similarly sized states, the analysis ensures an equitable, like-for-like comparison that accounts for differences in scale, labor market dynamics, and service delivery capacity. The review examines key indicators—including participant volume, training participation, and cost efficiency—to assess how Kansas performs relative to its peers.

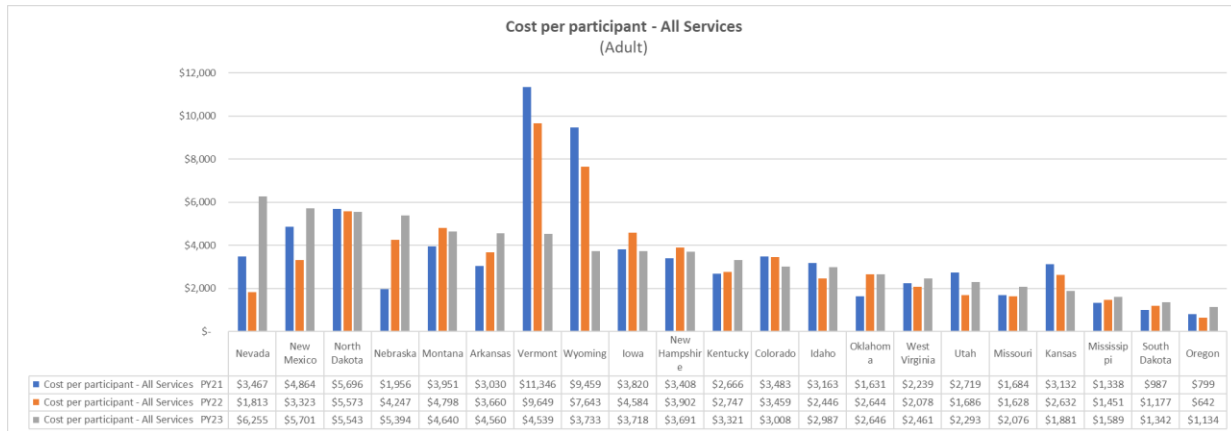
Total WIOA Title I Adult Participants Served – Any Service

The graph below illustrates that adult participation increased across most states from PY21 to PY22. Participants served stayed the same or declined PY23. Oregon, Mississippi, and Missouri saw the most notable drops after peaking in PY22, while Kansas and Oklahoma maintained steady or continued growth. Smaller states remained consistently low with minor fluctuations.



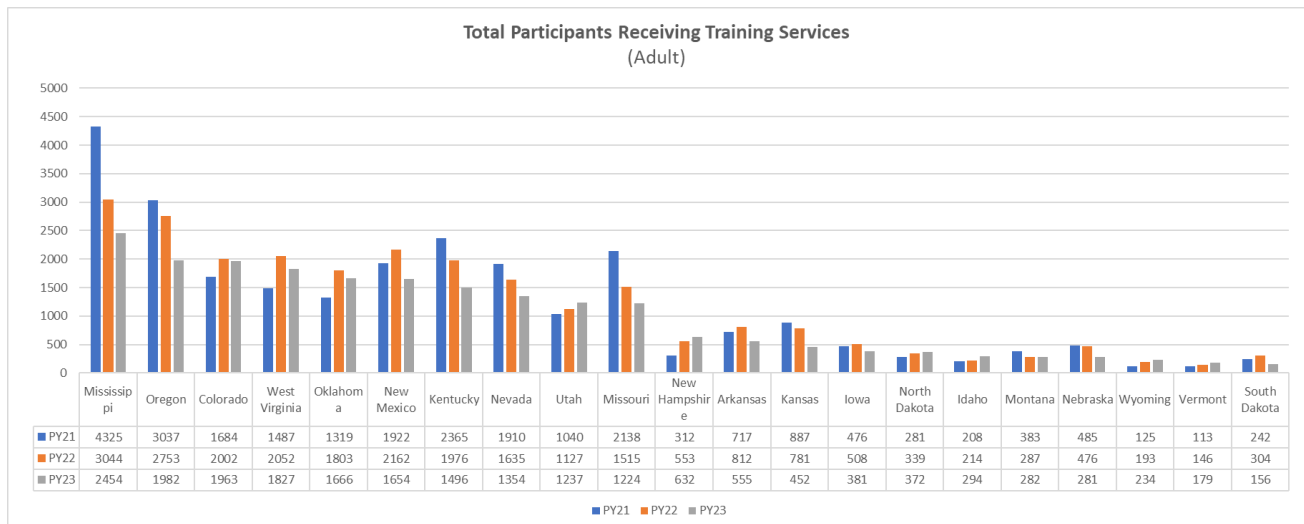
Cost per Adult Participant – All Services

Cost per participant varies significantly across states, ranging from under \$1,000 to more than \$11,000, with Vermont and Wyoming as clear high-cost outliers and states like Oregon and South Dakota consistently among the lowest. While most states remain relatively stable within a mid-range of approximately \$2,500 to \$3,500. Lower-cost states continue to maintain consistently low costs, and Kansas demonstrates a steady improvement, decreasing from about \$3,100 to \$1,900.



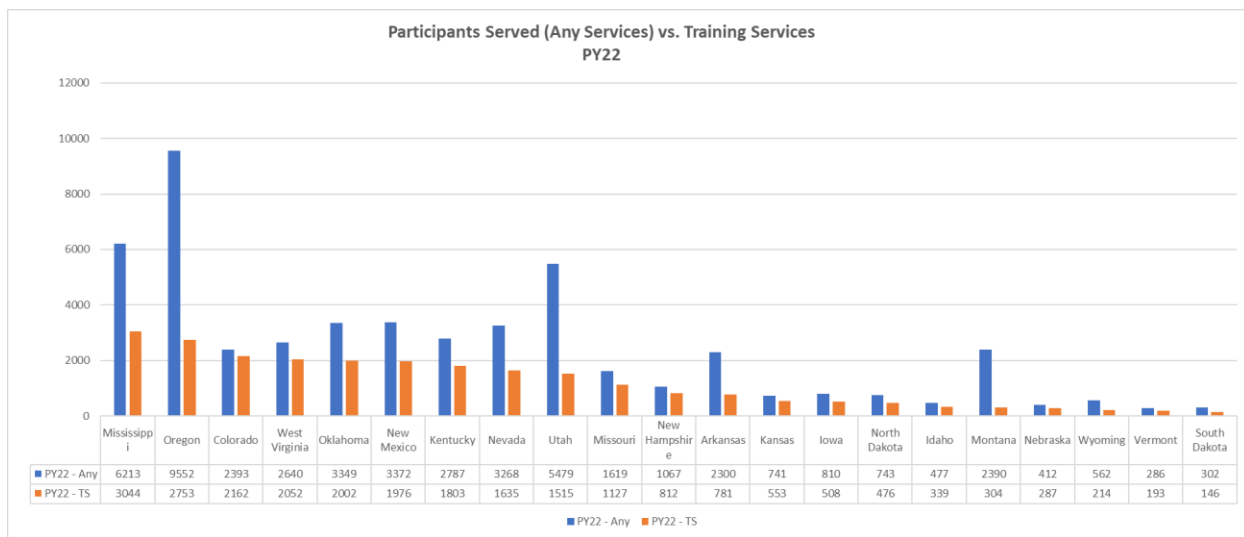
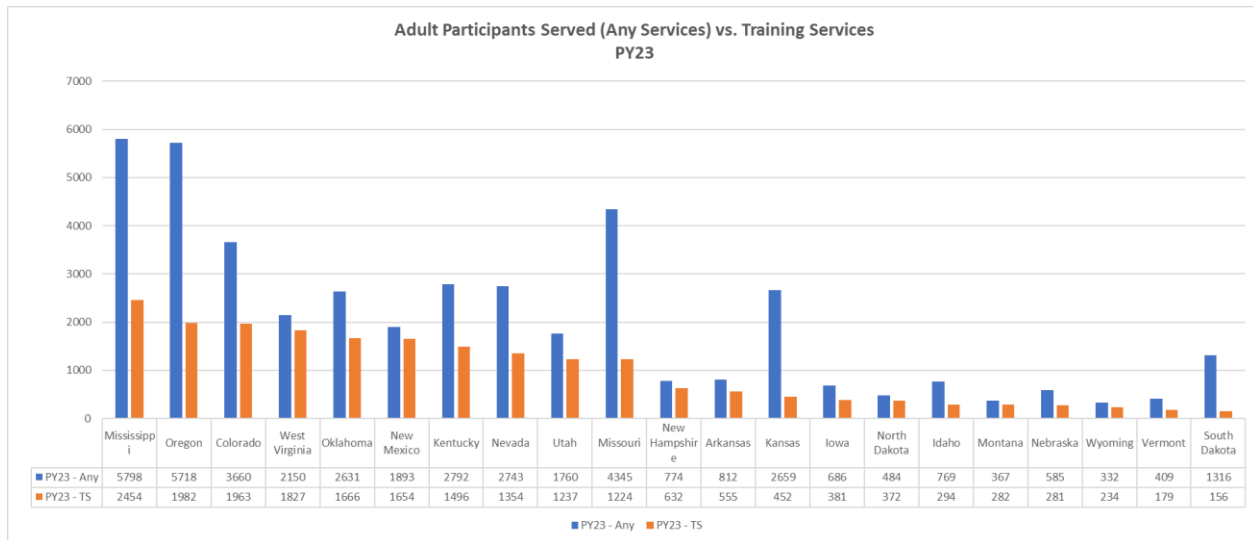
Adult Participants Receiving Training Services

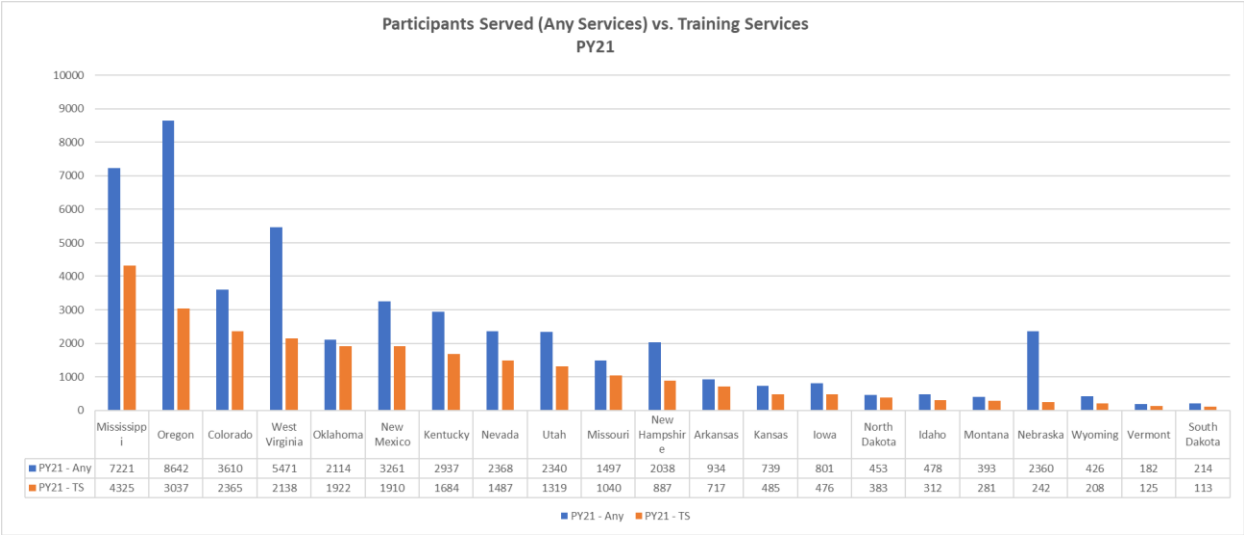
The graph below illustrates the number of adult participants receiving training services from PY21 to PY23. Most states increased training participation in PY22. Participation declined PY23 in Missouri, Kentucky, Mississippi, and Oregon. Utah, Idaho, New Hampshire, and West Virginia increased training participation into PY23. Smaller states remain at lower participation levels with modest fluctuations.



Adult Participants Served with Any Service vs. Training Services

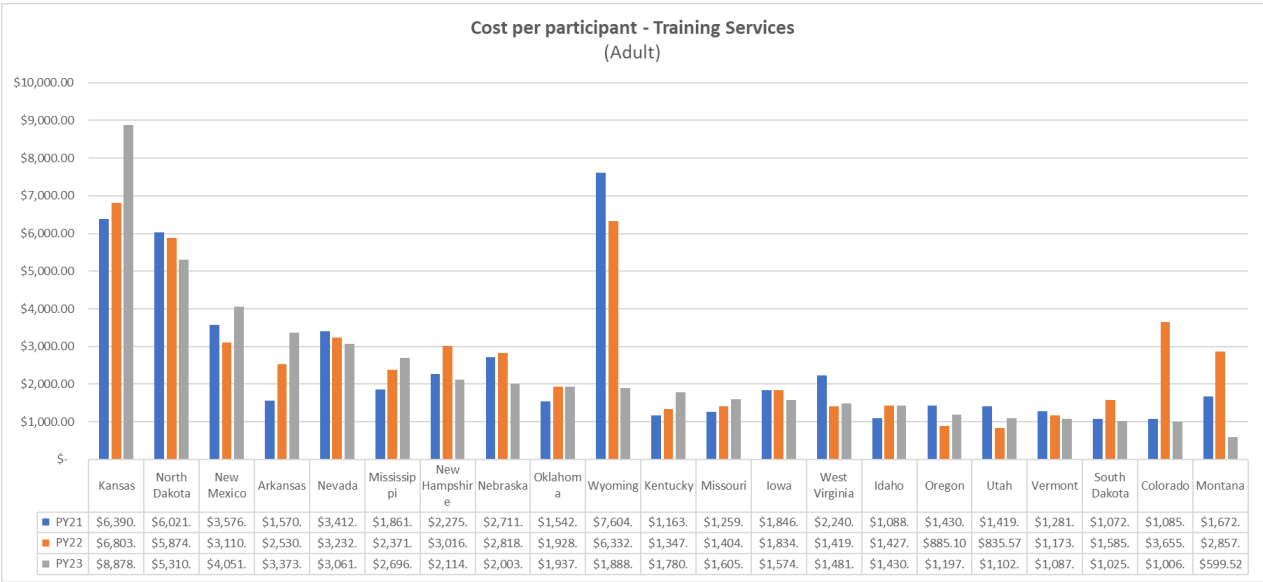
The three graphs below compare total adult participants served to those receiving training services. From PY21 to PY23, total adult participants served generally declined or stabilized across most states. Participation in training services decreased more gradually, resulting in a modest increase in the share of participants receiving training. Larger states continue to drive overall volume, while mid-sized states maintain relatively stable participation levels. Smaller states consistently serve fewer participants with proportionally smaller training cohorts. In Kansas, total participation declines over time, but training participation remains stable.





Cost per Participant – Training Services (PY23)

The graph below illustrates the cost per participant for adult training services from PY21 to PY23 and shows wide variation in cost per participant across states. Most states fall within \$1,000–\$3,500 per adult participant. Kansas and North Dakota have the highest costs in PY23.



Kansas Compared to Peer States (Adult Program)

Participation levels in Kansas' WIOA Adult program are generally lower than high-volume states but remain comparable to similarly sized peers. Costs are higher than many peers.

Participation:

- Slight decline from PY21 to PY23
- Training participant volumes are moderate

Training:

- Consistently ranks among the highest in % of funds spent on training (75–90%), when including costs in addition to tuition, books, fees and supportive services
- Exceeds most peer states, many of which fall in the 20–50% range

Cost – All Services:

- Falls within the mid-to-upper cost range compared to peers
- Above average relative to many states

Cost – Training Services

- Elevated but within peer range (not an extreme outlier)

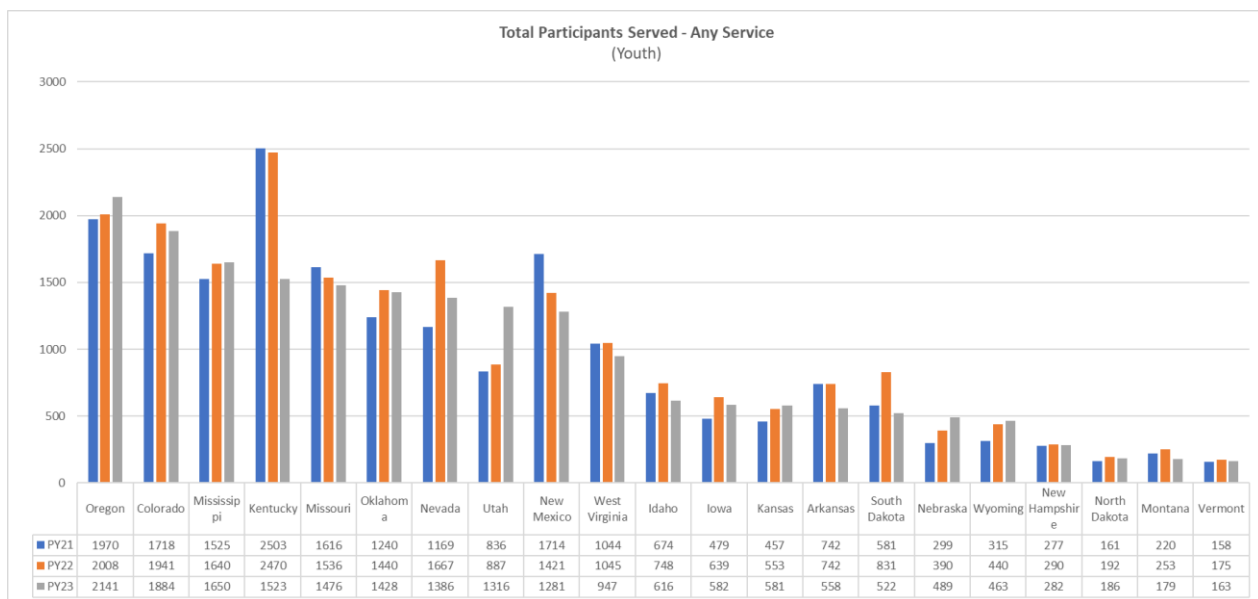
Kansas' Adult program operates at moderate scale and higher cost. The key opportunity moving forward is to expand participant reach and scale, which would help improve cost efficiency.

