



Local Area IV
Workforce Innovation and Opportunity Act Plan
For the Period
July 1, 2016 – June 30, 2020

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Part I

II. Strategic Elements

Economic Analysis

South Central Kansas (Local Area IV) is the 6 county region that surrounds the state's largest city, Wichita. The city itself is in Sedgwick County. In 2014, the population in Wichita was 388,413. The South Central area includes 4 of the 5 counties that make up the Wichita Metropolitan Statistical Area (MSA). Harvey County is in the Wichita MSA but is not included in the South Central Area. Harper County and Cowley County are in Local Area IV, but not in the Wichita MSA. In 2014, the population of the South Central Area was 648,037. Sixty percent of the residents who live in South Central Kansas live in the city of Wichita, and many others commute to a job in the city.

Figure 1 shows the annual population of South Central Kansas as measured by the Population Estimates Program at the U.S. Census Bureau from 1990 to 2014. Growth over the 24 year period has been increasing at a steady pace. The growth rate has averaged 0.8 percent annually adding an average of 4,774 people each year. South Central Kansas has come in second only to the Kansas City area in terms of population growth in the last two years.

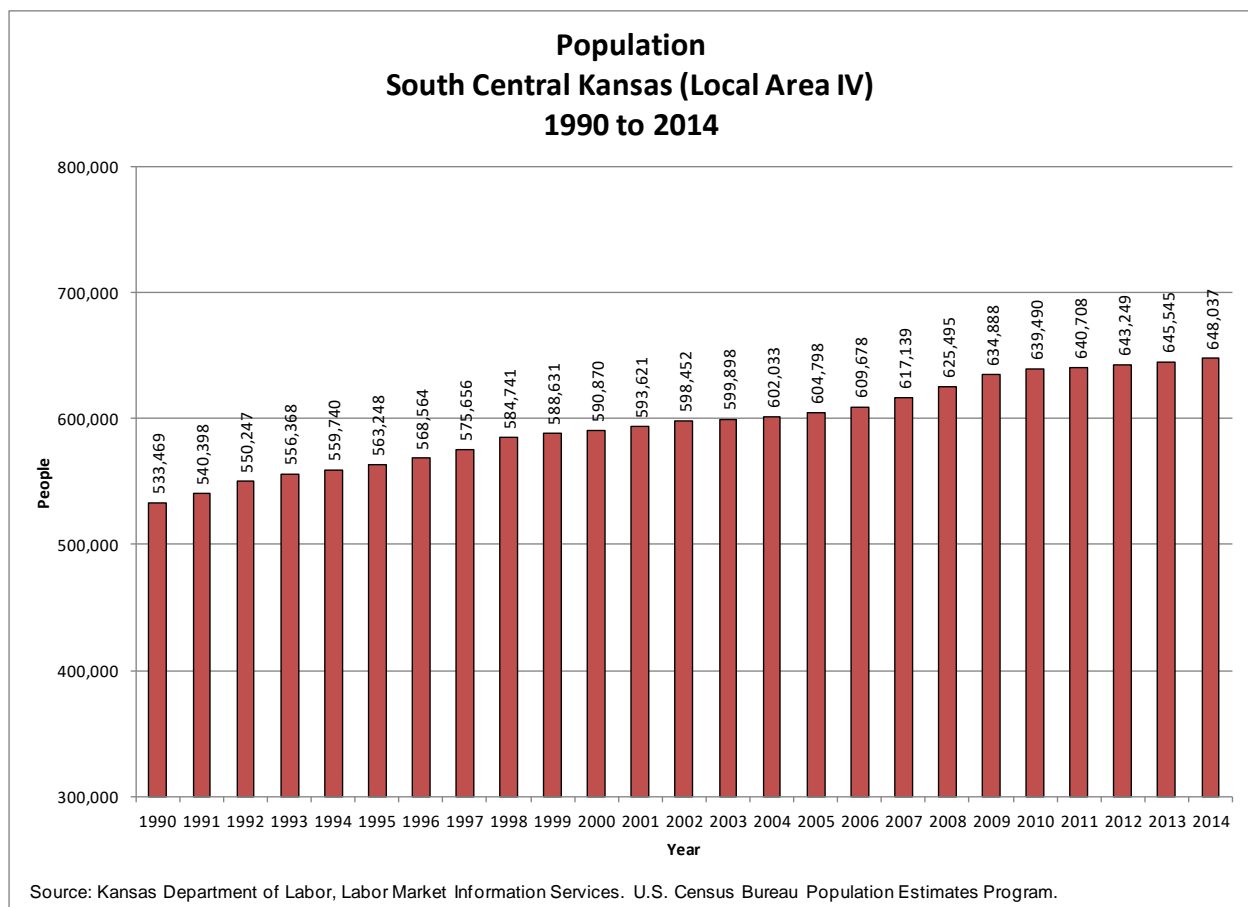


Figure 1: Annual population in South Central Kansas from 1990 to 2014.

While growth in population has been steady in South Central Kansas, growth in the labor force has experienced greater fluctuation. See Figure 7. The nation experienced a relatively short recession from March 2001 to November 2001. The South Central Kansas labor force did experience some fluctuation in 2001, 2002, and 2003. These changes were modest in nature and the labor force stabilized in the 313,000 to 316,000 person range for 2004, 2005, and 2006.

In December 2007, the nation entered the Great Recession that lasted into 2009. As evidenced by Figure 4, the impact on employment in South Central Kansas did not occur until 2009. From 2009-2013 the regions labor force declined by 17,000 jobs. A large proportion of these job losses were in Advanced Manufacturing and Aviation. The pattern of national recessions impacted South Central Kansas later than the rest of the nation, and a slower recovery has been consistent over the last several major national economic downturns.

The high rate of unemployment in the area led many people to leave the labor force in 2010. From 2009 to 2010, 8,734 people left the labor force. These were mainly 25 to 29 year olds according to American Community Survey, five year estimates. The labor force continued to decline at a slower rate until 2014 when the South Central labor force showed a slight increase, adding 1,545 people.

Existing Demand

In the second quarter of 2015, the labor market information services (LMIS) division of the Kansas Department of Labor conducted a survey of businesses in South Central Kansas. Data collected includes type and number of job openings (vacancies), full-time or part-time, education required, as well as wages and benefits offered.

Four industry sectors reported more than 1,000 vacancies. These industries were Education and Health Services (2,584 vacancies), Trade, Transportation and Utilities (1,990 vacancies), Professional and Business Services (1,226 vacancies), and Leisure and Hospitality (1,081 vacancies). These are the four industries with the most vacancies at the statewide level as well. In Kansas, Leisure and Hospitality had 9,212 vacancies, followed by Trade Transportation and Utilities (9,171 vacancies), Education and Health Services (8,472 vacancies) and Professional and Business Services (5,637 vacancies).