8. WIOA Youth Program Peer Comparison – Data Analysis

The analysis below evaluates the performance of Kansas' WIOA Youth program in comparison to a defined set of peer states with populations under 5 million.

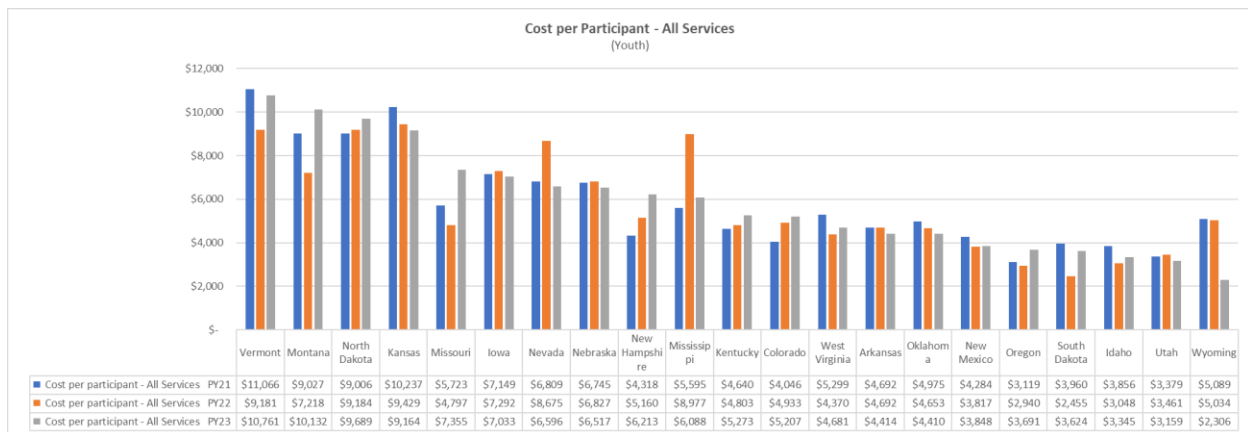
Total WIOA Title I Youth Participants Served – Any Service

Youth participation across peer states was stable from PY21 to PY23, with some states peaking in PY22 and declining slightly in PY23. Higher-volume states such as Oregon, Colorado, Mississippi, and Kentucky served the largest populations, although Kentucky experienced a notable drop in PY23. Mid-tier states show mixed trends, with some growth followed by stabilization, while Utah stands out for a significant increase in PY23. Lower-volume states remain relatively steady, and the smallest programs show minimal change. Kansas demonstrates consistent growth over the period, increasing from 457 to 581 participants.



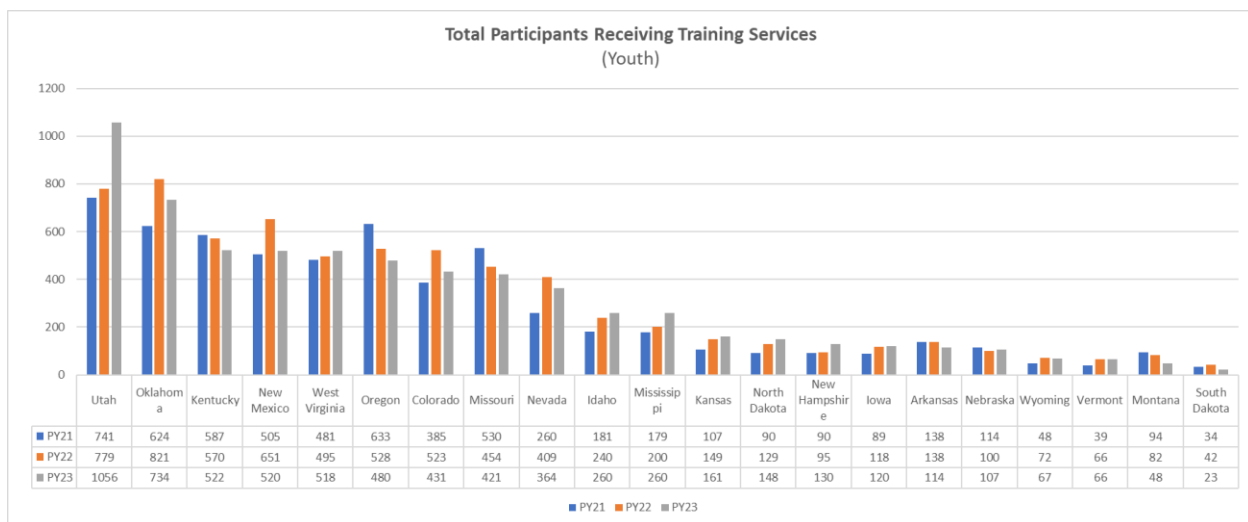
Cost per Youth Participant – All Services

Youth cost per participant varied across states, ranging from approximately \$2,300 to over \$11,000, reflecting differences in program scale and service intensity. High-cost states such as Vermont, Montana, North Dakota, and Kansas were at the upper end, while states like Oregon, South Dakota, Idaho, and Utah maintained lower costs. Most states cluster in the mid-range of \$5,000 to \$7,500 with moderate year-over-year variation. Kansas remains a higher-cost state but shows a gradual decline over time, indicating modest improvements in cost efficiency.



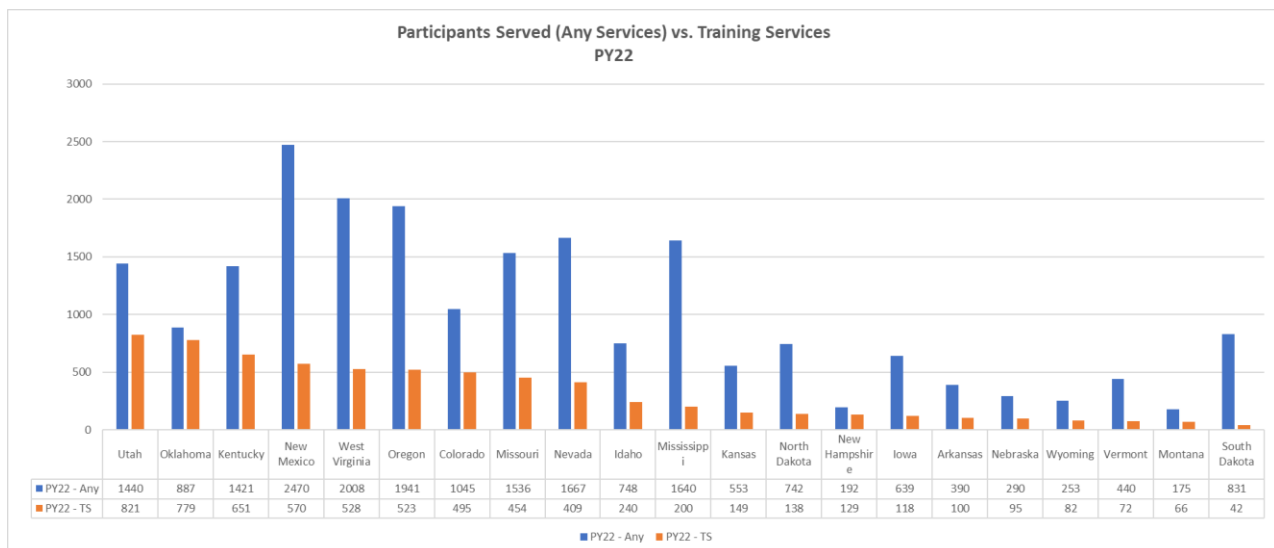
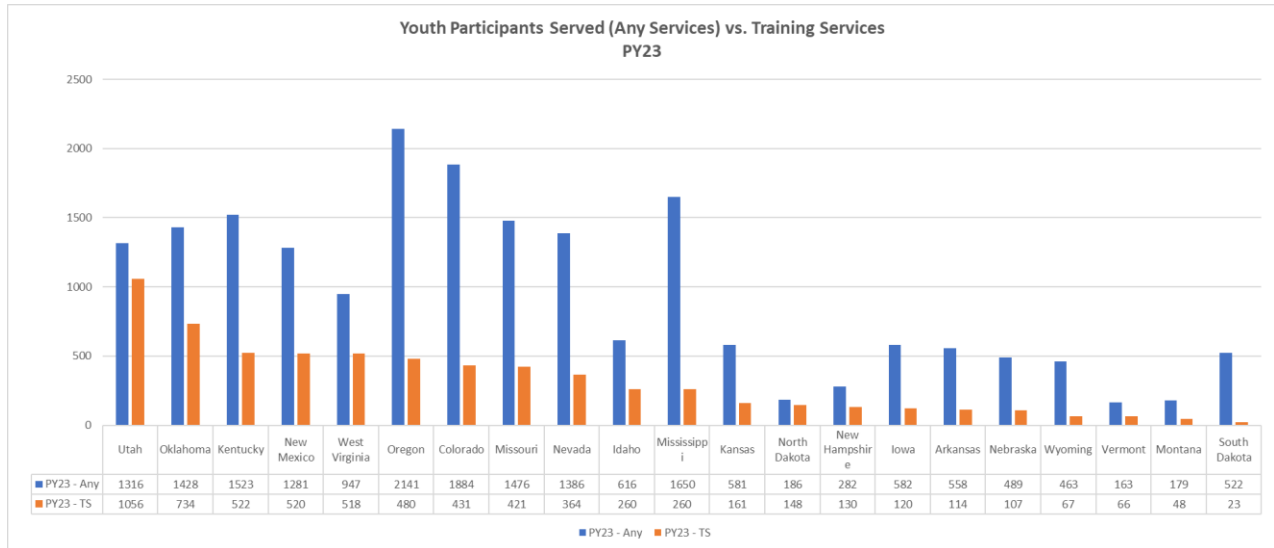
Youth Participants Receiving Training Services

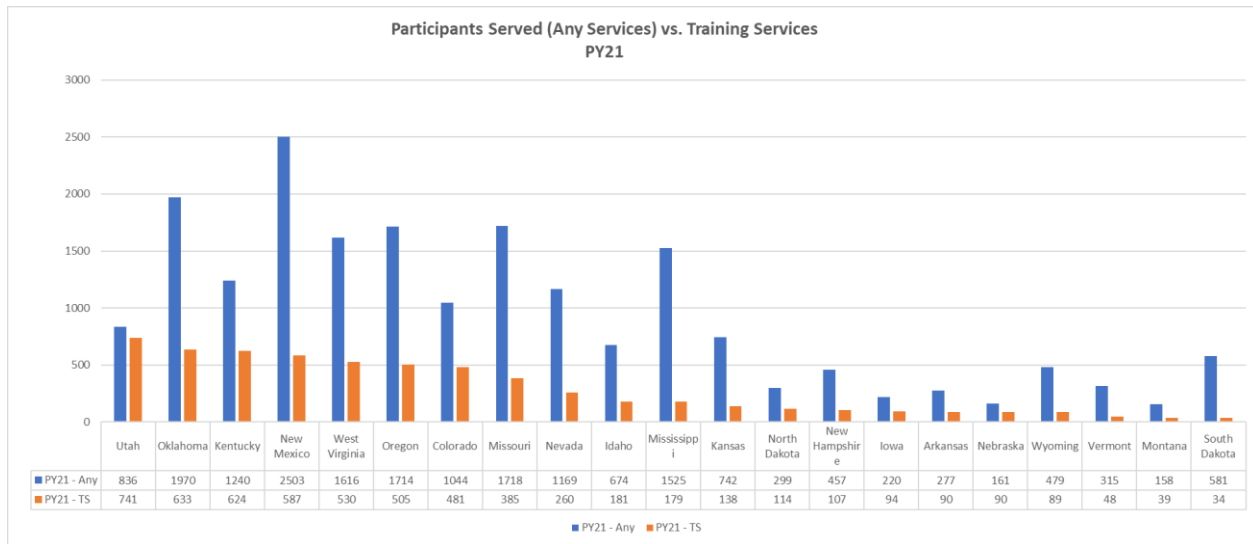
Youth training participation trended upward from PY21 to PY23. Utah and Oklahoma lead in overall volume, with Utah showing a significant surge in PY23, while Kentucky, New Mexico, West Virginia, and Oregon maintain relatively high participation levels. Colorado, Nevada, Idaho, Mississippi, and Kansas demonstrated steady growth. A few states show slight declines or remain stable, and smaller states continue to have low participation levels. Kansas follows the broader trend, with consistent growth in training participation, though overall volumes remain below many peer states.



Youth Participants Served with Any Service vs. Training Services

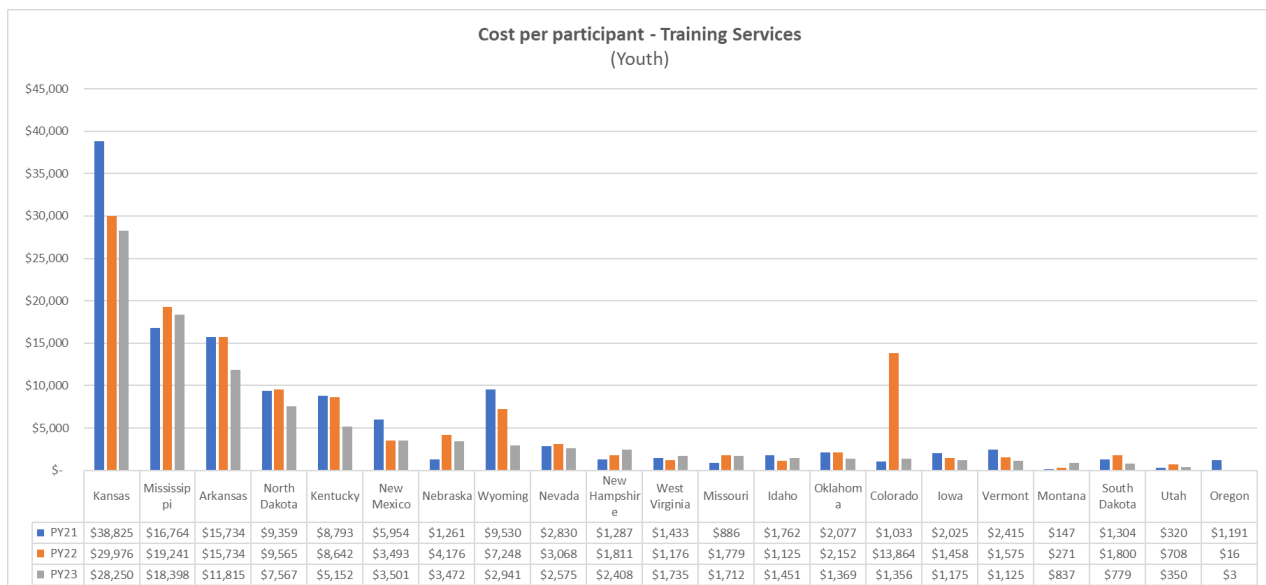
The three graphs below compares total youth participants served to those receiving training services in PY23, PY22, and PY 21. From PY21 to PY23, youth participation gradually shifted toward a higher share of participants receiving training services, even as total participation varied across states. Larger states continued to drive overall volume, but their emphasis on training differed. Utah, Oklahoma, and New Mexico demonstrated stronger alignment between total participation and training, while others maintained lower training shares despite high participation. Smaller states remained consistently low in both total and training volumes. Kansas showed modest growth in both areas, with a slight increase in training share.





Cost per Participant – Training Services (PY23)

Youth training costs vary across states, ranging from under \$1,000 to nearly \$40,000. Kansas is a clear outlier, with exceptionally high costs that decline over time but remain well above all peers, indicating low training volume or highly intensive services. Mississippi and Arkansas also have higher costs, while most states operate within a much lower range of approximately \$1,000 to \$3,000. Several states show declining or stabilizing costs over time. Colorado in PY22 likely reflect one-time investments.



Kansas Compared to Peer States (Youth Program)

Kansas' performance is mixed when compared to peer states – characterized by low participation and high cost.

Participation:

- Kansas showed growth in both total participants and training participants from PY21 to PY23.
- Kansas serves fewer total youth participants than most peer states, placing it in the lower tier of overall service volume.
- Training participation is increasing, but overall volumes remain modest relative to peers.

Training:

- Kansas demonstrates an increase in the share of participants receiving training.
- Training penetration lags behind higher-performing states (Utah, Oklahoma).

Cost – All Services:

- Kansas ranks among the highest-cost states for overall youth services.
- High costs are likely influenced by lower participant volumes.

Cost – Training Services:

- Kansas is a significant outlier, with exceptionally high cost per training participant—far exceeding all peer states.