Job vacancies are also reported by occupation. The 25 occupations with the highest number of vacancies are shown in Figure 2. Also included are the job vacancy rate and a breakdown of permanent full-time, permanent part-time, temporary full-time and temporary part-time.

Top 25 Occupations With Most Vacancies						
Second Quarter, 2015						
Occupational Title (Ordered by Number of Vacancies)	Number of Vacancies	Number of Vacancies*				Job Vacancy Rate
		Permanent Full-Time	Permanent Part-Time	Temporary Full-Time	Temporary Part-Time	
Personal Care Aides	579	268	311	0	0	11.7%
Nursing Assistants	563	255	308	0	0	12.1%
Retail Salespersons	537	127	404	0	5	5.0%
Waiters and Waitresses	408	0	408	0	0	6.1%
Cashiers	357	50	307	0	0	5.0%
Stock Clerks and Order Fillers	307	151	156	0	0	7.5%
Licensed Practical and Licensed Vocational Nurses	256	106	150	0	0	16.4%
Team Assemblers	243	194	49	0	0	4.6%
Accountants and Auditors	216	216	0	0	0	7.3%
Registered Nurses	202	193	9	0	0	3.5%
First-Line Supervisors of Food Preparation and Serving Workers	193	193	0	0	0	8.1%
Hairdressers, Hairstylists, and Cosmetologists	189	141	48	0	0	27.0%
Combined Food Preparation and Serving Workers, Including Fast Food	155	7	148	0	0	3.3%
Driver/Sales Workers	152	5	147	0	0	9.9%
Receptionists and Information Clerks	150	149	1	0	0	5.1%
Cooks, Fast Food	143	0	143	0	0	5.4%
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	140	2	138	0	0	18.4%
Construction Laborers	134	60	0	74	0	6.0%
Heavy and Tractor-Trailer Truck Drivers	123	3	0	120	0	3.9%
Maintenance and Repair Workers, General	122	115	7	0	0	4.0%
Sales Representatives, Services, All Other	118	118	0	0	0	8.2%
Customer Service Representatives	117	112	5	0	0	2.2%
Medical and Health Services Managers	101	101	0	0	0	15.6%
Substance Abuse and Behavioral Disorder Counselors	100	50	50	0	0	25.6%
First-Line Supervisors of Mechanics, Installers, and Repairers	99	99	0	0	0	6.6%
* Sum of all permanent and temporary jobs may not equal the total number of vacancies due to rounding.						
Source: Kansas Department of Labor, Labor Market Information Services (LMIS). Job Vacancy Survey (JVS).						

Figure 2: Top 25 occupations in the second quarter of 2015 with the most vacancies.

Most of the occupations in the top 25 list for South Central Kansas match those on the statewide list. However, there are four occupations that appear in the South Central Kansas list and do not show up in the top 50 statewide list, these are Medical and Health Services Managers (101 vacancies), Sales Representatives, Services, All Other (118 vacancies), First Line Supervisors of Mechanics, Installers, and Repairers (99 vacancies), and Substance Abuse and Behavioral Disorder Counselors (100 vacancies). Demand for these occupations is uniquely high in South Central Kansas compared to the statewide area.

Emerging Demand

Each year, the Kansas Department of Labor completes a high demand list of occupations statewide and local areas. The list of high demand occupations combines the number of projected job openings with the number of current job openings to rank all occupations by demand from Kansas employers. Occupations are ranked by the number of job openings at the current time (job vacancy survey), in the next two years (short-term projections program), and in the next ten years (long-term projections program). The high demand occupation list is weighted more heavily on projection data than current openings.

Top 25 High Demand Occupations					
South Central Kansas (Local Area IV)					
2015					
SOC Title	JVS ¹	ST ²	LT ³	Total Score	Typical education needed for entry
Accountants and Auditors	10	10	10	30	Bachelor's degree
Registered Nurses	10	10	10	30	Associate's degree
Team Assemblers	10	10	10	30	High school diploma or equivalent
First-Line Supervisors of Food Preparation and Serving Workers	10	10	10	30	High school diploma or equivalent
Nursing Assistants	10	10	10	30	Postsecondary non-degree award
Stock Clerks and Order Fillers	10	10	10	30	Less than high school
Retail Salespersons	10	10	10	30	Less than high school
Personal Care Aides	10	10	10	30	Less than high school
Cashiers	10	10	10	30	Less than high school
Waiters and Waitresses	10	10	10	30	Less than high school
Construction Laborers	9	10	10	29	Less than high school
Receptionists and Information Clerks	9	10	10	29	High school diploma or equivalent
Combined Food Preparation and Serving Workers, Including Fast Food	9	10	10	29	Less than high school
Heavy and Tractor-Trailer Truck Drivers	8	10	10	28	Postsecondary non-degree award
Customer Service Representatives	8	10	10	28	High school diploma or equivalent
Teacher Assistants	8	10	10	28	Some college, no degree
First-Line Supervisors of Retail Sales Workers	7	10	10	27	High school diploma or equivalent
First-Line Supervisors of Office and Administrative Support Workers	6	10	10	26	High school diploma or equivalent
Licensed Practical and Licensed Vocational Nurses	10	8	8	26	Postsecondary non-degree award
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	6	10	10	26	High school diploma or equivalent
Tellers	8	9	9	26	High school diploma or equivalent
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	9	9	8	26	Less than high school
Secondary School Teachers, Except Special and Career/Technical Education	6	10	9	25	Bachelor's degree
Carpenters	8	9	8	25	High school diploma or equivalent
Maintenance and Repair Workers, General	8	8	9	25	High school diploma or equivalent

Source: Kansas Department of Labor, Labor Market Information Services (LMIS).

1. Job Vacancy Survey Score is based off of the 2015 Kansas Job Vacancy Survey.

2. Short-term Projections Score is based off of the 2014-2016 round of projection data.

3. Long-term Projection Score is based off of the 2012-2022 round of projection data.

Figure 3: Top 25 high demand occupations in South Central Kansas.

Seven occupations rank in the top 25 list of high demand occupations that do not rank as highly in current openings reported by the job vacancy survey. These are Teacher Assistants, First-line Supervisors of Retail Sales Workers, First-line Supervisors of Office and Administrative Support Workers, Secretaries and Administrative Assistants, Tellers, Secondary School Teachers, and Carpenters. This is an indication of emerging demand for these occupations in the future.

Wichita State University conducted an economic cluster study in 2015 and identified eight sectors in a ten county region that includes all of Local Area IV. These employment sectors were identified based on their structure and competitive position in the region along with growth patterns of employment, export potential and industries with a high Location Quotient. The sectors identified are a mix of established industries in the region and emerging. These industries are forming the base for a regional economic development strategy and will be aligned with available resources in WIOA.

Key Regional Sectors

Advanced Materials: Emerging and includes composites, advanced plastics and elastomers.

Transportation and Logistics: Emerging and includes long-distance freight and warehousing and storage offers services to manufacturing, wholesale and retail sectors. A strong presence is found in rail support including servicing, routine repairs, maintenance on railcars, loading/unloading railcars and operating independent rail terminals.

Data Services and IT: Emerging and includes manufacturers of semiconductors, integrated circuits, memory chips, microprocessors, diodes, transistors and other optoelectronic devices. Companies in this cluster also provide data services – writing, testing and supporting custom software, planning and designing integrated hardware, software and communication infrastructure and on-site management of computer systems and data processing facilities.

Advanced Manufacturing: Established and includes agricultural machinery and equipment, powered home lawn and garden equipment, construction machinery and woodworking machinery, as well as work on metal and metal products for machinery.

Aerospace: Established and includes aircraft manufacturing, particularly private aircraft, aircraft parts and equipment, detection and navigation instruments, and engineering services.

Agricultural: Established and includes food production from farming through processing, wet milling, crushing oilseeds, refining and blending vegetable oils, as well as cut and pack meat processing and meat by-products.)

Health care: Established and includes organizations providing preventive, curative and rehabilitative services offered by healthcare providers, hospitals, specialized treatment centers, clinical trials and public health organizations.

Oil and Gas Production: Established and includes the entire production and transport process with many companies from exploration and production of crude petroleum and natural gas to sulfur recovery from natural gas, recovery of hydrocarbon liquids and refining.

Employer Needs

Employment and Unemployment

Job growth in the South Central Area has followed cyclical trends in the past 25 years. This is partly due to a large number of jobs being concentrated in one industry, Transportation Equipment Manufacturing (primarily aviation), which is export oriented and sensitive to cyclical changes in the U.S. and the world. Transportation Equipment Manufacturing made up 16 percent of the total jobs in 1990. Since that time, the percentage of jobs in the industry has fallen to 10 percent of all jobs. Like many goods producing industries, Transportation Equipment Manufacturing has lost its share of workers compared to service providing industries in recent decades. There have been several contributing factors to this; technology has replaced some workers, consumer preferences have changed, and in some cases production processes have been outsourced to countries with lower labor costs.

The impact of the 2007 recession is creating a structural change in employment patterns primarily in Advanced Manufacturing and Aviation industries. This is having a profound impact on South Central Kansas due to the fact that 17.8% of all jobs in the region are in manufacturing and the Wichita MSA is ranked number one in the nation in percentage of manufacturing jobs. (* Brookings Report)

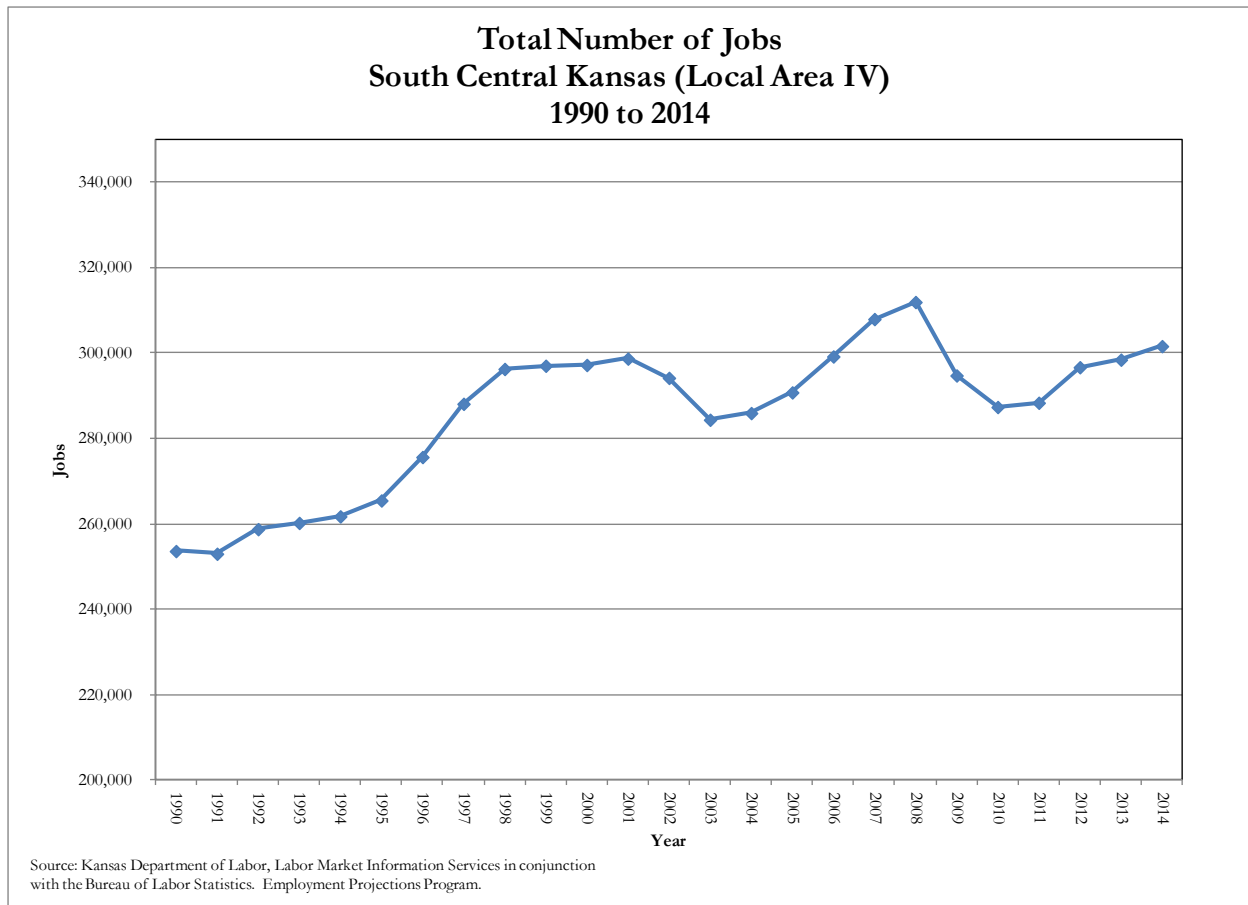


Figure 4: Total number of jobs in South Central Kansas from 1990 to 2014.

The unemployment rate in South Central Kansas peaked in 2010 along with the statewide area and the nation. The South Central Area unemployment rate was 8.6 percent, higher than the statewide area which was at 7.1 percent. One reason for the higher unemployment rate in South Central Kansas relative to the statewide rate was the disproportionally high concentration of manufacturing workers in the South Central Area.