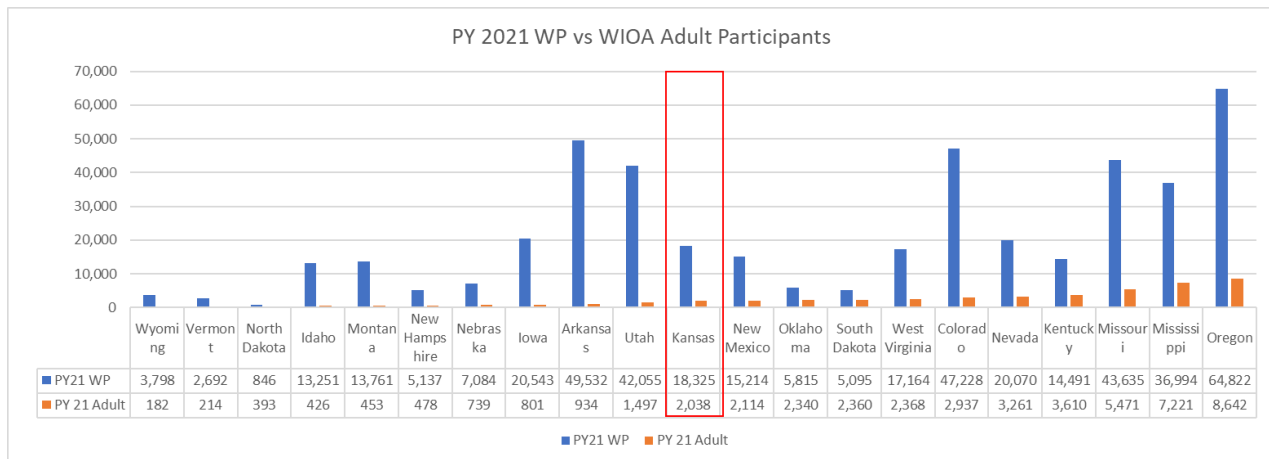
Cost performance presents the most significant contrast. Kansas is among the higher-cost states with exceptionally high cost per participant. This is likely due to a combination of low training volumes, limited economies of scale, and high-touch or resource-intensive service models. Peer states achieve lower costs by serving more participants, standardizing training pathways, or leveraging partnerships to reduce per-participant expense.

9. Wagner-Pyser Comparison

The comparison of Wagner-Peyser (WP) participants to WIOA Adult participants from PY21 to PY23 highlights a consistent gap between initial system engagement and participation in more intensive workforce services, both nationally and within Kansas. While all states show significantly higher WP participation—reflecting the broader, entry-level nature of these services—the degree to which participants transition into WIOA Adult programs varies meaningfully across states.

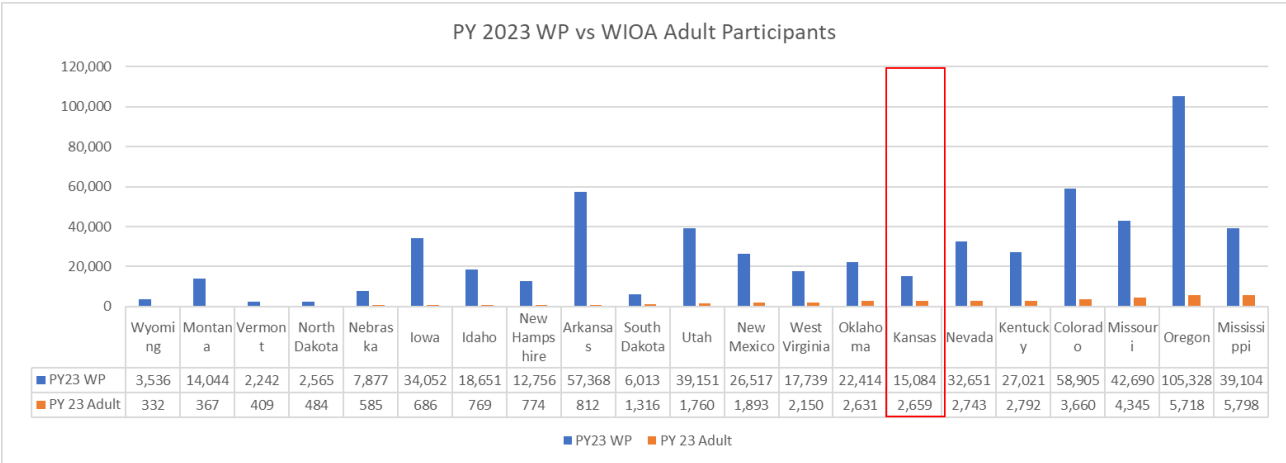
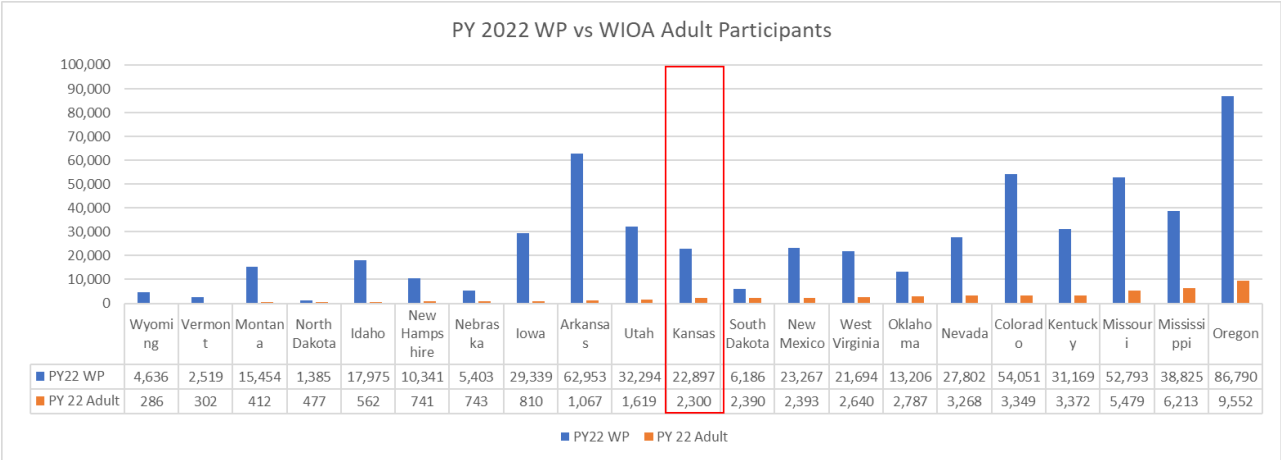
In Kansas, WP participation remains moderate relative to peer states, with approximately 18,000 participants in PY21, increasing to nearly 23,000 in PY22, and declining to about 15,000 in PY23. However, WIOA Adult participation remains relatively flat across the same period, ranging from approximately 2,000 to 2,600 participants. This indicates that, despite fluctuations in overall system engagement, Kansas is not experiencing a corresponding increase in participants accessing more intensive WIOA Adult services.

Compared to Oregon, Mississippi, Missouri, and Colorado, Kansas demonstrates a lower level of conversion from WP to WIOA Adult participation. These states not only serve higher volumes of WP participants but also translate a greater share of those individuals into WIOA Adult programs, suggesting more effective progression from initial engagement to training and career services.



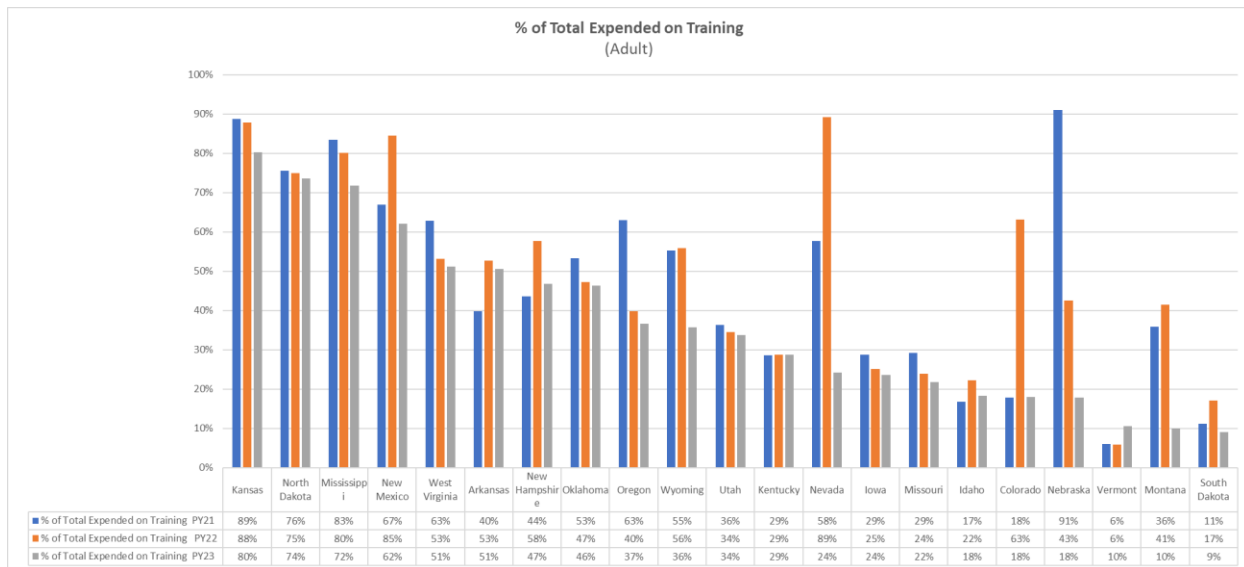
The data suggests that Kansas has a functioning front-end engagement system but a more limited pipeline into WIOA Adult services. The relatively wide and persistent gap between WP and WIOA participation points to potential constraints in the transition process, such as enrollment practices, eligibility thresholds, service capacity, or program design.

Kansas' workforce system engages participants at the front end but converts fewer individuals into deeper, more impactful services. This dynamic contributes to lower overall participation in WIOA Adult programs and reinforces broader trends of limited scale and higher per-participant costs observed across the system.



10. Feasibility of a Required 40% Training Expenditure Rate

Currently available data makes it challenging to determine exactly what the specific WIOA Title I training expenditures are for Kansas. Data published by the Department of Labor Employment and Training Administration indicates that for WIOA Adult programs between PY21 and PY23, Kansas stands out as one of the highest-cost states, per participant for adult training services and shows a consistent upward trend over time. The graph below illustrates the costs as reported by the ETA and would seem to indicate that Kansas is already above the 40% training expenditure rate.



Costs reported to the ETA are likely not just the direct costs of training (i.e. tuition, books, etc.) but likely reflect cost associated with providing training to participants – including case management services. An analysis of ETA data related to the percentage of expenditures on training as a percentage of total expenditures indicates that Kansas is consistently near the top when compared to peer states. Again, this is not likely reflective of cost specifically associated with training, but other broader cost categories that are included in the ETA data.

Kansas Policy 5-08-00 specifically defines that training expenditures must be of direct benefit to the participant and, at a minimum, includes:

- Occupational skills training defined as training to perform actual tasks and technical functions required by certain occupational fields at any level. Allowable costs include, but are not limited to: tuition, fees, books, and other materials and equipment required for participation in the course.
- Basic literacy training, including but not limited to, adult basic education, GED, GED Test fees and English language proficiency.
- Supportive services directly benefiting participants in training such as childcare, transportation, etc.
- Work-based learning, such as on-the-job trainings, paid internships, work experiences, transitional jobs, and registered apprenticeships. Costs may include job coaches and special workplace accommodations when necessary.

- Incumbent Worker training, and customized training designed to meet the special requirements of an employer who commits to employ an individual, or group of individuals, upon successful completion of the training.
- Short-term courses necessary to acquire marketable skills such as computer software training, welder training, etc.
- Short-term prevocational testing, training and services including, but not limited to, development of communication, interviewing, punctuality, personal maintenance, professional conduct, and learning skills to prepare individuals for unsubsidized employment or training. Testing to assess academic or skills ability in preparation for an occupational skill program. The Kansas WORKReady! and other skill-development and certification products are training related expenditures. NOTE: Interest testing, job matching products, and other non-skills related assessments are not considered training related for the purposes of this policy.
- Needs-based payments and stipends.

Data reported to Commerce directly from each Local Workforce Development Board providing expenditures for actual training, defined in this policy shows Kansas' Local Boards have spent from .24% to 31.33% of Adult and Dislocated Worker allocations from PY22 through September of PY25 on training and supportive services. Across the three workforce areas, the data shows significant variation in investment in training and supportive services, with inconsistent alignment to the 40% proposed target benchmark.

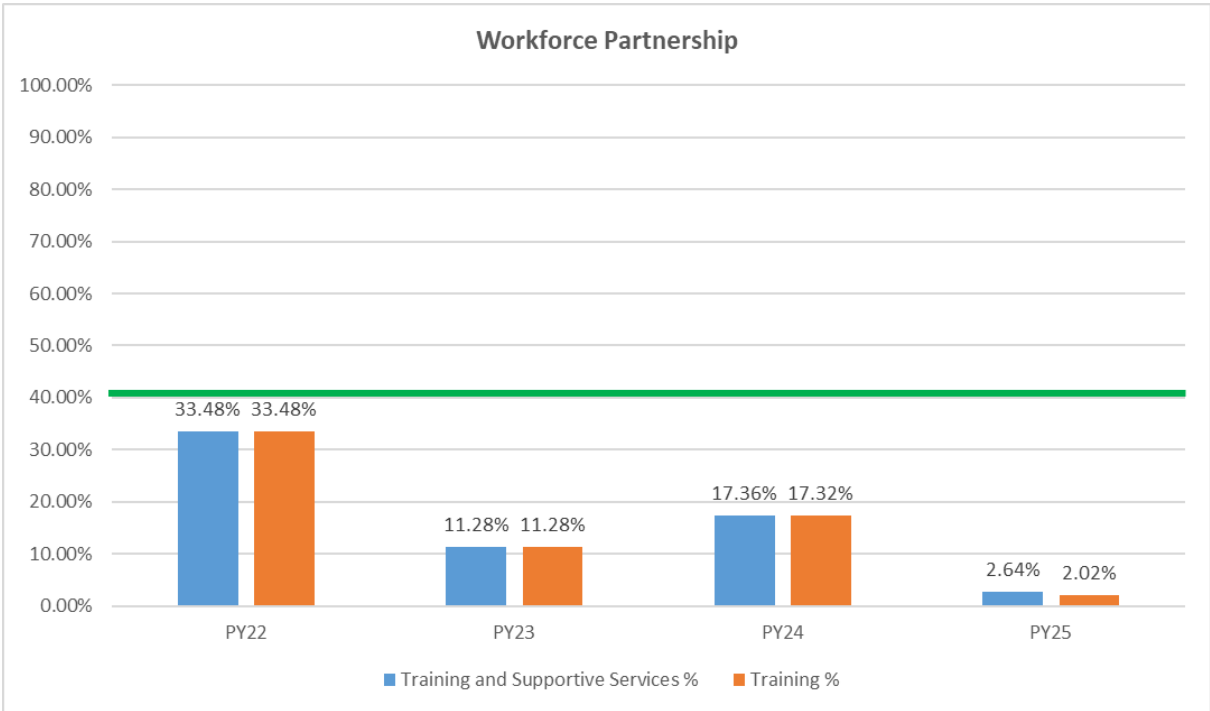
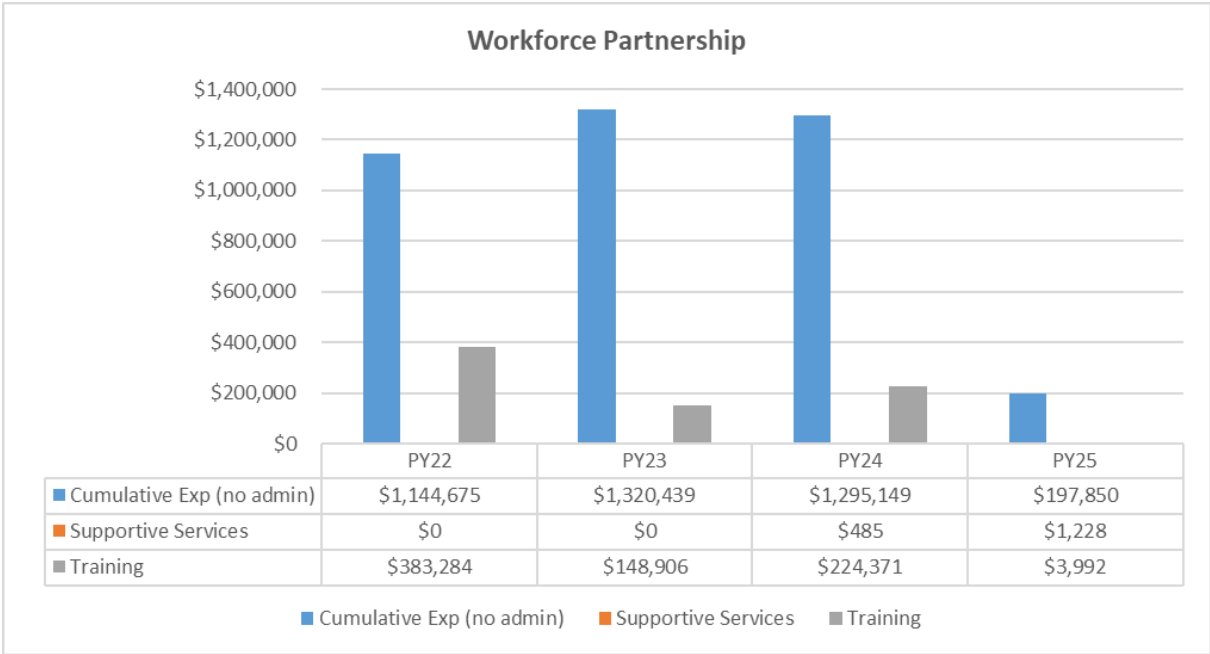
Kansas Workforce One

Kansas Workforce One training investment increased from 12.8% in PY22 to a peak of 31.3% in PY24, with a slight decline to 30.3% in PY25. Overall training investment levels remain below the 40% benchmark and are inconsistent. In terms of actual expenditures, total non-administrative spending grew from approximately \$594K in PY22 to \$1.32M in PY24 before declining to \$237K in PY25. Training investments followed a similar pattern, rising to \$392K in PY24 and then falling to \$37.8K in PY25. Supportive services remained a small portion of overall spending. Kansas Workforce One demonstrates the strongest commitment to scaling training investment among the regions; the sharp decline in PY25 highlights a lack of stability and a need for a more sustained investment strategy.