The unemployment rate in South Central Kansas has steadily improved since 2010. From 2010 to 2012, the improvement in the unemployment rate has been caused by unemployed individuals deciding to stop looking for work and leave the labor force. From 2012 to 2014, employers in the area gained confidence in the economy and began to hire more workers, employment in South Central Kansas increased as unemployed workers found jobs. People moving from unemployed to employed, was the main reason the unemployment rate improved from 2012 to 2014. By 2014, the rate was 5.2 percent, which was still above the statewide rate of 4.5 percent, but not as high as the U.S. rate of 6.2 percent.

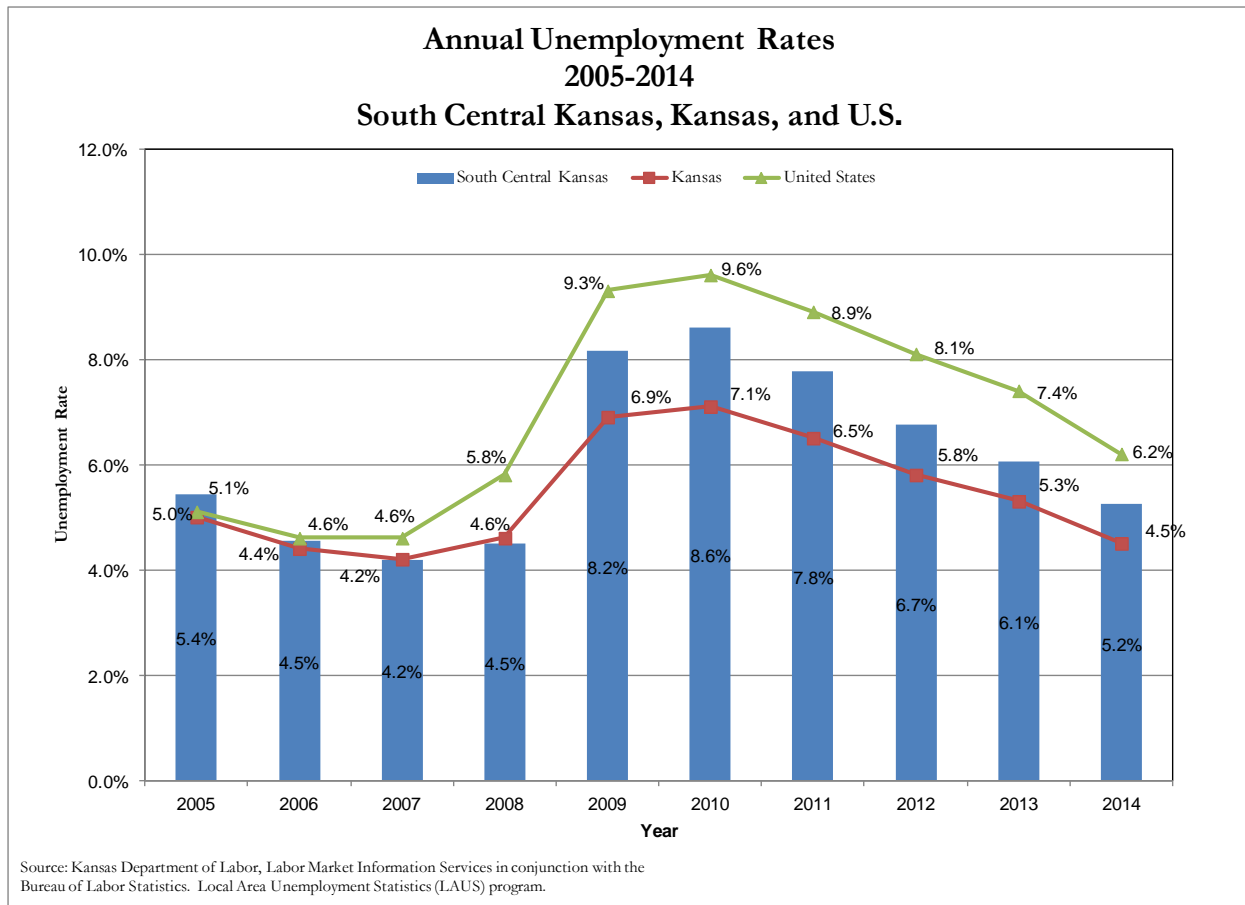


Figure 5: Comparison of annual unemployment rates between South Central Kansas, Kansas, and the United States from 2005 to 2014.

Labor Market Trends

South Central Kansas experiences many of the same trends as the statewide area. The trend with the most impact will likely be the changing size and demographics of the labor force. Figure 6 shows the size of the labor force from 1990 to 2014. The labor force is made up of all employed and all unemployed. In South Central Kansas as well as the state, there has been a notable decline in the size of the labor force. Looking at the chart below, the labor force in South Central Kansas peaked in 2009 with 330,472. From 2009 to 2013, the labor force fell by 17,073, or 5.2 percent. The labor force showed a slight increase of 1,545 people in 2014, or 0.5 percent.

Much of the decline took place from 2009 to 2010, 8,734 people. This notable decline in the labor force was correlated with high unemployment in the area. The high unemployment in 2010 discouraged workers who had lost jobs from finding new jobs. This is likely the reason many people decided to give up looking for a job and left the labor force. According to the U.S. Census American Community Survey (five year estimates), the age group that declined the most was 25 to 29 year olds, and in this age group, more men left the labor force than women.