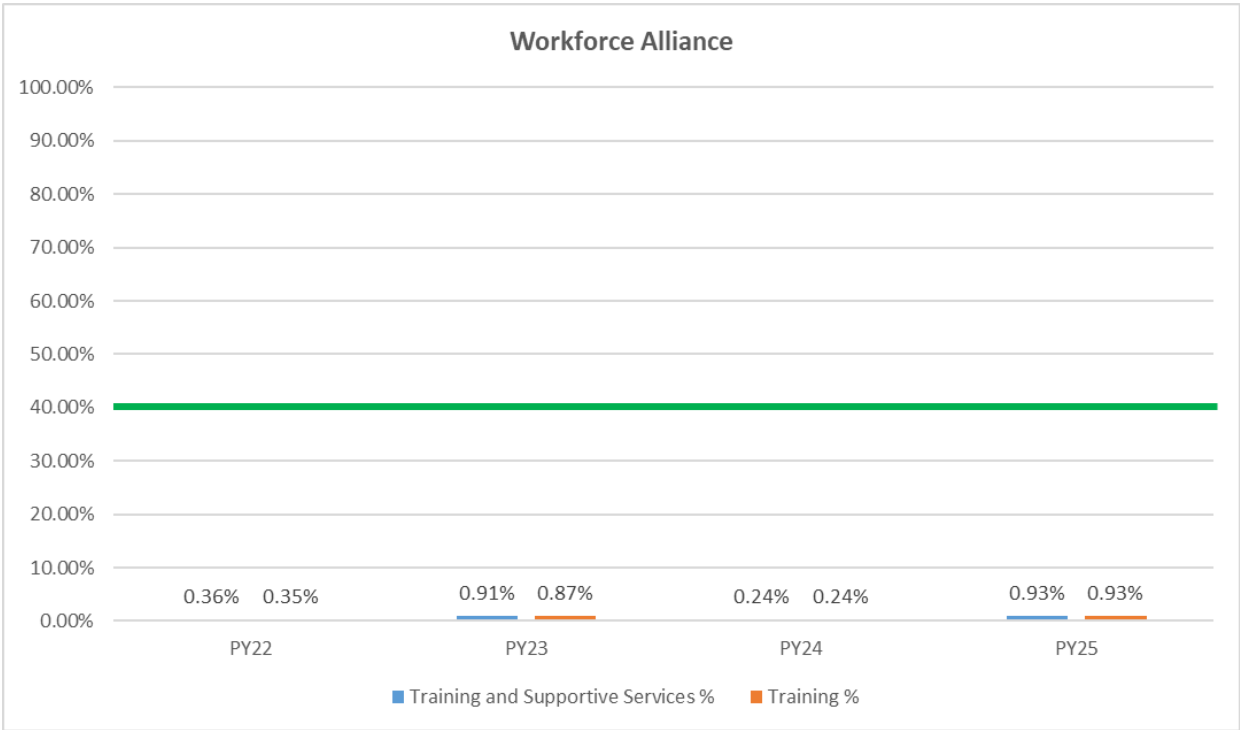
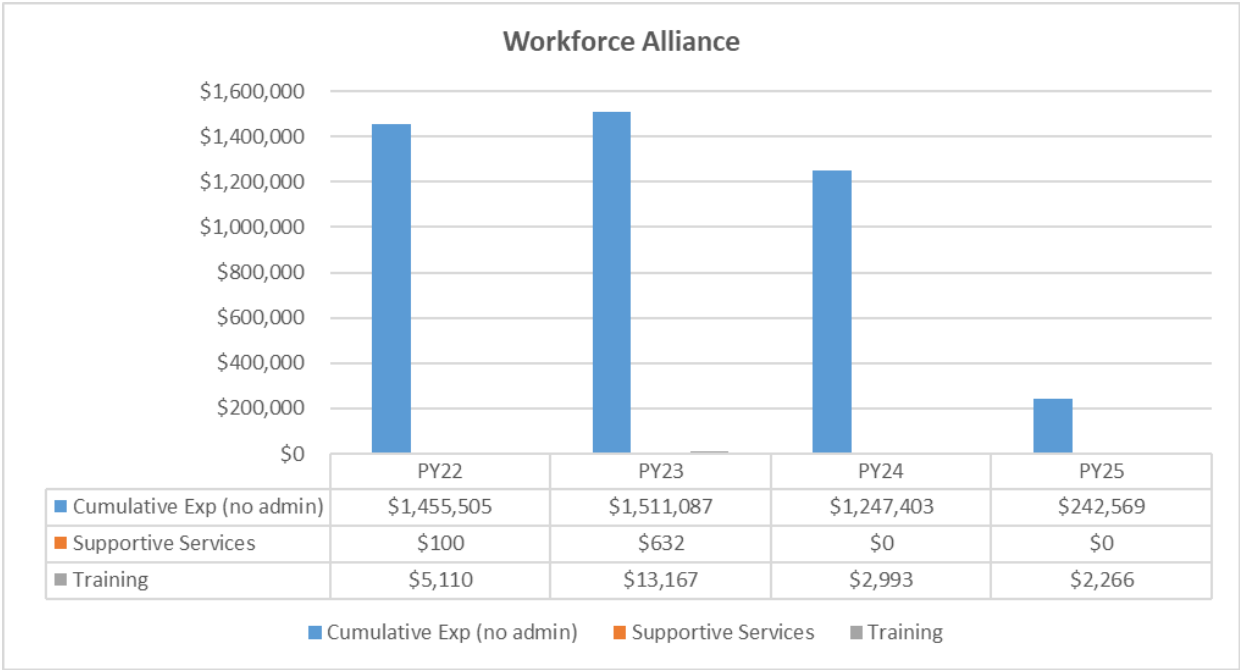
Workforce Partnership

The Workforce Partnership is the strongest-performing region, with training and supportive services investment at 33.5% in PY22, closest to the 40% benchmark. Investment dropped sharply to 11.3% in PY23, rising to 17.4% in PY24, and then declining to 2.6% in PY25. This pattern reflects significant volatility and a clear downward trend in prioritizing training investments. Total non-administrative spending remains consistently high—ranging from approximately \$1.1M to \$1.3M through PY24—before falling to \$198K in PY25. Training investments declined from \$383K in PY22 to \$149K in PY23, increased to \$224K in PY24, and then dropped to \$3,992 in PY25.



Workforce Alliance

The Workforce Alliance demonstrates minimal investment in training and supportive services, with spending levels generally below 1% across all years. This places the region well below both peer performance and state expectations. Despite having the highest total non-administrative expenditure ranging from approximately \$1.2M to \$1.5M through PY24 before declining to \$243K in PY25—training investments remain small.



The data suggests a system in which training investments vary significantly by region and consistently fall short of state expectations. Year-over-year volatility, particularly in PY25, further suggests a lack of long-term investment planning. Supportive services are also underutilized statewide, limiting access to critical wraparound supports that enable participant success in training programs. While Kansas Workforce One demonstrated the ability to scale training investment, it was not sustained. The findings point to a structural misalignment in how funds are invested, where training—the primary driver of workforce outcomes—is inconsistently prioritized or nearly absent. This can potentially limit participant advancement and underscores the need for stronger statewide alignment, accountability, and investment standards.

11. Governance Options

Multiple Local Workforce Development Boards

A multi-board structure under WIOA distributes governance and service delivery across regional workforce boards while the state maintains overall policy direction, performance accountability, and system oversight. This is the model historically used by Kansas.

Single State Workforce Development Board

A single statewide workforce board structure centralizes governance, policy, and service delivery under one unified system, enabling consistent implementation of WIOA programs across all regions. This model supports strong statewide alignment of workforce, education, and economic development priorities, reducing fragmentation and ensuring that policies, funding, and strategies are coordinated toward a common vision. Centralized governance improves administrative efficiency by streamlining decision-making, reducing duplication, and enabling faster implementation of initiatives. It also promotes a consistent customer experience through standardized policies, service delivery, and eligibility criteria across all locations. A single-board system enhances coordination with other state-administered programs, strengthens data management and performance oversight, and supports more strategic employer engagement.

12. Governance Recommendations

Kansas' workforce system operates within several key structural considerations: a population of approximately 2.9 million, a large geographic footprint, and a diverse economy spanning metropolitan, rural, agricultural, manufacturing, logistics, and aerospace sectors. Given these factors, Kansas falls in the middle of the governance spectrum—large enough to benefit from regional responsiveness, but not so large that greater statewide coordination is unmanageable.

The decision to transition to a single statewide workforce board is fundamentally a policy choice that should be driven by the State's overarching goals for how its workforce system operates, delivers services, and creates value for citizens and employers. Each model represents a different approach to governance, service delivery, and resource alignment, and the "right" choice depends on what outcomes the State is prioritizing. The decision should be guided by a clear articulation of the State's desired outcomes—improved employment rates, stronger employer partnerships, more efficient use of public funds, and enhanced customer experience.

If Kansas' goals include statewide alignment, consistency, and administrative efficiency, a single board model is more appropriate. This structure enables unified strategic direction, standardized policies, and streamlined decision-making across all regions. It will reduce duplication of administrative functions, create economies of scale, and allow the State to more effectively align workforce programs with broader economic development, education, and industry strategies. A single board can also improve data integration, performance management, and accountability by operating within one cohesive framework.

Under a single board model, Kansas must determine how to best maintain regional responsiveness and flexibility and ensure tailored strategies that reflect regional economic conditions, industry needs, and workforce characteristics. This determined structure must strengthen relationships with local employers, community-based organizations, and education providers.

Key Findings

Kansas' workforce system, when benchmarked against peer states with similar population sizes, reflects a higher-cost, lower-scale model with clear opportunities to expand reach and improve efficiency.

Across both Adult and Youth programs, Kansas consistently serves fewer participants than many peer states, placing it in the lower to mid-tier of total service volume. In the Adult program, Kansas serves fewer participants than higher-volume peers and remains below several comparable states despite similar population size. A similar pattern is evident in the Youth program, where Kansas trails most peer states on an overall scale.

Kansas operates at a higher cost per participant than many peers. In the Adult program, cost per participant is higher relative to lower-cost states. In the Youth program, costs are significantly higher, placing Kansas among the highest-cost states. The most notable disparity is in Youth training costs, where Kansas remains a clear outlier, with costs far exceeding all peer states.

This combination of lower participation and higher costs suggests that Kansas is delivering services through a more intensive, higher-touch model, but without achieving the scale necessary to realize efficiencies seen in other states. Kansas' workforce system is characterized by high costs per participant but limited scale, resulting in a model that is more resource-intensive and less efficient than its peers. The

primary opportunity moving forward is to increase participation while maintaining service quality, which would allow Kansas to improve cost efficiency and expand overall system impact.

The analysis indicates that Kansas' workforce system operates at higher cost and lower scale than many peer states, with particularly elevated costs in training services and fewer participants served overall. These patterns suggest fragmentation in service delivery and limited economies of scale, which can constrain both efficiency and system impact.

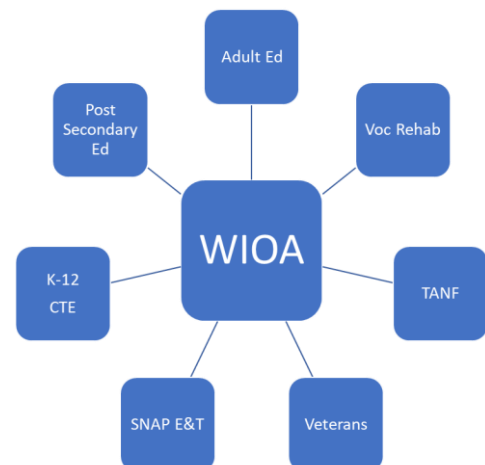
If the goal is to improve system performance, efficiency, and impact, Kansas should transition to a single statewide workforce board. This structure would directly address these challenges by enabling greater coordination, standardization, and alignment of resources. A unified structure could support increased participant reach, more consistent service delivery, and improved cost efficiency, particularly by scaling training programs and reducing duplication across regions. The data supports consideration of a single-board model as a means to optimize resource utilization, expand access to services, and strengthen overall system performance while maintaining a strategic focus on training and workforce outcomes.

The potential loss of regional flexibility, local employer alignment, and stakeholder engagement will make this transition challenging. A centralized model may be challenged to address diverse local labor market needs, reduce local input in decision-making, and introduce short-term disruption during implementation. The State should pair this transition with strong regional engagement mechanisms to preserve local responsiveness and employer alignment.

Driving Better Outcomes for Kansans

If the Governor of Kansas chooses to transition to a single workforce board state as recommended, to fully realize the benefits, Kansas should also consider integrating and aligning its broader human services and education systems. Workforce outcomes are not driven by employment services alone—they are shaped by the extent to which individuals can access coordinated supports, education, and training that address the full range of barriers to employment. Programs such as Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T), and other social service programs already serve overlapping populations, yet too often operate in parallel rather than as an integrated system.

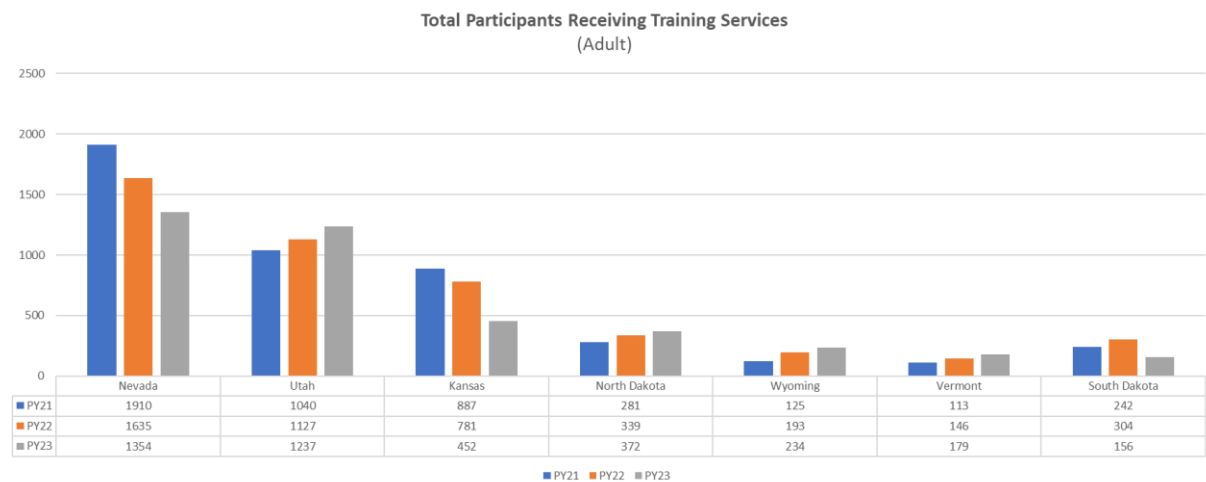
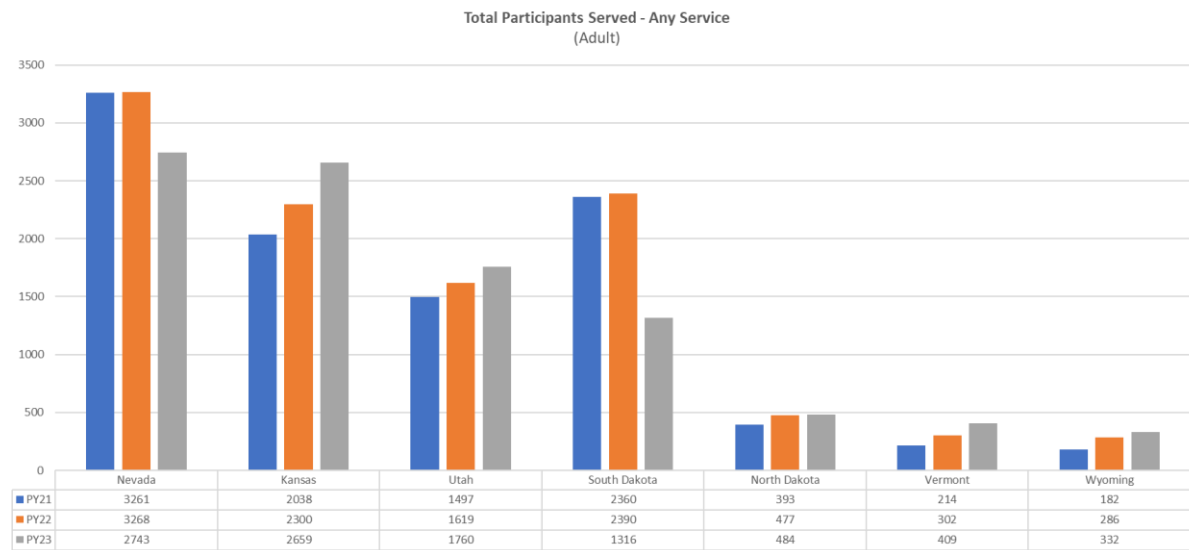
A single board structure creates the governance foundation to move beyond fragmentation; however, without deliberate coordination across these programs, there will continue to be duplicative services, inconsistent customer experiences, and missed opportunities to maximize impact. By consolidating where feasible—or at minimum establishing strong cross-program alignment through shared intake, coordinated case management, braided funding, and unified performance goals—the state can transform its workforce system into a comprehensive, person-centered service model. This approach can help ensure that individuals are not only connected to jobs, but also supported with the education, training, and stability required to obtain and retain employment.

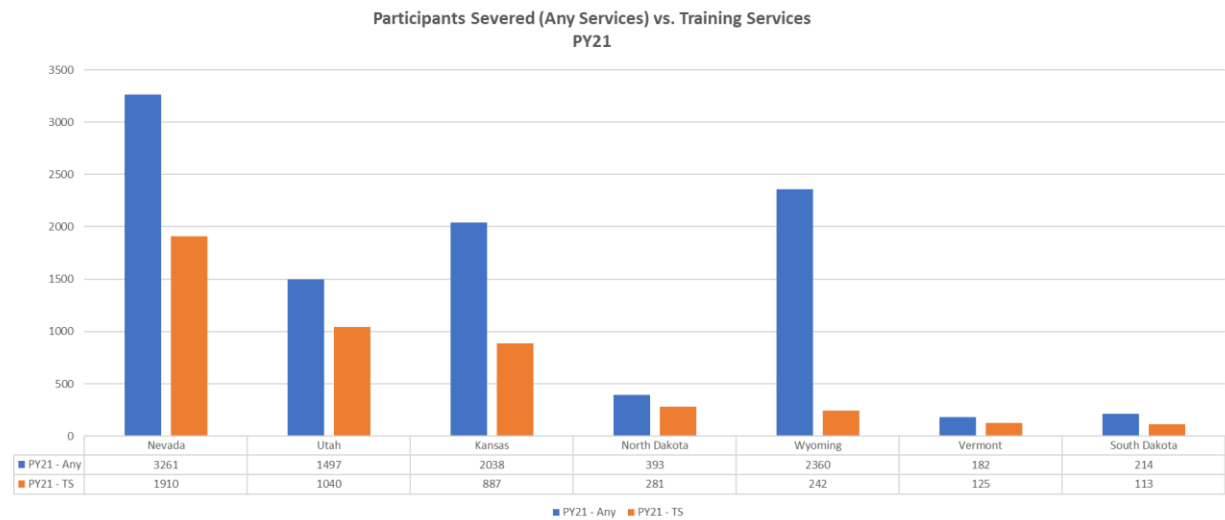
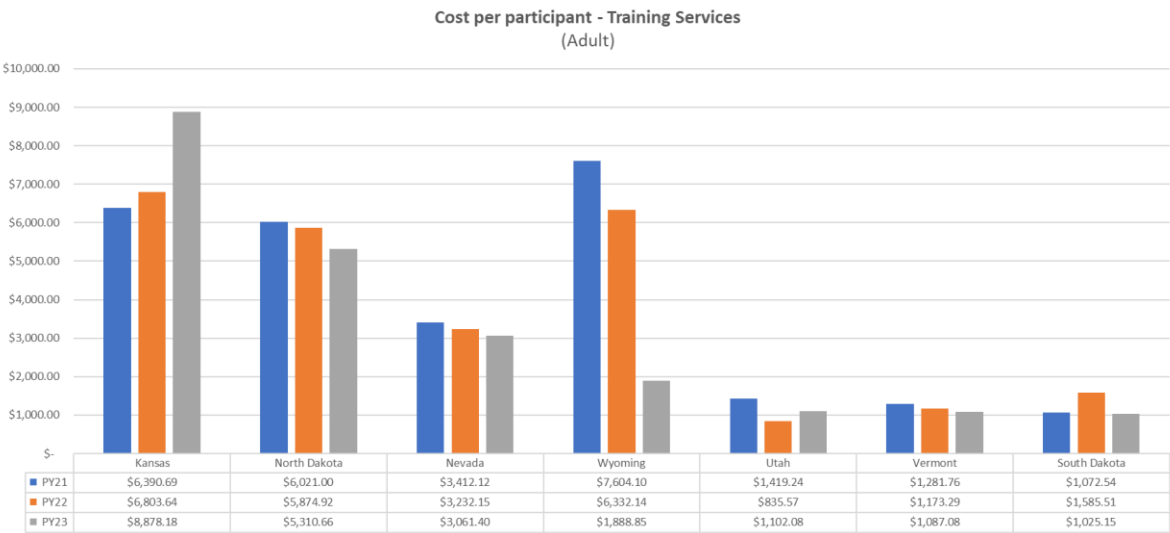


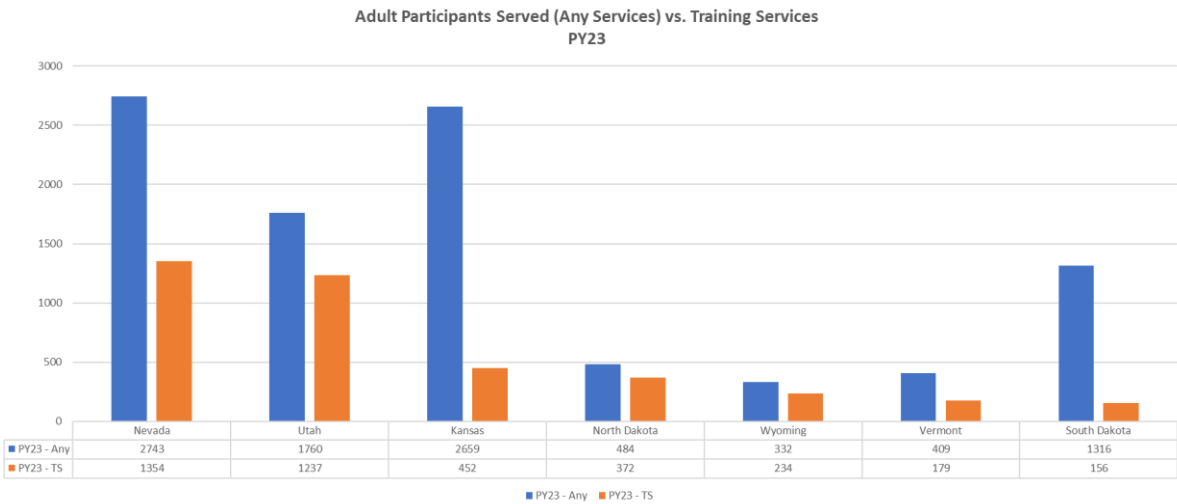
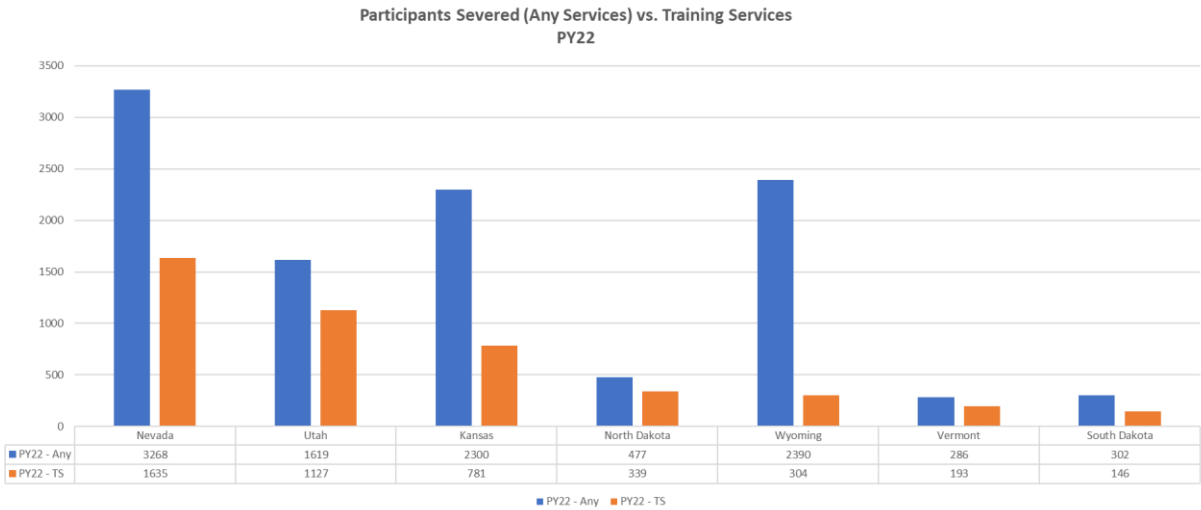
Aligning workforce, social services, and education systems under a unified strategy positions Kansas to serve more residents, improve employment outcomes, and use public resources more efficiently. The combination of a single statewide workforce board and an integrated service delivery model represent a structural shift from a collection of programs to a cohesive system—one that is better equipped to meet the needs of Kansans, respond to employer demand, and drive long-term economic mobility.

Appendix A – Data Comparison to Single State Boards

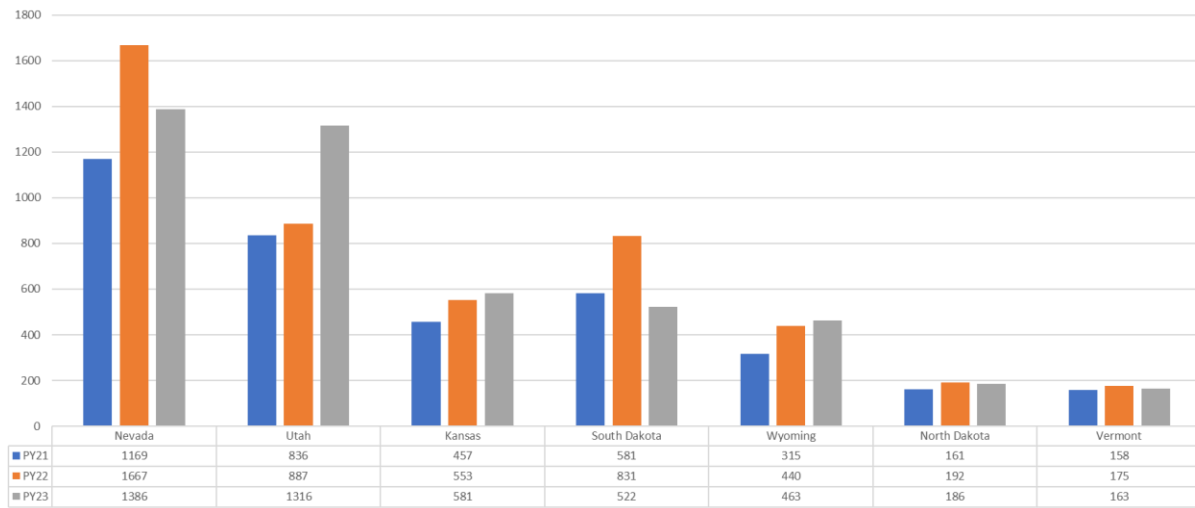
The graphs below compare Kansas’ workforce system to only states with a single board.



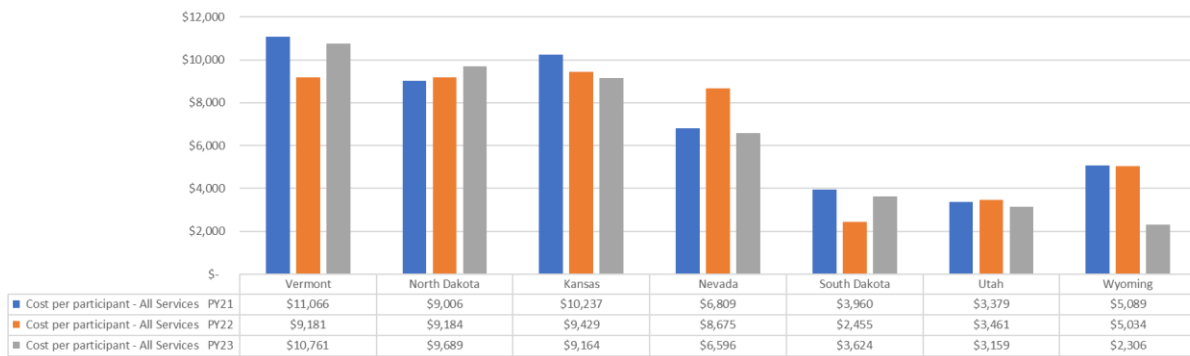


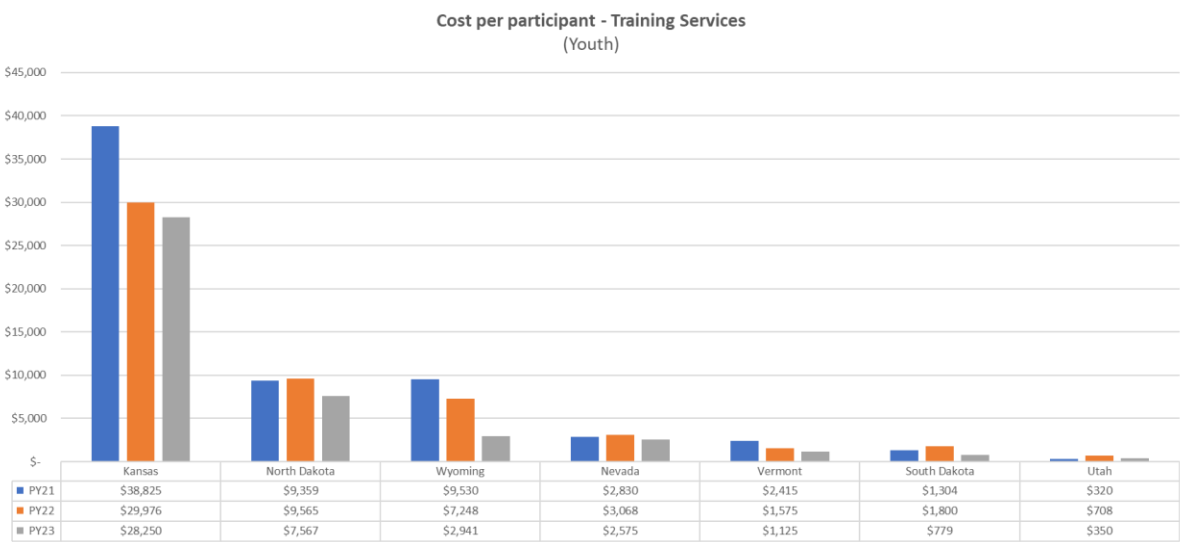
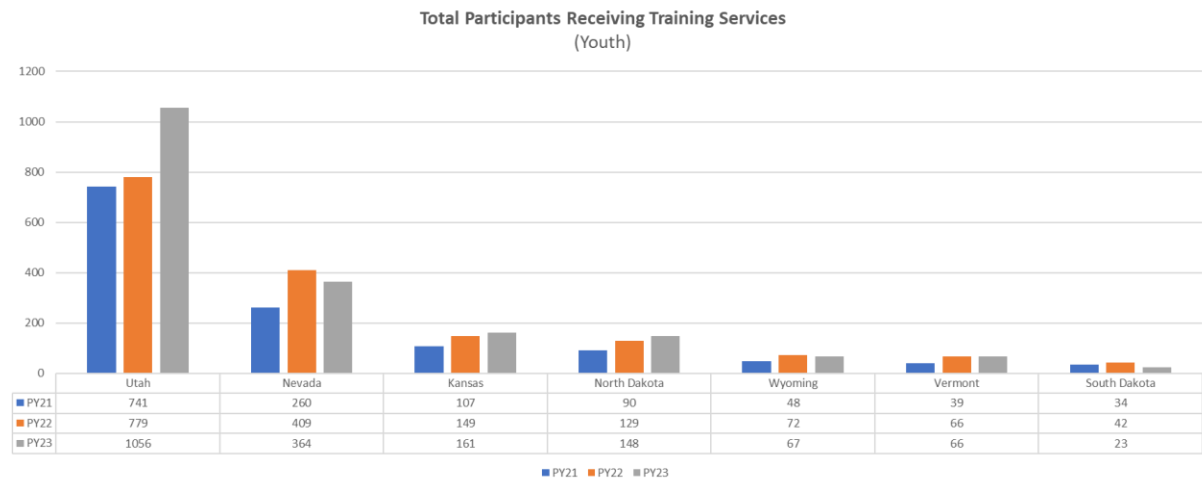


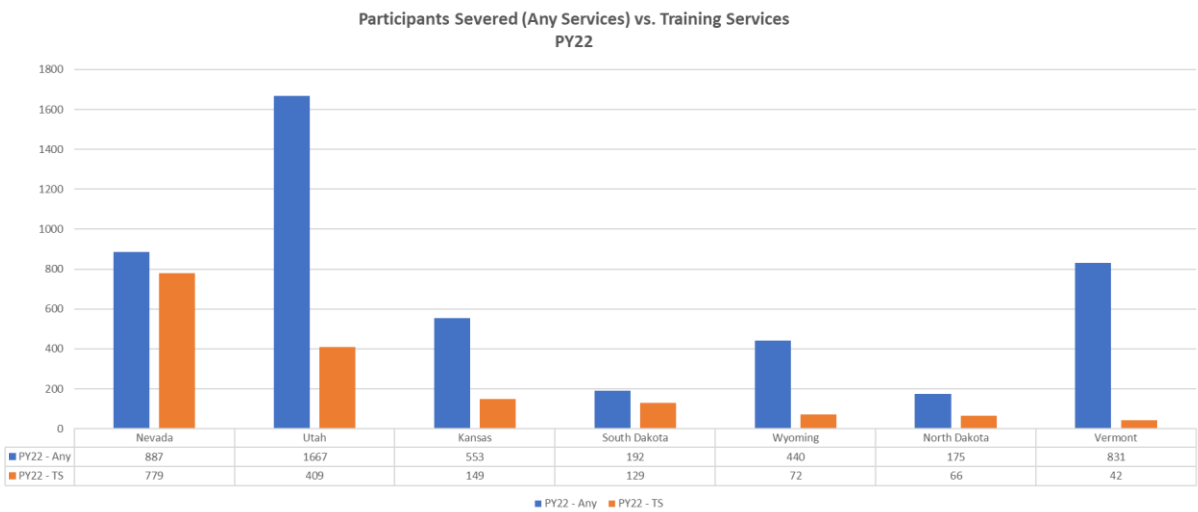
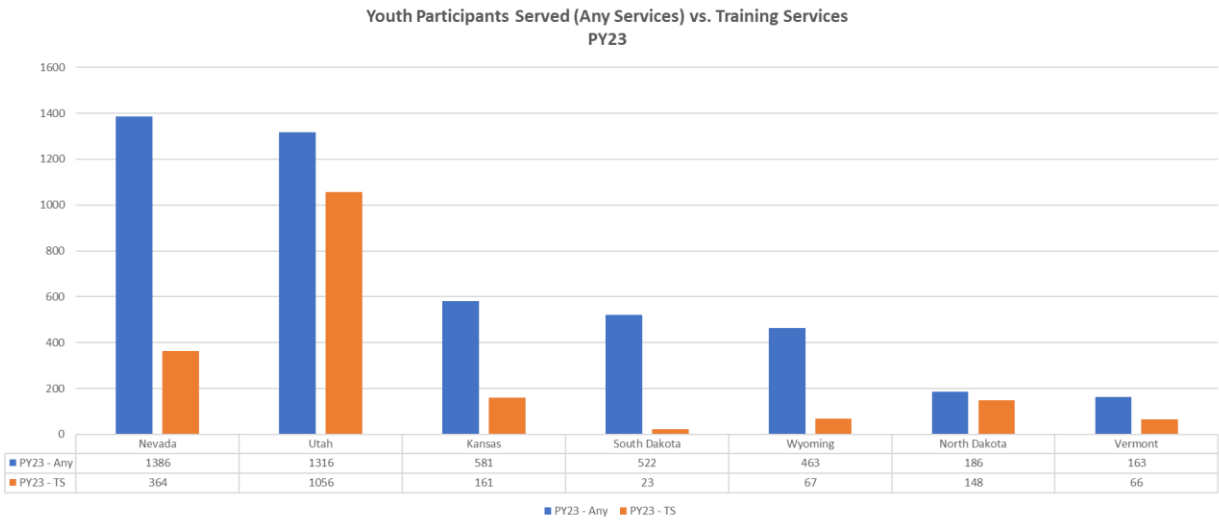
Total Participants Served - Any Service
(Youth)