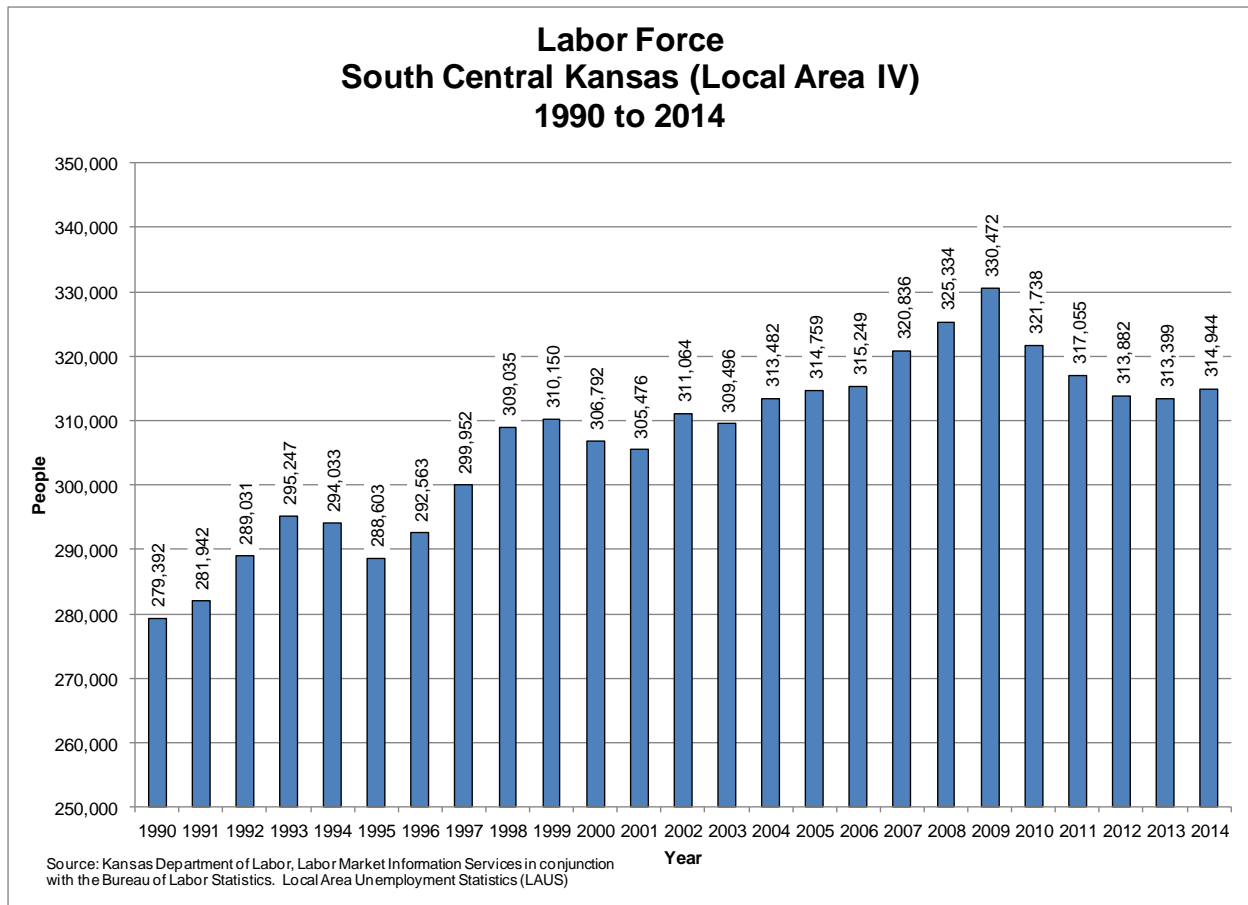


Figure 6: Shows the labor force in South Central Kansas from 1990 to 2014.

One contributing factor to the slowed growth in the labor force has been due to an aging population. The age of the baby boomer generation was 30 to 48 years old in 1994, in 2004 the age was 40 to 58, and in 2014 the age was 50 to 68. By 2024 the ages will be 60 to 78 years.

Figure 7 shows how the different age groups are distributed between categories from “in the labor force” to “not in the universe” based on Current Population Survey (CPS) data for Kansas in 2014. Those who are labeled as “not in the universe” are in some cases non-responses, however in most cases they are institutionalized which includes those living in a group setting such as a retirement home, or incarceration facility. In other words these people are no longer working and likely will not be returning to work. Figure 7 shows how sharply the number of people “not in the universe” increases, starting at age group 51-55.

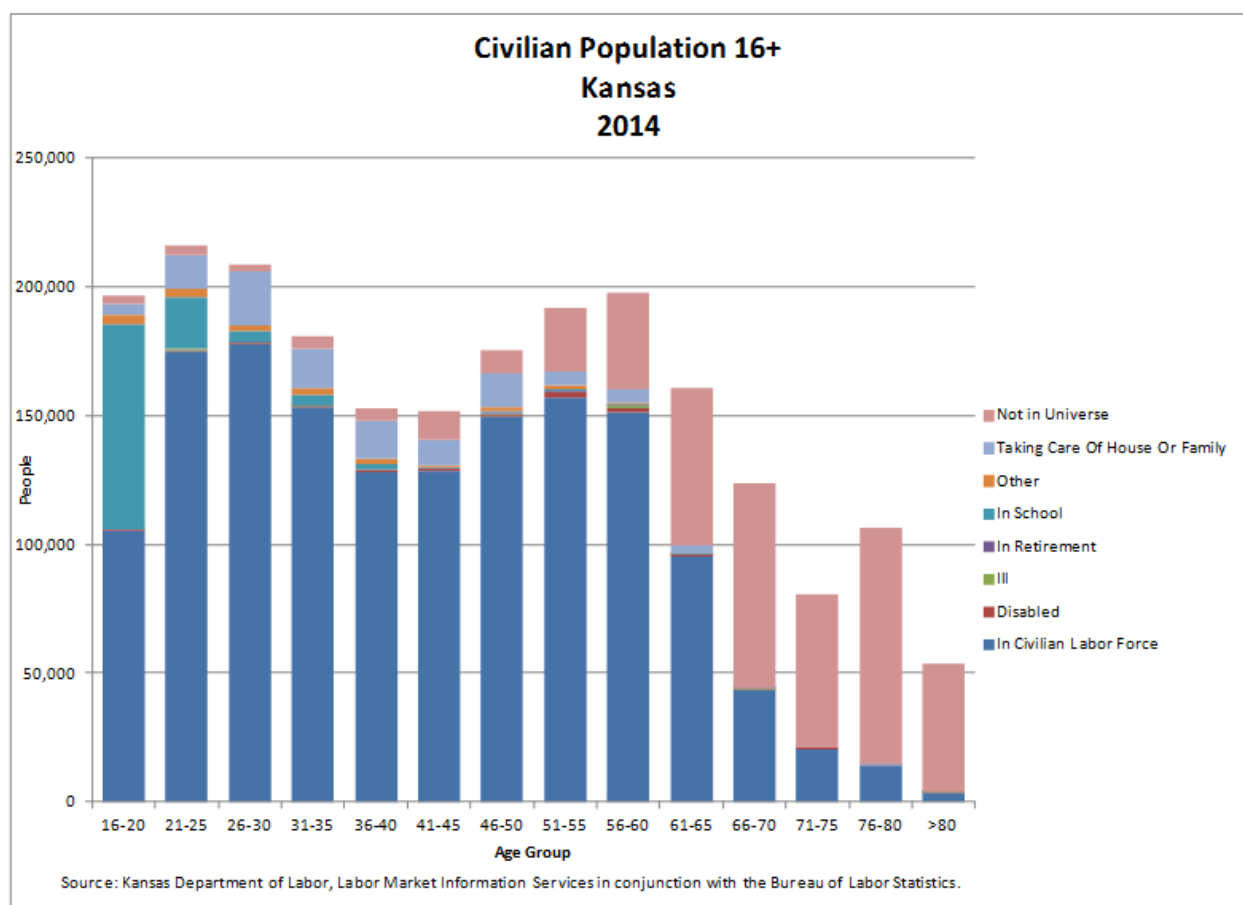


Figure 7: Shows the different age groups in Kansas in 2014.