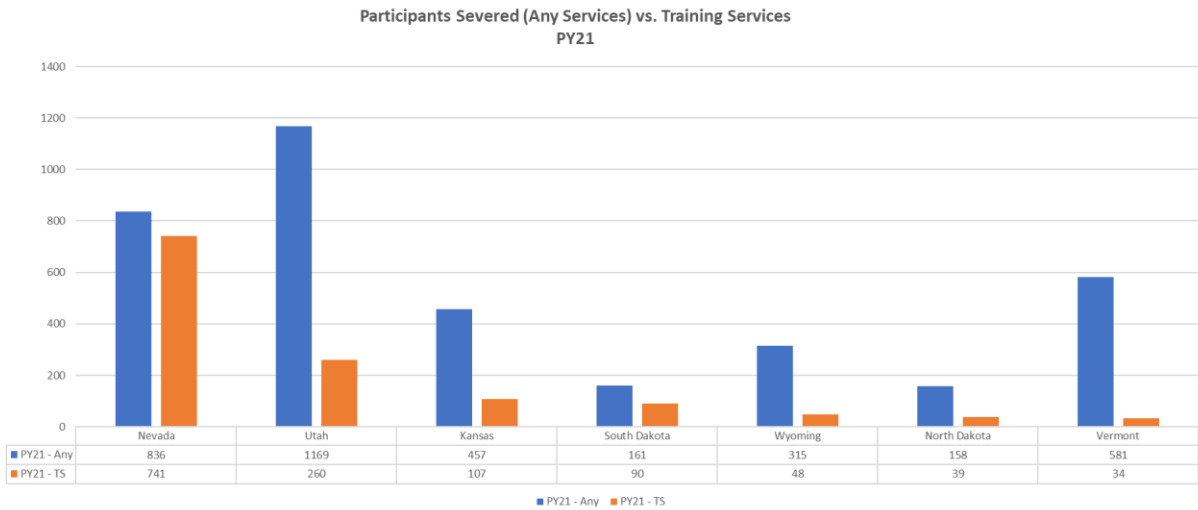


Cost per Participant - All Services
(Youth)









Appendix B – Peer State Profiles

Across the states profiled, workforce system structures range from highly centralized single-board models to more decentralized multi-board systems with strong regional administration. Utah, Delaware, Montana, Idaho, and South Dakota rely on predominantly centralized governance in which state-level boards and workforce agencies provide most strategic oversight, policy direction, and, in several cases, perform functions typically assigned to local boards. These states emphasize statewide consistency, streamlined administration, and integrated delivery through unified American Job Center networks. Connecticut, Indiana, Nebraska, Nevada, and Texas combine state leadership with regional or local workforce development boards that oversee service delivery, employer engagement, and regional workforce planning. These multi-board models provide stronger regional responsiveness and allow workforce strategies to be tailored to local labor market conditions.

All of the states use American Job Centers or equivalent one-stop systems as the primary delivery mechanism for workforce services. In every case, the WIOA core programs—Title I Adult, Dislocated Worker, and Youth; Title II Adult Education; Title III Wagner-Peyser Employment Services; and Title IV Vocational Rehabilitation—are coordinated through these centers, along with a broad range of partner programs such as unemployment insurance, veterans’ services, TANF, SNAP E&T, Trade Adjustment Assistance, apprenticeship, and other specialized employment and training initiatives. Wagner-Peyser services are consistently administered through state workforce agencies and integrated into the broader one-stop system to support job matching, employer services, reemployment assistance, and labor exchange functions.

The profiled states also reflect significant variation in scale, population, geography, and job center footprint. Texas and Indiana operate large, regionally administered systems with extensive job center networks, while Delaware, Idaho, and South Dakota operate smaller systems with fewer centers and more centralized oversight.

Large rural states such as Montana, Idaho, South Dakota, and Nebraska place particular emphasis on statewide coordination and flexible service delivery models to reach dispersed populations, while more densely populated states such as Connecticut and Delaware operate more compact systems with closer regional alignment. While governance structures differ, each state is designed to balance strategic coordination, employer engagement, and integrated service delivery in a way that reflects its size, geography, and workforce priorities.

Utah

Single Board State

State Population: 3,400,000

Geographic Size: 84,900 sq miles

Number of Job Centers: 20 Comprehensive; 10 Affiliate

Utah operates a highly centralized workforce development system, structured as a single statewide workforce development area and administered primarily through the Utah Department of Workforce Services (DWS). Workforce programs, employment services, and partner programs are coordinated through a unified governance and service delivery framework designed to provide integrated services to job seekers, workers, and employers across the state.

Governance and System Structure

Utah's workforce system is overseen by the State Workforce Development Board (SWDB), which serves as the Governor's primary advisory body on workforce policy and strategy. The SWDB assists the Governor in developing, implementing, and modifying Utah's WIOA Combined State Plan, establishing statewide workforce priorities, and evaluating system performance. The board also leads strategic initiatives to align workforce development, education, and economic development activities across the state.

Unlike many states, Utah is designated as a "single state local area" under WIOA, meaning the entire state functions as one workforce development area rather than being divided into multiple local workforce regions. As a result, Utah does not operate independent Local Workforce Development Boards (LWDBs). Instead, statewide governance and oversight functions that would typically be performed by local boards are carried out by the SWDB and implemented operationally by the Department of Workforce Services.

Within the Department of Workforce Services, workforce programs are delivered through operational divisions and regional service areas that coordinate employment services, training programs, and supportive services. This centralized structure allows the state to implement uniform policies, streamline service delivery, and integrate workforce programs with other social service and economic development programs.

Administration of the Wagner–Peyser Program

The Wagner–Peyser Employment Service (WIOA Title III) is administered by the Utah Department of Workforce Services, which operates the state's labor exchange and employment service programs. These services are delivered through the state's network of American Job Centers (AJCs) and online platforms such as the state's labor exchange system at jobs.utah.gov.

Wagner–Peyser services include job search assistance, employer recruitment support, labor market information, and career guidance for job seekers. Staff working within the one-stop centers provide direct services to individuals seeking employment and help connect employers with qualified workers through recruitment, job postings, and workforce system partnerships.

The program is fully integrated with other workforce programs within the Department of Workforce Services, enabling coordinated service delivery across WIOA programs, unemployment insurance programs, and other workforce initiatives.

Workforce Service Delivery Through American Job Centers

Workforce services in Utah are delivered through American Job Centers (One-Stop Centers). These centers serve as the primary access point for employment, training, and supportive services for job seekers and businesses.

Within the AJCs, workforce staff conduct intake, assessments, career counseling, job placement services, and referrals to training or supportive services. Specialized staff—including veterans' employment specialists such as Disabled Veterans' Outreach Program (DVOP) specialists and Local Veterans' Employment Representatives (LVERs)—are integrated into the one-stop system and coordinate services with other workforce partners.

The one-stop centers operate through a collaborative service delivery model that integrates programs administered by multiple state agencies and community partners.

WIOA Core Program Partners Co-Located in Job Centers

Utah's American Job Centers host the four WIOA core programs, which collaborate to provide integrated workforce services. These core partners include:

- WIOA Title I – Adult, Dislocated Worker, and Youth Programs
- WIOA Title II – Adult Education and Family Literacy programs
- WIOA Title III – Wagner–Peyser Employment Services
- WIOA Title IV – Vocational Rehabilitation services through the Utah State Office of Rehabilitation.

These programs coordinate intake, assessments, career services, training referrals, and supportive services to provide a seamless service experience for job seekers and employers.

Additional Partners Co-Located in the Job Centers

In addition to the WIOA core programs, Utah's workforce system includes several required and optional partners that collaborate within the American Job Centers. These partners include:

- Temporary Assistance for Needy Families (TANF) through the Family Employment Program
- Unemployment Insurance programs
- Jobs for Veterans State Grant (JVSG) programs
- Trade Adjustment Assistance (TAA)
- Senior Community Service Employment Program (SCSEP)
- Career and Technical Education (CTE)
- Community Services Block Grant employment and training activities
- Job Corps and YouthBuild programs
- National Farmworker Jobs Program
- Indian and Native American workforce programs.

Other workforce ecosystem partners collaborate closely with the one-stop system, including the Governor's Office of Economic Opportunity, the Utah State Board of Education, the Utah State Office of Rehabilitation, and other state and community organizations supporting workforce training, career pathways, and economic development initiatives.

Utah's workforce development system operates through a centralized statewide governance model, in which the State Workforce Development Board and the Department of Workforce Services provide

strategic oversight and operational management. Because Utah is designated as a single statewide workforce development area, it does not maintain independent Local Workforce Development Boards. Instead, workforce programs are coordinated statewide and delivered through an integrated network of American Job Centers, where WIOA core programs and numerous partner organizations collaborate to provide employment services, training opportunities, and employer engagement initiatives that support Utah's economic growth and workforce needs.

Delaware

Single Board State

State Population: 1,032,000

Geographic Size: 2,489 sq miles

Number of Job Centers: 4 Comprehensive

Delaware's workforce development system is structured as a single statewide workforce development area, meaning the state operates without separate local workforce development boards. Instead, the Delaware Workforce Development Board (DWDB) functions as both the state workforce board and the local workforce development board, providing unified governance, strategic direction, and oversight for workforce programs across the entire state.

Governance and State-Level Structure

The Delaware Workforce Development Board (DWDB) is a Governor-appointed, business-majority board responsible for guiding and overseeing the publicly funded workforce system under the Workforce Innovation and Opportunity Act (WIOA). The board works to align workforce programs with the needs of employers and the state economy while ensuring Delaware residents have access to education, training, and employment opportunities.

Because Delaware operates as a single service delivery area, the DWDB performs the functions typically assigned to both state and local boards in other states. This structure allows for consistent policy direction, streamlined decision-making, and coordinated resource deployment statewide. Through its committee structure—including the Executive Committee, Youth Committee, and Adult and Dislocated Worker Committee—the board develops workforce strategies, oversees program implementation, and ensures alignment between workforce investments and labor market needs. The DWDB also performs several operational functions required under WIOA, including:

- Developing the state's workforce strategy and advising the Governor on workforce policy
- Selecting the One-Stop Operator through a competitive process
- Overseeing the delivery of WIOA Title I Adult, Dislocated Worker, and Youth programs
- Certifying the state's American Job Centers (AJCs) to ensure accessibility and program effectiveness
- Establishing memoranda of understanding (MOUs) and infrastructure funding agreements with partner agencies
- Monitoring performance outcomes and system effectiveness across programs.

Administration of the Wagner–Peyser Program

The Wagner–Peyser Employment Service program in Delaware is administered by the Delaware Department of Labor, Division of Employment and Training (DET). Services are delivered by state merit staff, specifically Employment Services Specialists, who provide a full range of labor exchange services to job seekers and employers. Wagner–Peyser services include:

- Job search assistance and job referral
- Resume development and application support
- Registration and job matching through Delaware JobLink

- Labor market information and career guidance
- Reemployment services for unemployment insurance claimants
- More intensive case management services when needed.

These services are delivered through Delaware’s American Job Center network using multiple modalities, including in-person assistance, virtual services, and phone-based support. Staff receive ongoing professional development and cross-training across WIOA programs to ensure integrated service delivery.

American Job Centers and Service Delivery

Workforce services in Delaware are delivered through four American Job Centers (AJCs), which function as the primary entry points to employment and training services for job seekers and employers. The centers operate as integrated service hubs where multiple workforce programs collaborate to provide coordinated services.

WIOA Core Program Partners Co-Located at Job Centers

Delaware’s workforce system integrates the four WIOA core programs through coordinated service delivery in the American Job Centers. Core partners include:

- WIOA Title I – Adult, Dislocated Worker, and Youth Programs, administered through the Delaware Department of Labor
- Wagner–Peyser Employment Services (Title III), delivered by the Delaware Department of Labor
- Adult Education and Family Literacy Act (Title II), administered by the Delaware Department of Education
- Vocational Rehabilitation (Title IV) through the Delaware Division of Vocational Rehabilitation (DVR) and the Division for the Visually Impaired (DVI).

These agencies collaborate through shared planning, coordinated service delivery, and cross-referral processes to ensure customers can access the full range of workforce services regardless of their point of entry into the system.

Additional Partners Co-Located or Integrated in Job Centers

In addition to the WIOA core partners, several other workforce and employment programs operate within or alongside the American Job Centers, including:

- Unemployment Insurance (UI) staff who assist individuals in filing and managing unemployment claims
- Jobs for Veterans State Grant (JVSG) staff providing services to veterans
- Reemployment services and eligibility assessment (RESEA) programs
- Education and training partners supporting career pathways initiatives.

Dedicated UI staff are present in each AJC to assist claimants, and workforce center staff are trained to help individuals initiate electronic unemployment claims and connect them with appropriate services.

Integrated System Governance

Delaware’s workforce system operates through a strong partnership among key agencies, including the Delaware Department of Labor, the Department of Education, the Division of Vocational Rehabilitation, and the Division for the Visually Impaired, along with additional workforce and training partners. These

organizations collaborate through leadership teams, partner meetings, and joint planning activities to ensure programs align with state workforce priorities and economic development strategies.

Delaware's workforce development system is characterized by a highly centralized governance structure, with the Delaware Workforce Development Board serving both state and local functions. Workforce programs are delivered through an integrated American Job Center network where WIOA core programs, Wagner–Peyser employment services, and additional workforce partners collaborate to provide coordinated employment, training, and business services statewide. This unified structure allows Delaware to streamline decision-making, maximize resource alignment, and deliver consistent workforce services across the state.

Montana

Single Board State

State Population: 1,122,000

Geographic Size: 147,040 sq miles

Number of Job Centers: 2 Comprehensive; 15 Affiliate

Montana's workforce development system operates through a state-led, highly integrated structure designed to deliver workforce services across a geographically large and predominantly rural state. The system is governed by the State Workforce Innovation Board (SWIB) and administered primarily through the Montana Department of Labor and Industry (MTDLI), which manages the major workforce programs and oversees the statewide service delivery network.

Governance and System Structure

The State Workforce Innovation Board (SWIB) serves as the primary strategic body responsible for guiding workforce policy, advising the Governor, and coordinating workforce initiatives across state agencies and partners. The SWIB works in collaboration with the Montana Department of Labor and Industry, the Office of the Commissioner of Higher Education, the Montana Department of Public Health and Human Services, Adult Education providers, and other workforce and economic development stakeholders.

The MTDLI Workforce Services Division administers the core workforce programs under the Workforce Innovation and Opportunity Act (WIOA), including Title I Adult, Dislocated Worker, and Youth programs as well as the Wagner-Peyser Employment Service program. These programs are delivered through the state's workforce center network known as Job Service Montana (JSM) offices.

Montana's workforce governance structure differs from many states because most administrative functions, policy development, and federal reporting occur at the statewide level. Due to the state's geographic size and rural population distribution, Montana has designated the entire state as a single planning region, allowing statewide coordination of strategy and program administration.

Local Workforce Development Structure

Although Montana has local workforce structures for funding and service delivery purposes, the state has received a waiver allowing the state workforce board to carry out the roles and responsibilities normally performed by local workforce development boards. As a result, many governance functions are centralized at the state level.

For funding allocation purposes, Montana recognizes two local workforce areas. One area consists of a previously designated region established under the Workforce Investment Act, while the remaining counties form a second local area. However, strategic planning and program coordination remain largely centralized through the SWIB and the state workforce agency.

Local workforce engagement occurs through Community Management Teams (CMTs), which serve as the state's primary local workforce coordination bodies. These teams include representatives from workforce programs, community organizations, employers, economic development entities, and other local stakeholders. CMTs meet regularly to identify regional workforce challenges, coordinate service delivery among partners, and align workforce initiatives with local economic development needs.

To further support regional responsiveness, workforce funding allocations and service delivery planning consider twelve geographic areas aligned with the Montana Association of Counties (MACo) districts, allowing the state to incorporate regional workforce needs into statewide planning.

Administration of the Wagner-Peyser Employment Service

The Wagner-Peyser Employment Service program is administered by the Montana Department of Labor and Industry through the Workforce Services Division and delivered through the Job Service Montana office network. These offices provide the state's public labor exchange services and function as Montana's American Job Centers.

Wagner-Peyser staff work directly with job seekers and employers to provide a wide range of services, including job search assistance, employer recruitment services, labor market information, and reemployment assistance for unemployment insurance claimants. These services are integrated with other workforce programs to ensure coordinated service delivery.

Job Service Montana offices also work closely with the Unemployment Insurance (UI) program, providing claimants with assistance in navigating the UI claims process and connecting them with reemployment services, training opportunities, and other workforce programs designed to accelerate their return to employment.

American Job Centers and Service Delivery

Workforce services in Montana are delivered through 17 Job Service Montana offices located throughout the state. These centers provide direct access to workforce programs, career services, and employer services for job seekers and businesses.

These workforce centers operate as integrated service hubs where multiple workforce partners collaborate to deliver coordinated services, including career counseling, job matching, training referrals, labor market information, and supportive services.

WIOA Core Program Partners Co-Located in Job Service Montana Offices

Montana's workforce centers bring together the four WIOA core programs to ensure coordinated service delivery. Core partners include:

- WIOA Title I Programs – Adult, Dislocated Worker, and Youth programs administered by the Montana Department of Labor and Industry
- Wagner-Peyser Employment Service (Title III) delivered through Job Service Montana offices
- Adult Education and Family Literacy Act (Title II) administered through the Montana Office of Public Instruction
- Vocational Rehabilitation programs (Title IV) administered through the Montana Department of Public Health and Human Services, including Vocational Rehabilitation and Blind Services (VRBS).

These programs coordinate intake, referrals, and service delivery to ensure job seekers receive access to education, training, and employment services through a single entry point.

Additional Workforce Partners Co-Located in Workforce Centers

In addition to the WIOA core partners, several other workforce and employment programs operate within or alongside the Job Service Montana offices. These partners provide specialized services for specific populations and help expand the workforce system's reach. Key partners include:

- Unemployment Insurance (UI) program staff
- Jobs for Veterans State Grant (JVSG) programs, including Disabled Veterans' Outreach Program (DVOP) specialists and Local Veterans' Employment Representatives (LVER)
- Registered Apprenticeship programs, including the Montana Registered Apprenticeship Program (MRAP)
- Tribal workforce partners and Tribal Employment Rights Offices (TERO)
- Economic development organizations and education partners, including community colleges and universities
- Community-based organizations and nonprofit training providers.

These partnerships enable the workforce centers to provide wraparound services, including training referrals, supportive services, and targeted employment programs for veterans, individuals with disabilities, tribal communities, and other populations facing barriers to employment.

Montana's workforce development system is characterized by strong statewide coordination combined with locally informed service delivery. Governance and strategic planning are centralized through the State Workforce Innovation Board and the Montana Department of Labor and Industry, while local input is provided through Community Management Teams and regional partnerships. Workforce services are delivered through the Job Service Montana network of workforce centers, where WIOA core programs, Wagner-Peyser employment services, and a broad range of partner programs collaborate to provide integrated employment, training, and employer services across the state.

Connecticut

Multi-board State

State Population: 3,617,000

Geographic Size: 5,543 sq miles

Number of Job Centers: 5 Comprehensive; 11 Affiliate

The Connecticut workforce development system operates through a state–regional governance model that combines centralized strategic leadership with regionally administered service delivery. The system is guided by the Governor’s Workforce Council (GWC)—the state’s WIOA-mandated workforce board—and implemented through a network of five regional workforce development boards and American Job Centers that deliver services to jobseekers and employers. The structure is designed to align workforce, education, economic development, and employer engagement activities while maintaining strong regional responsiveness to local labor market needs.

Governance and State-Level Structure

At the state level, Connecticut’s workforce system is overseen by the Governor’s Workforce Council (GWC), which serves as the official state workforce board under WIOA. The Council brings together leaders from business, labor, education, community organizations, and state government to guide workforce strategy and ensure alignment between workforce programs and the state’s economic development priorities. The GWC works closely with the Office of Workforce Strategy (OWS), an agency created to support the Council and coordinate workforce policy across state government.

The Office of Workforce Strategy serves as the Governor’s primary advisor on workforce policy and is responsible for coordinating workforce initiatives across agencies, engaging employers, supporting sector partnerships, and aligning workforce training programs with industry needs. Together, the GWC and OWS provide statewide policy direction, performance oversight, and strategic alignment across the workforce system.

Regional Workforce Structure and Local Workforce Development Boards

While statewide leadership establishes strategy and policy, workforce programs are implemented through five regional Workforce Development Areas, each governed by a Local Workforce Development Board (LWDB). These regions reflect Connecticut’s major labor market areas and include:

- Eastern Connecticut – administered by the Eastern Connecticut Workforce Investment Board
- Central Connecticut – administered by Capital Workforce Partners
- South Central Connecticut – administered by Workforce Alliance
- Northwest Connecticut – administered by the Northwest Regional Workforce Investment Board
- Southwest Connecticut – administered by The WorkPlace, Inc.

Each Local Workforce Development Board functions as a regional convener responsible for coordinating workforce programs, overseeing service delivery, and aligning training programs with employer demand within its region. The boards operate as nonprofit organizations and are governed by partnerships among business leaders, local government officials, education representatives, labor organizations, and community stakeholders. Local boards perform several key functions within the workforce system, including:

- Overseeing the operation of American Job Centers (AJCs) in their region

- Managing WIOA Title I workforce programs for adults, dislocated workers, and youth
- Developing and implementing regional workforce plans aligned with state strategy
- Engaging employers and supporting sector partnerships in key industries
- Coordinating training providers, community organizations, and education institutions
- Ensuring performance accountability and compliance with WIOA requirements

Through these responsibilities, the local boards serve as the primary entities translating statewide workforce strategy into place-based workforce services tailored to regional labor market conditions.

Administration of the Wagner–Peyser Employment Service

The Wagner–Peyser Employment Service (WIOA Title III) in Connecticut is administered by the Connecticut Department of Labor (CTDOL). The program is delivered primarily through state merit staff working within the American Job Centers across the state. Wagner-Peyser staff provide the core labor exchange services of the workforce system, including job matching, labor market information, employer recruitment assistance, career counseling, résumé support, and job search workshops. Employment Services staff also assist individuals in developing work search plans, assessing employment barriers, and connecting customers with training and workforce programs offered by partner agencies. These staff operate as part of the integrated workforce system and collaborate closely with WIOA program staff and other partners in the American Job Centers to provide coordinated services for both jobseekers and employers.

American Job Centers and Integrated Service Delivery

Workforce services in Connecticut are delivered through a statewide network of American Job Centers, which function as the primary point of access for employment services, career counseling, training programs, and employer assistance. The centers operate using an integrated service delivery model supported by CTHires, the state’s workforce case management and job-matching system. Through CTHires, jobseekers can search for employment, develop résumés, access training opportunities, and connect with workforce programs, while employers can post job openings and recruit candidates. American Job Centers bring together multiple workforce programs in a single location, allowing customers to access a wide range of employment and training services through coordinated service teams.

WIOA Core Program Partners Co-Located in Job Centers

Connecticut’s American Job Centers integrate the four core WIOA programs, which work collaboratively to deliver career services, education, training, and employment supports. Core partners operating within the centers include:

- WIOA Title I Adult, Dislocated Worker, and Youth Programs
- Wagner-Peyser Employment Services (Title III) administered by the Connecticut Department of Labor
- Adult Education and Family Literacy Programs (Title II)
- Vocational Rehabilitation Programs (Title IV) for individuals with disabilities

These programs collaborate through shared service delivery, referrals, and coordinated case management to ensure individuals receive the appropriate mix of workforce, education, and support services.

Additional Partners Co-Located in American Job Centers

In addition to the WIOA core partners, Connecticut's American Job Centers host several additional workforce and employment programs designed to support specific populations and workforce initiatives. These may include:

- Unemployment Insurance (UI) services
- Jobs for Veterans State Grants (JVSG) and Disabled Veterans Outreach Program services
- Trade Adjustment Assistance (TAA) for workers impacted by trade-related layoffs
- Migrant and Seasonal Farmworker outreach services
- Apprenticeship programs and workforce training initiatives administered by CTDOL

These programs work collaboratively with the WIOA partners to ensure that jobseekers—including veterans, displaced workers, individuals with disabilities, and other populations facing barriers to employment—can access comprehensive employment and training services through a single coordinated system. Connecticut's workforce development system operates through a statewide strategic governance structure combined with regional service delivery. The Governor's Workforce Council and the Office of Workforce Strategy establish statewide policy and workforce priorities, while five Local Workforce Development Boards administer workforce programs and oversee American Job Center operations within their regions. The Connecticut Department of Labor administers the Wagner-Peyser Employment Service, delivering labor exchange services through state merit staff co-located in American Job Centers. These centers provide integrated workforce services by bringing together WIOA core programs—Title I workforce services, Wagner-Peyser employment services, Adult Education, and Vocational Rehabilitation—along with additional partners such as unemployment insurance, veteran programs, and trade assistance services. This structure allows Connecticut to maintain a coordinated statewide workforce strategy while leveraging regional workforce boards to tailor workforce initiatives to the specific economic conditions and employer needs within each region.

Indiana

Multi-board State

State Population: 6,833,000

Geographic Size: 36,420 sq miles

Number of Job Centers: 20 Comprehensive; 53 Affiliate

Indiana's workforce development system operates through a state-led governance model with strong regional implementation, combining centralized strategic coordination with locally delivered workforce services. The system is designed to align workforce development, education, economic development, and employer engagement through a unified structure that supports statewide priorities while maintaining regional responsiveness to labor market needs.

Governance and State-Level Structure

Indiana's workforce system is guided by the Governor's Workforce Cabinet (GWC), which serves as the state's workforce development board under the Workforce Innovation and Opportunity Act (WIOA). Established by the Governor and codified in state statute, the Cabinet is responsible for coordinating workforce, education, and economic development policies across state agencies.

The Governor's Workforce Cabinet brings together representatives from state government, business and industry, education and training institutions, workforce boards, and community organizations. Through this structure, the Cabinet establishes statewide workforce strategies, aligns programs across agencies, and ensures that workforce investments support Indiana's economic priorities. The Cabinet also facilitates collaboration among key partners—including the Indiana Department of Workforce Development, education agencies, economic development organizations, and local workforce boards—to eliminate program silos and strengthen the talent development pipeline across the state.

The Cabinet promotes a "cradle-to-career" workforce strategy, recognizing that workforce outcomes are influenced by early education, secondary and postsecondary education, work-based learning, and adult workforce programs. Through this approach, Indiana coordinates policies and programs across multiple stages of the workforce pipeline to improve talent development and economic mobility for Hoosiers.

Regional Structure and Local Workforce Development Boards

While statewide strategy is coordinated through the Governor's Workforce Cabinet, workforce services are delivered locally through Local Workforce Development Boards (LWDBs). Indiana is divided into twelve workforce development regions, referred to as Economic Growth Regions (EGRs), which collectively cover the state's 92 counties. Each region is served by a Local Workforce Development Board responsible for coordinating workforce programs and overseeing the delivery of services through the WorkOne system, Indiana's network of American Job Centers.

Local Workforce Development Boards are composed primarily of business representatives, along with members representing labor organizations, education and training providers, community organizations, and local government officials. This composition ensures that workforce strategies remain employer-driven while also reflecting the broader needs of regional labor markets. Local boards perform several critical functions within Indiana's workforce system, including:

- Developing and implementing regional workforce development plans aligned with state strategy
- Overseeing the operation and performance of WorkOne centers in their region

- Administering WIOA Title I programs for adults, dislocated workers, and youth
- Engaging employers and industry partnerships to identify workforce needs
- Coordinating workforce training providers, community organizations, and education institutions
- Ensuring accountability and performance outcomes for federally funded workforce programs

Through these responsibilities, the local boards serve as the primary entities responsible for translating statewide workforce strategies into regionally tailored programs that reflect local economic conditions and employer demand. Indiana has twelve Local Workforce Development Boards (LWDBs), each responsible for a designated Local Workforce Development Area and the oversight of workforce services delivered through the WorkOne American Job Center system. These boards oversee WIOA-funded programs, coordinate regional workforce strategies, and connect employers with workforce training and talent pipelines.

Administration of the Wagner–Peyser Employment Service

The Wagner–Peyser Employment Service (WIOA Title III) in Indiana is administered by the Indiana Department of Workforce Development (DWD). The Department oversees the statewide labor exchange system and coordinates employment services provided through the WorkOne centers.

Wagner-Peyser services are delivered through state workforce staff located in WorkOne centers and include:

- Job matching and employment referral services
- Labor market information and career guidance
- Résumé development and job search assistance
- Employer recruitment and hiring support
- Workshops and career readiness services

These services function as the core labor exchange component of Indiana’s workforce system, supporting both jobseekers and employers while coordinating closely with WIOA Title I training programs and other workforce partners operating in the WorkOne system.

American Job Centers (WorkOne Centers)

Workforce services in Indiana are delivered through a statewide network of WorkOne centers, which serve as the state’s American Job Centers. These centers provide integrated access to employment services, career counseling, training programs, and employer support services. The WorkOne centers operate using a coordinated service delivery model designed to provide seamless access to workforce services for both jobseekers and businesses. Customers can receive career guidance, participate in training programs, access labor market information, and connect with employers through these centers.

WIOA Core Program Partners Co-Located in Job Centers

Indiana’s WorkOne centers integrate the four core WIOA programs, allowing jobseekers and employers to access multiple services in a single location. Core partners typically co-located within the centers include:

- WIOA Title I Adult, Dislocated Worker, and Youth Programs
- Wagner-Peyser Employment Services (Title III) administered by the Indiana Department of Workforce Development
- Adult Education and Family Literacy programs (Title II)

- Vocational Rehabilitation programs (Title IV) for individuals with disabilities

Through integrated service teams and coordinated case management, these programs collaborate to provide career services, education and training opportunities, and employment supports to individuals seeking work or career advancement.

Additional Workforce Partners Co-Located in WorkOne Centers

In addition to the WIOA core programs, Indiana's WorkOne centers include a number of additional partner programs that support workforce participation and employment outcomes for various populations. These partners may include:

- Unemployment Insurance (UI) services
- Jobs for Veterans State Grants (JVSG) and Disabled Veterans Outreach Program services
- Trade Adjustment Assistance (TAA) for workers impacted by international trade
- Temporary Assistance for Needy Families (TANF) employment services
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) programs
- Apprenticeship and work-based learning initiatives
- Community-based workforce and supportive service providers

These partners help ensure that individuals facing barriers to employment—such as veterans, low-income individuals, individuals with disabilities, or displaced workers—can access comprehensive support services through a coordinated workforce system.

Indiana's workforce development system is structured around statewide strategic coordination and regional service delivery. The Governor's Workforce Cabinet serves as the state workforce board, aligning workforce, education, and economic development strategies across agencies and partners. Workforce services are delivered through twelve regional workforce development areas, each governed by a Local Workforce Development Board that oversees workforce programs and the operation of WorkOne American Job Centers.

The Indiana Department of Workforce Development administers the Wagner-Peyser Employment Service, delivering labor exchange services through WorkOne centers alongside other workforce programs. These centers bring together WIOA core partners—Title I workforce programs, Wagner-Peyser employment services, Adult Education, and Vocational Rehabilitation—along with additional partners such as unemployment insurance, veterans' services, and public assistance employment programs. Together, this structure enables Indiana to maintain a coordinated statewide workforce strategy while leveraging regional workforce boards to tailor workforce services to local economic conditions and employer demand.

Nebraska

Multi-board State

State Population: 1,978,000

Geographic Size: 77,348 sq miles

Number of Job Centers: 8 Comprehensive; 3 Affiliate

Nebraska's workforce development system operates through a state-led governance structure supported by regional service delivery, aligning workforce programs, education, and economic development initiatives to meet employer needs and support job seekers across the state. The system is administered primarily by the Nebraska Department of Labor (NDOL) and guided by the state workforce board and regional workforce development boards that oversee service delivery through the American Job Center network.

Governance and System Structure

The Nebraska workforce system is coordinated at the state level by the Nebraska Department of Labor, which administers several major workforce programs and supports the implementation of the state's workforce development strategy. NDOL oversees the administration of WIOA Title I Adult, Dislocated Worker, and Youth programs, Wagner–Peyser Employment Services, and several additional workforce initiatives, while collaborating with other state agencies responsible for adult education, vocational rehabilitation, and related programs.

Strategic direction and oversight of the system are provided by the state workforce development board, which advises the Governor on workforce policy, ensures alignment between workforce programs and the state's economic development priorities, and coordinates partnerships among workforce, education, and business stakeholders.

Workforce services are delivered locally through a regional workforce structure consisting of two Local Workforce Development Areas:

- Greater Omaha Workforce Development Area
- Greater Nebraska Workforce Development Area

Each local area is governed by a Local Workforce Development Board (LWDB) that is responsible for planning and coordinating workforce programs within its geographic region.

Local Workforce Development Boards: Structure and Responsibilities

Nebraska's Local Workforce Development Boards play a central role in implementing workforce strategies at the regional level. Each board is composed primarily of representatives from business and industry, along with members representing labor organizations, education and training institutions, community-based organizations, and local government officials.

These boards are responsible for several key functions under the Workforce Innovation and Opportunity Act (WIOA), including:

- Developing and implementing regional workforce development plans aligned with the state workforce strategy
- Overseeing the operation and performance of American Job Centers within their workforce areas

- Administering WIOA Title I programs for Adults, Dislocated Workers, and Youth
- Engaging employers to identify workforce needs and strengthen talent pipelines
- Selecting and overseeing One-Stop Operators and service providers
- Coordinating workforce services with education, economic development, and community partners

Through these responsibilities, the local boards ensure workforce programs remain responsive to regional labor market conditions while maintaining alignment with statewide workforce priorities.

Administration of the Wagner–Peyser Employment Service

The Wagner–Peyser Employment Service program (WIOA Title III) in Nebraska is administered by the Nebraska Department of Labor. Labor exchange services are delivered through the American Job Center network using state merit-staff employees exclusively, ensuring consistent service quality and compliance with federal requirements.