Figure 8 focuses on those people outside of the labor force instead of all people over the age of 16. This Figure shows the percentage of people who are classified as “not in the universe”. Again starting at age group 51-55 years old, 71 percent of those people who are not in the labor force are “not in the universe”.

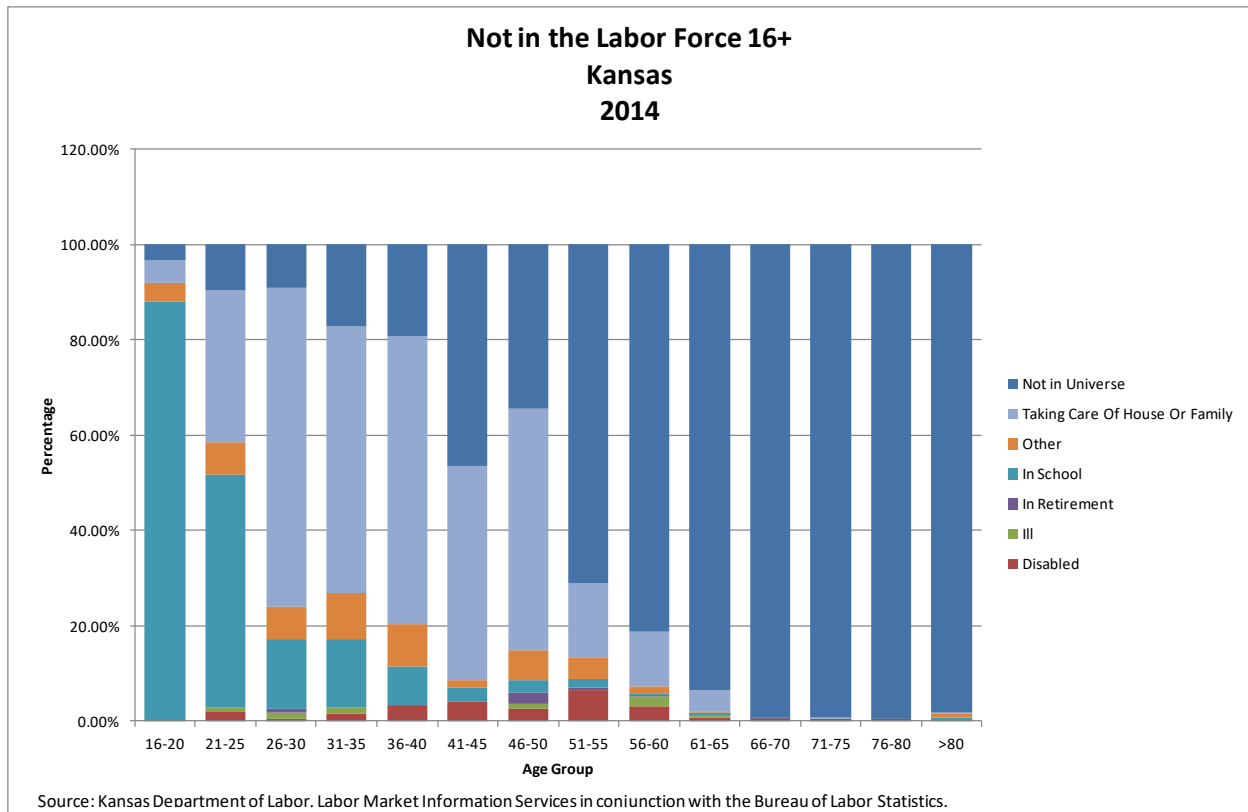


Figure 8: Shows who is not in the Labor Force in Kansas in 2014.

Education and Skill Level

South Central Kansas has a similar percentage of its population that has completed high school compared with the state, and a lower percentage than the nation. Figure 9 shows data from the 2010-2014 American Community Survey administered by the U.S. Census Bureau. This data shows the highest level of education attained by people 25 years of age and over. In South Central Kansas, 27.3 percent of the population has completed high school, compared to 27.2 percent statewide and 28 percent nationwide. South Central Kansas and the state have a lower proportion of people with less than a high school diploma, 10.8 percent and 10 percent respectively, when compared to 13.6 percent nationwide. South Central Kansas has a higher percentage of people with some college or an associate's degree, 33.9 percent, compared to 32.1 percent statewide and 29.1 percent nationwide.

The largest difference between South Central Kansas and the statewide area, is in the percentage of people who have a Bachelor's degree or higher. There is a difference of 2.6 percentage points between South Central Kansas which has 28.1 percent and the statewide area with 30.7 percent.

Population by Educational Attainment 2010-2014			
	South Central Kansas	Kansas	United States
Less than a High school diploma	10.8%	10.0%	13.6%
High school graduate, no college ¹	27.3%	27.2%	28.0%
Some college or associates degree	33.9%	32.1%	29.1%
Bachelor's degree and higher ²	28.1%	30.7%	29.3%
¹ Includes persons with a high school diploma or equivalent			
² Includes persons with bachelor's, master's, professional and doctoral degrees			
Note: Age group includes only 25 years and over.			
Source: Kansas Department of Labor, Labor Market Information Services. U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates.			

Figure 9: Shows the difference of educational attainment between South Central Kansas, Kansas, and the United States from 2010 to 2014.

According to the American Community Survey, there are 306,391 people in the labor force in South Central Kansas. Of those, 19,127 people or 6.2 percent reported having a disability. An additional 22,680 people between the ages of 18 to 64, outside of the labor force, reported having a disability. The most common disability reported in Kansas is difficulty walking or climbing stairs, followed by deaf or serious difficulty hearing and difficulty remembering or making decisions. The presence of a disability is reported by the respondent and is not indicative of the respondent receiving disability benefits.

Civilian Noninstitutionalized Population 18 to 64 years old 2010-2014 American Community Survey			
	United States	Kansas	South Central Kansas
Total Population:	193,574,369	1,724,126	384,068
In the labor force:	148,743,241	1,385,484	306,391
Employed:	135,293,448	1,295,757	283,020
With a disability	6,632,448	74,556	15,972
No disability	128,661,000	1,221,201	267,048
Unemployed:	13,449,793	89,727	23,371
With a disability	1,486,847	12,923	3,155
No disability	11,962,946	76,804	20,216
Not in labor force:	44,831,128	338,642	77,677
With a disability	11,583,766	92,179	22,680
No disability	33,247,362	246,463	54,997
Source: Kansas Department of Labor, Labor Market Information Services in conjunction with the Bureau of Labor Statistics and the U.S. Census Bureau. American Community Survey program.			