Wagner–Peyser staff provide a broad range of employment services for both job seekers and employers, including:

- Job search and job matching services
- Employer recruitment and job placement support
- Labor market information and career guidance
- Resume development and interview preparation
- Reemployment services for unemployment insurance claimants

Program coordination is supported by dedicated Wagner–Peyser program coordinators for job seeker services and business services, who help align workforce services with employer needs and support staff training and program administration.

American Job Centers and Service Delivery

Workforce services in Nebraska are delivered through a statewide network of American Job Centers (AJCs) and affiliated service sites. These centers serve as the primary access point for employment services, training opportunities, and workforce programs for job seekers and employers.

American Job Centers operate as integrated service hubs where multiple workforce programs collaborate to deliver coordinated services. Programs share information systems, referral processes, and case management strategies to provide seamless services to customers.

WIOA Core Program Partners Co-Located in Job Centers

Nebraska’s American Job Centers integrate the four WIOA core programs to provide coordinated workforce services. Core partners commonly co-located or operating through the centers include:

- WIOA Title I Programs – Adult, Dislocated Worker, and Youth programs administered through the Nebraska Department of Labor
- Wagner–Peyser Employment Service (Title III) administered by NDOL
- Adult Education and Family Literacy Act (Title II) programs administered through education partners
- Vocational Rehabilitation programs (Title IV) administered by
 - Nebraska Vocational Rehabilitation

- Nebraska Commission for the Blind and Visually Impaired.

These partners coordinate intake, assessment, and case management to support job seekers through integrated career pathways and workforce services.

Additional Partners Co-Located or Integrated in Job Centers

In addition to the WIOA core partners, Nebraska's American Job Centers collaborate with several additional workforce and social service partners that provide specialized services. These partners include:

- Unemployment Insurance (UI) services
- Jobs for Veterans State Grant (JVSG) programs, including Disabled Veterans' Outreach Program (DVOP) specialists and Local Veterans' Employment Representatives (LVER)
- Trade Adjustment Assistance (TAA) programs
- Senior Community Service Employment Program (SCSEP)
- Supplemental Nutrition Assistance Program Employment and Training (SNAP Next Step)
- Temporary Assistance for Needy Families (TANF) programs
- Community-based organizations and cultural organizations providing workforce outreach and support services.

These partnerships help ensure the workforce system provides comprehensive services for a broad range of populations, including veterans, individuals with disabilities, low-income individuals, English language learners, and individuals facing other barriers to employment.

Nebraska's workforce development system is structured around state-level program administration combined with regional workforce governance. The Nebraska Department of Labor administers core workforce programs, including WIOA Title I and Wagner–Peyser Employment Services, while two Local Workforce Development Boards oversee workforce planning and service delivery in the Greater Omaha and Greater Nebraska regions. Workforce services are delivered through the American Job Center network, where WIOA core partners and additional workforce programs collaborate to provide integrated employment, training, and business services to job seekers and employers across the state.

Nevada

Multi-board State

State Population: 3,194,000

Geographic Size: 110,572 sq miles

Number of Job Centers: 8 Comprehensive; 3 Affiliate

Nevada's workforce development system is organized through a state-level governance framework supported by two regional workforce development areas, with workforce services delivered through the EmployNV American Job Center network (branded as EmployNV Career, Youth, and Business Hubs). The system integrates workforce programs, education partners, and economic development initiatives to connect job seekers with employment opportunities and support employers' workforce needs across the state.

Governance and System Structure

Nevada's workforce system is guided by the Governor's Workforce Development Board (GWDB), which provides statewide strategic direction for workforce policy, aligns workforce initiatives with the state's economic development priorities, and coordinates collaboration among workforce, education, and industry stakeholders. The board works closely with state agencies responsible for workforce programs and economic development to ensure workforce investments support priority industry sectors and regional labor market needs.

The state is divided into two Local Workforce Development Areas that reflect the distinct economic and demographic characteristics of Nevada's regions:

- Southern Nevada Workforce Development Area – covering Clark County and surrounding jurisdictions such as Las Vegas, Henderson, North Las Vegas, Boulder City, Lincoln County, Nye County, and Esmeralda County.
- Northern Nevada Workforce Development Area – covering Carson City and numerous counties including Washoe, Churchill, Douglas, Elko, Eureka, Humboldt, Lander, Lyon, Mineral, Pershing, Storey, and White Pine.

These regional areas enable the workforce system to tailor services to the state's two primary labor markets: the highly urbanized Las Vegas metropolitan economy and the more geographically dispersed northern and rural economies.

Local Workforce Development Boards: Structure and Roles

Each workforce development area is governed by a Local Workforce Development Board (LWDB) responsible for implementing workforce strategies within its region. Nevada's two boards are:

- Workforce Connections – serving Southern Nevada
- Nevadaworks – serving Northern Nevada

Local Workforce Development Boards are composed primarily of private-sector business representatives, along with members representing labor organizations, education and training institutions, community organizations, economic development agencies, and local government.

These boards perform several critical functions within the workforce system, including:

- Developing and implementing regional workforce plans aligned with the state workforce strategy
- Overseeing the operation and performance of EmployNV American Job Centers
- Administering WIOA Title I Adult, Dislocated Worker, and Youth programs
- Leading industry sector partnerships and sector councils to engage employers and identify workforce needs
- Coordinating workforce programs with education providers, economic development organizations, and community partners
- Selecting and overseeing one-stop operators and workforce service providers

Through these responsibilities, the boards ensure workforce programs respond to regional economic conditions and support the needs of key industry sectors.

Administration of the Wagner–Peyser Program

The Wagner–Peyser Employment Service (WIOA Title III) in Nevada provides labor exchange services that connect job seekers with employers. These services are delivered through the EmployNV Career Hubs and affiliated sites, which function as the state’s American Job Centers. Wagner–Peyser services include:

- Job search and job matching assistance
- Labor market information and career guidance
- Employer recruitment services
- Resume assistance and interview preparation
- Referrals to training and supportive services

These services operate in close coordination with WIOA Title I programs and other workforce partners to provide integrated employment services to job seekers and businesses.

WIOA Core Program Partners Co-Located in Job Centers

Nevada’s EmployNV Career Hubs function as integrated service centers where the four WIOA core programs collaborate to deliver workforce services. Core partners typically co-located in the centers include:

- WIOA Title I – Adult, Dislocated Worker, and Youth Programs
- WIOA Title II – Adult Education and Family Literacy programs
- WIOA Title III – Wagner–Peyser Employment Services
- WIOA Title IV – Vocational Rehabilitation services for individuals with disabilities.

These partners coordinate intake, assessments, career services, and training referrals to provide integrated career pathways and employment services for job seekers.

Additional Partners Co-Located in the Job Centers

In addition to the WIOA core programs, Nevada’s EmployNV Career Hubs host or collaborate with a range of additional workforce and social service partners that support comprehensive workforce development services. These partners commonly include:

- Temporary Assistance for Needy Families (TANF)
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)
- Jobs for Veterans State Grant (JVSG) programs providing services to veterans
- Unemployment Insurance programs

- Trade Adjustment Assistance (TAA)
- Career Enhancement Program (CEP) providing employer-funded training and reemployment services
- Business Services programs supporting employer recruitment and training initiatives.

Additional workforce system partners and collaborating agencies include:

- Governor's Office of Workforce Innovation (OWINN)
- Governor's Office of Science, Innovation, and Technology (OSIT)
- Governor's Office of Economic Development (GOED)
- Industry sector councils and employer partnerships
- Education and training providers connected to career and technical education programs.

These partners collectively provide services such as career counseling, job placement assistance, occupational training, adult education, supportive services, and employer engagement initiatives.

Nevada's workforce development system combines statewide strategic leadership with regional workforce governance through two Local Workforce Development Boards serving Northern and Southern Nevada. Workforce services are delivered through the EmployNV Career Hub network, where WIOA core programs and multiple workforce partners collaborate to provide integrated employment, training, and employer services. The system emphasizes strong employer engagement, sector partnerships, and coordination among workforce, education, and economic development organizations to ensure Nevada's workforce is prepared to meet the needs of the state's evolving economy.

Idaho

Multi-board State

State Population: 1,964,000

Geographic Size: 83,569 sq miles

Number of Job Centers: 2 Comprehensive; 6 Affiliate

Idaho operates a largely centralized workforce development system that combines statewide governance with limited regional service delivery areas. Workforce programs are coordinated through the Idaho Workforce Development Council (WDC) and delivered primarily through the Idaho Department of Labor, which operates the state's American Job Center network and administers several workforce programs.

Governance and Overall Workforce System Structure

The Idaho workforce development system is guided by the Idaho Workforce Development Council, which serves as the state's Workforce Development Board under WIOA. The Council provides strategic leadership for workforce development policy, oversees implementation of the WIOA Combined State Plan, and aligns workforce initiatives with the state's economic development and education priorities. The Council's membership reflects WIOA statutory requirements, including a majority of representatives from business, along with members from government, labor organizations, community-based organizations, and education and training institutions. Idaho maintains two local workforce development areas:

1. East Central Idaho (Service Delivery Area 6)
2. Balance of State (Regions 1–5)

Through a federal waiver, the Workforce Development Council also functions as the Local Workforce Development Board for both areas, providing unified statewide planning, policy direction, and oversight. This structure reduces administrative overhead and allows a greater share of federal workforce funds to be directed toward direct services such as training and employment support for job seekers.

Local governance is supported through partnerships with regional organizations and local elected officials. For example, the East Central Idaho Elected Officials Consortium and the East Central Idaho Planning and Development Association (ALTURA) collaborate with the Workforce Development Council through formal agreements to support regional workforce planning and program administration.

Roles and Functions of the Local Workforce Development Boards

Because the Idaho Workforce Development Council serves as both the state board and the local workforce board, it performs many responsibilities typically handled by separate local boards. These responsibilities include:

- Developing statewide workforce development strategies and policies
- Overseeing implementation of WIOA Title I programs (Adult, Dislocated Worker, and Youth)
- Selecting Title I service providers and the One-Stop Operator through competitive procurement
- Coordinating workforce programs with education, economic development, and community partners
- Monitoring program performance and ensuring compliance with federal and state workforce policies.

The Council establishes funding allocation policies for distributing WIOA Title I formula funds to the two local areas and ensures coordination between regional partners, local elected officials, and workforce service providers.

Administration of the Wagner–Peyser Program

The Wagner–Peyser Employment Service (WIOA Title III) is administered by the Idaho Department of Labor, which operates the state’s labor exchange and employment service programs. These services are integrated into Idaho’s one-stop system and delivered through the state’s American Job Centers and online workforce platforms.

Wagner–Peyser staff provide core labor exchange services including job search assistance, career counseling, labor market information, employer recruitment assistance, and referrals to training programs. The program works closely with WIOA Title I programs, Unemployment Insurance, and Trade Adjustment Assistance programs to provide coordinated reemployment services and rapid response assistance during layoffs or business closures.

American Job Centers and Service Delivery Network

Workforce services in Idaho are delivered through a network of American Job Centers operated by the Idaho Department of Labor. The state currently maintains eight Department of Labor offices that function as American Job Centers, supplemented by numerous mobile service locations that extend workforce services to rural areas across the state.

These centers provide integrated employment and training services to job seekers and employers, including career counseling, training referrals, job placement assistance, labor market information, and business services.

WIOA Core Program Partners Co-Located in Job Centers

Idaho’s American Job Centers integrate the four WIOA core programs, which coordinate services for job seekers and employers:

- WIOA Title I – Adult, Dislocated Worker, and Youth Programs
- WIOA Title II – Adult Education and Family Literacy programs
- WIOA Title III – Wagner–Peyser Employment Services
- WIOA Title IV – Vocational Rehabilitation services, including services delivered by the Idaho Division of Vocational Rehabilitation and the Idaho Commission for the Blind and Visually Impaired.

These programs collaborate to provide coordinated intake, career counseling, assessments, training services, and supportive services.

Additional Partners Co-Located in the Job Centers

In addition to the WIOA core programs, Idaho’s workforce system integrates several additional workforce and employment programs within the American Job Center network, including:

- Unemployment Insurance (UI) programs
- Trade Adjustment Assistance (TAA)
- Jobs for Veterans State Grants (JVSG) programs
- Rapid Response services for layoffs and plant closures

- Senior Community Service Employment Program (SCSEP)
- Additional community and regional workforce partners that provide training, supportive services, and employer engagement.

These programs work collaboratively through formal Memorandums of Understanding (MOUs) that outline each partner's responsibilities, cost-sharing arrangements, and service coordination roles within the American Job Center system.

Idaho's workforce development system operates through a centralized governance model, with the Idaho Workforce Development Council serving as both the State Workforce Board and the Local Workforce Development Board for the state's two WIOA local areas. Workforce programs are administered primarily through the Idaho Department of Labor, which operates the American Job Center network and administers the Wagner–Peyser Employment Service.

The system emphasizes statewide coordination, integrated service delivery, and efficient use of workforce funds. Services are delivered through eight American Job Centers and mobile service locations, where WIOA core programs and partner agencies collaborate to provide employment services, training opportunities, and workforce support for Idaho job seekers and employers.

South Dakota

Multi-board State

State Population: 919,000

Geographic Size: 77,116 sq miles

Number of Job Centers: 5 Comprehensive; 5 Affiliate

South Dakota operates a highly centralized workforce development system in which the entire state functions as a single workforce development area under the Workforce Innovation and Opportunity Act (WIOA). Governance, policy direction, and oversight are coordinated through the South Dakota Workforce Development Council (WDC), while program administration and service delivery are primarily carried out by the South Dakota Department of Labor and Regulation (DLR) in collaboration with multiple state and community partners.

Governance and Workforce System Structure

South Dakota is designated as a single-area state, meaning that the state itself serves as the sole Local Workforce Development Area under WIOA. Instead of multiple local boards, the Workforce Development Council (WDC) functions both as the State Workforce Development Board and the local workforce board responsible for guiding the workforce system.

The WDC was established through executive order and is composed of representatives from business, labor, government, and community organizations appointed by the Governor. The Council provides strategic leadership, establishes statewide workforce priorities, and guides the operation of the one-stop delivery system.

The Department of Labor and Regulation (DLR) serves as the administrative, fiscal, and operational entity for the workforce system and delivers workforce services through its network of Job Service Offices, which function as the state's American Job Centers. This structure allows the state to operate a coordinated workforce system with centralized management and statewide service delivery.

Roles and Functions of the Workforce Development Council

Because South Dakota is a single-area state, the Workforce Development Council fulfills the responsibilities typically assigned to both state and local workforce boards. Key functions of the Council include:

- Providing strategic direction and leadership for the statewide workforce system
- Guiding the design and operation of the one-stop delivery system
- Establishing workforce development priorities aligned with state economic needs
- Promoting collaboration among workforce, education, business, and community partners
- Monitoring system performance and program effectiveness
- Facilitating stakeholder engagement through meetings, public input, and workforce partner symposiums.

The WDC convenes regularly to review workforce initiatives, gather stakeholder input, and guide workforce policy and strategy for the state.

Administration of the Wagner-Peyser Program

The Wagner-Peyser Employment Service (WIOA Title III) in South Dakota is administered by the Department of Labor and Regulation (DLR). Services are delivered through DLR staff located in the Job Service Offices, where employment specialists provide labor exchange services including job search assistance, resume development, job matching, labor market information, and career workshops.

The Wagner-Peyser program is fully integrated with other workforce programs within the one-stop system and supports coordinated service delivery for job seekers and employers.

American Job Centers (Job Service Offices)

Workforce services in South Dakota are delivered through a network of Job Service Offices operated by the Department of Labor and Regulation. These offices function as the American Job Centers within the state's one-stop delivery system and serve as the primary access point for workforce services for both job seekers and employers.

The Job Service Offices provide a range of services including career counseling, training referrals, employment assistance, labor market information, and access to workforce partner programs.

WIOA Core Program Partners Co-Located in Job Centers

South Dakota's one-stop centers integrate the four WIOA core programs, which include:

- WIOA Title I – Adult, Dislocated Worker, and Youth programs, administered by DLR and delivered through Job Service Office staff
- WIOA Title II – Adult Education and Family Literacy programs, administered by DLR through provider agreements
- WIOA Title III – Wagner-Peyser Employment Services, administered and delivered by DLR staff in Job Service Offices
- WIOA Title IV – Vocational Rehabilitation, administered by the South Dakota Department of Human Services (DHS).

These programs coordinate service delivery to provide career services, education and training opportunities, and employment assistance through the state's integrated workforce system.

Additional Workforce Partners in the One-Stop System

Beyond the WIOA core programs, South Dakota's workforce system incorporates a wide range of partner programs that collaborate through the one-stop network. These partners include:

- Temporary Assistance for Needy Families (TANF) employment services administered by the Department of Social Services
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)
- Senior Community Service Employment Program (SCSEP)
- Jobs for Veterans State Grants (JVSG)
- Career and Technical Education (CTE) programs administered through the Department of Education and Board of Technical Education
- Reemployment Services and Eligibility Assessment (RESEA) for unemployment insurance claimants
- Rapid Response services for workers impacted by layoffs
- Trade Adjustment Assistance (TAA) programs (for previously approved petitions)

- Job Corps programs, including the Boxelder Job Corps Center
- Native American workforce programs and tribal workforce partners
- National Farmworker Jobs Program (NFJP).

These partners collaborate with the Job Service Offices to provide coordinated services that address employment, training, education, and supportive service needs for individuals and employers.

South Dakota's workforce development system is structured as a single statewide workforce area, with strategic leadership provided by the Workforce Development Council and program administration and service delivery managed by the Department of Labor and Regulation. Workforce services are delivered through Job Service Offices, which function as American Job Centers and integrate the WIOA core programs with numerous workforce and social service partners.

The Wagner-Peyser Employment Service is administered by DLR and delivered through Job Service Office staff, ensuring close coordination with WIOA Title I workforce programs and other employment and training services. Through this centralized structure and strong interagency collaboration, South Dakota operates a streamlined workforce system designed to efficiently serve job seekers, employers, and communities across the state.