Figure 10: Shows the total population who is employed, unemployed or not in the labor force who has reported a disability in 2010 to 2014.

Skills Gap

Kansas does not maintain a formal skills gap analysis. Employer demand for skilled workers is reflected in the current openings, short-term and long-term demand projections. To identify and understand skills gaps, the state would need more information on the workforce.

The LWDB directly engages with employers through sector strategies, employer round tables and partnerships with economic development agencies. A consistent message from employers is expanded technology in multiple sectors is creating a skills gap of qualified workers in emerging occupations. Another consistent area reported by employers is a lack of soft skills or work readiness skills.

Local Area IV has identified skills gaps in the construction, healthcare, information technology, and manufacturing industries. This skills gap is evident in the consistent job postings from these industries. Job titles consistently open in Local Area IV include:

- Cybersecurity
- Front and back end developer
- Software and database managers
- CNC machinist
- CNC programmer
- CAD/CAM drafters
- CNA
- Registered Nurses
- Diesel mechanic
- Entry level laborers in construction

Workforce Alliance Mission

The mission of the Workforce Alliance of South Central Kansas (WA) is to support and advance a competitive workforce in South Central Kansas. The Workforce Alliance of South Central Kansas; designated by the Workforce Innovation and Opportunity Act Chief Elected Officials Board for Kansas Local Area IV as the Local Workforce Development Board (LWDB), is responsible for the administration of the Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, Youth, and Senior Community Service Employment programs in South Central Kansas.

Local Workforce Development Board Vision

The vision of the LWDB is to grow the regional economy through a skilled workforce.

To achieve this vision, the Board adopted the following strategic goals:

- Implement the Workforce Innovation and Opportunity Act (WIOA)
- Develop a consolidated Youth Employment Plan
- Develop strategies to leverage and align resources
- Emphasize a regional service delivery
- Integrated and intentional communication efforts, both internally and externally

The development of these goals consisted of an inclusive strategic planning process targeting key stakeholder groups, and focusing on topics deemed significant for the overall operations of an effective LWDB. Key stakeholders included: WIOA Core Partners, Businesses, Community Based Organizations, Economic Development Organizations, Elected Officials, Public partners including City, County, State, and School District Leaders from the region, and education and training partners. Between April and May of 2015, more than 100 people participated in a series of five meetings.

Members of the Local Workforce Development Board undertook a review of the goals from 2013-2015 and offered guidance on issues likely to impact the success of the operations between 2015 and 2017. This included a Strengths, Weaknesses, Opportunities, and Threats analysis focused on the accomplishments of the previous strategic plan's goals. See attachment F for the full Strategic Plan.

Strengths identified were the ability to facilitate and convene partnerships with industries, employers, and with community based organizations. Aligning services and leveraging resources continued to be the anchor of the operations and provided opportunities to provide innovative strategies to employers, job seekers, and partners.

The analysis recognized youth employment and work experience as the weakest area and in need of improvement. Board members described youth as a difficult population to reach and due to funding, there are constraints on how the program could be run.

Another area for improvement was in acquiring multiple funding sources. Over the review period there were several ongoing special grants, however, large grants were not obtained, instead opportunities to partner "in-kind" and smaller contracts were awarded.

Opportunities to grow the organization are to increase the knowledge of the LWDB and its role in the community. Board members recognized that they need to increase their role in promoting services within the community specifically to employers.

The Board identified immediate and long-term issues that will affect success. Among the most immediate is how implementation of the Workforce Innovation and Opportunity Act (WIOA) could change the service delivery model currently implemented.

In the next 18 months to two years, the aging workforce will affect the workforce system, and in particular how the LWDB operates.

Other issues identified included:

Education (K-12)

- Funders and curriculum development do not value technical skills (expensive programs)
- Parents do not value a technical education

Skills

- Job growth: finding employees with the right skills
- Skills gap for technical training needs

- Technology: better serving the community with multiple barriers to employment
- Job seeker access
- Employer access
- Long term unemployed

Diversity in job seekers

- Accessing resources
- Understanding needs of different generations
- Greater diversity in the workforce

Strategic Vision for the Local Economy

Consistent with these goals and WIOA programs, over the past few years the LWDB developed sector strategies in the aviation, information technology, and health care industries, focused on technical education and career pathways to guide investments in workforce preparation, skill development, and education and training.

A major initiative supporting the LWDB's vision includes Preparation for Advanced Career Employment System (PACES), a National Fund for Workforce Solutions (NFWS) project that began in 2008. The mission of PACES is to create a more accessible and flexible employment and training system to move low-skilled job seekers into high demand and high skill careers in the aviation, healthcare, and advanced manufacturing industries. To date, PACES has invested over \$3.1 million in the region, through partnerships with 91 employers and 13 community organizations, to serve more than 3,100 job seekers, including over 2,200 job placements reported.

Under the NFWS's emerging Community Prosperity focus, the current PACES Leadership Team is developing a new strategic direction for PACES in 2016, including growing primary jobs and building the talent pipeline by engaging youth in career opportunities within the sectors. Its vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive services is designed to be a catalyst for sustainable systems change and implementation of policy based on best practices and demonstrated results. Since 2008, PACES has made significant moves to ensure employment and training resources are aligned with the demands of industry. These include:

- Investment in capacity building for adult education, leading to an increased focus on connecting participants to skills training programs
- Formation of the Regional Manufacturing Council on Career and Technical Education (RMCTE), conducting research on best practices and raising awareness and access to career and technical education programs for high school students; including support for Technical Education for high school students through Senate Bill 155 (SB155), encouraging employers to provide tuition incentives for employees enrolling in and earning postsecondary technical degrees and certifications, and developing career ladder opportunities
- Supported training strategies for approximately 1,300 individuals, and promoted the WorkKeys test to employers, resulting in more than 2,100 individuals earning the National Career Ready Credential

Career Pathways and Sector Strategies

The 2015 regional cluster analysis by Wichita State University resulted in the Blueprint for Regional Economic Growth (BREG). BREG is a collaborative regional initiative to create a strategy for economic growth, composed of eight industry action plans. The purpose of BREG is to grow the region's economy, leading to more jobs and a better quality of life for our citizens.

South Central Kansas is not defined by borders, but by its economic connections between local producers, their suppliers and common resource organizations, such as schools or industrial sites. This is an area with a diverse portfolio of industries and regional assets.

To build the next generation economy, there will be focus to grow eight industry sectors that ship goods and services out of the region and bring in new revenue and jobs into the region.

To power growth of existing or new industry, a focus will be placed on market-driven actions that use existing resources in new ways.

BREG has generated action plans across the region's industries. These plans take the form of practical commitments to actions that will accelerate competitive growth of our region's economic engines.

A common issue for all the BREG sectors is workforce development, specifically accessing skilled talent. Local Area IV is partnering with Workforce ONE (Kansas Local Area I) to develop employment and training strategies and provide services to businesses in a consistent and seamless process throughout the ten county regions in South Central Kansas to support the BREG initiative.

A key tool in developing career pathways is the investment by the state of Kansas in technical education for high school juniors and seniors. The Career and Technical Education Initiative enacted by the Kansas legislature in 2011 provides tuition support for high school students taking career and technical classes from local community and technical colleges in selected industries. In some cases a person could graduate high school with a diploma, an industry recognized credential and possibly even an associates degrees. The LWDB is currently coordinating with the local school districts and post-secondary institutions to incorporate this state policy into career pathways that can be supported by WIOA and the One Stop workforce centers. With the shift to WIOA from the Workforce Investment Act, aligning programs has shifted due to the focus changing to out of school youth within the WIOA Youth Program.

To address this change in legislation, the LWDB currently convenes the Regional Manufacturing Council on Technical Education (RMCTE). The RMCTE works to:

- Increase the awareness in the region regarding high skilled manufacturing jobs and careers
- Address the skills gap in the labor pool, both short term and long term, through direct contact with local educators

- Promote careers in manufacturing to young adults through internships and work experience opportunities
- Evaluate labor market data
- Analyze, identify, implement strategies and tactics to enhance the ‘soft skills’ of students, job seekers and current workers

Participants include business and industry leaders, educational providers of Technical Education in both K-12 and post-secondary, and economic development. The group sets short and long term goals to increase awareness in manufacturing, educational, and workforce needs.

The LWDB works to convene partners from Local Area IV, the state of Kansas, and across the nation to plan programs, develop policy recommendations to promote workforce and economic development, and the employment and training needs of all working-age youth and adults in the Local Area. Joint planning efforts include:

Local level:

- Employer Industry Roundtable meetings (sector strategies) - LWDB convenes employers, grouped by industry, to discuss their current and future employment and training needs. Customized training programs have developed from these conversations. For example, in response to the needs of manufacturers in the area, LWDB and Wichita Area Technical College developed an accelerated CNC program.
- Strategic Planning Process - Every two years the LWDB hosts a series of public meetings to develop an updated strategic plan. Each meeting focuses on a specific area of planning such as employer needs, youth services, etc. Attendees include board and committee members, partner entities, stakeholders from local and state organizations, and policy makers such as local elected officials.
- President/CEO serves on the Wichita Transit Authority Board, the Business and Education Alliance, the WSU Hugo Wall School of Urban and Public Affairs advisory board, the Wichita Area Outlook Team and chairs the Implementation and Advisory Committee for the Wichita Area Metropolitan Planning Organization
- Staff serve on multiple boards and committees and belong to organizations in the Local Area including Dress for Success, Wichita Metro Chamber of Commerce Business and Education Alliance, Wichita Manufacturers Association (WMA), Wichita Independent Business Association (WIBA), South Central Kansas Economic Development Partners, Regional Economic Area Partnership (REAP), Aero Club, Achieve Kansas

State level:

- Kansas Association of Workforce Boards (KAWB) – KAWB convenes leadership from the local areas in Kansas and provides a forum to discuss projects and collaboration opportunities

National level:

- U.S. Conference of Mayors Workforce Development Council (WDC) – President/CEO Lawing sits as a board of trustees member on the WDC, whose purpose is to advise the US Conference of Mayors on all workforce development issues and to strengthen the ability of cities and local areas to meet the needs of their cities and customers,

particularly economically disadvantaged individuals, those with serious skill deficiencies, dislocated workers, and others with special barriers to employment, including youth

- National Association of Workforce Boards (NAWB), members attend annual conferences to network with peers and learn best practices and current policy issues

Partnerships

Coordination and alignment of the Local Area's workforce programs are supported by 22 partners in the Local Area; 14 who have chosen to collocate their programs/activities in the Workforce Centers.

Local Area IV Partners:

- Butler Community College FastTrack GED*
- Cerebral Palsy Research Foundation
- City of Wichita- Wichita Sedgwick County Community Action Partnership (CSBG)
- DCF- Kansas Rehabilitation Services
- DCF- Temporary Assistance for Needy Families Programs (TANF)
- Disability Employment Initiative*
- Job Corps*
- Senior Community Service Employment*
- Senior Services Inc.
- SER National*
- SER Wichita
- Trade Act Adjustment*
- Urban League of Kansas
- US Department of Commerce Export Assistance Center*
- Kansas Registered Apprenticeship Regional Office*
- Veterans Programs*
- Wagner-Peyser*
- WIOA Adult*
- WIOA Dislocated Worker*
- WIOA Native American*
- WIOA Youth*
- Wichita Area Technical College/NexStep Alliance ABE*

**denotes co-location*

Many of the partners, including all WIOA Core Partners, have signed a Memorandum of Understanding (MOU). The MOU operationalizes the collaboration and contains a detailed Handbook to further coordinate policies, protocols and practices. See attachment G. Cross-training and partner interaction follows a regular schedule. These activities support the coordination and alignment of the workforce programs. Specific strategies for aligning and leveraging services and resources among WIOA Core Partners are listed in the Operational Planning Section of this plan.

As described in the Kansas Combined WIOA State Plan infrastructure costs will be limited to collocated One Stop Career Center partners. Infrastructure cost sharing information is outlined as an attachment to the MOU. See attachment C.

III. Operational Planning Elements

The LWDB monitors the effectiveness of the local workforce system through committees and reports of activities of the staff/ partners. The LWDB has designated staff to monitor compliance, outcomes, and overall effectiveness of the workforce system in LA IV. This is done through ongoing reports provided by staff and partner programs. Each report that staff provides identifies which Board strategy it supports. Through the work of the One Stop Advisory Council additional matrixes will be identified to measure the effectiveness of the following elements: availability of career services, referrals to system partners, serving populations with multiple barriers to employment, serving veterans, cross training, communication, services to employers, prevention of duplicating services, and creating a no wrong door approach.

Strategic planning for the LWDB occurs every two years. During the planning, there is an assessment of strengths and weaknesses of the Workforce System.

The Chief Elected Officials Board (CEOB) appoints members to the LWDB from business and industry nominations. Since 2000, the Regional Economic Area Partnership (REAP), a council of local governments, has served as the CEOB and currently has an agreement to do so until June 30, 2017. In coordination with REAP, the Local Area is moving towards a new model for the CEOB to directly engage more local elected officials. Figure 11 shows the proposed structure that will be in place by July 1, 2016. Figure 12 outlines the CEOB membership roster.

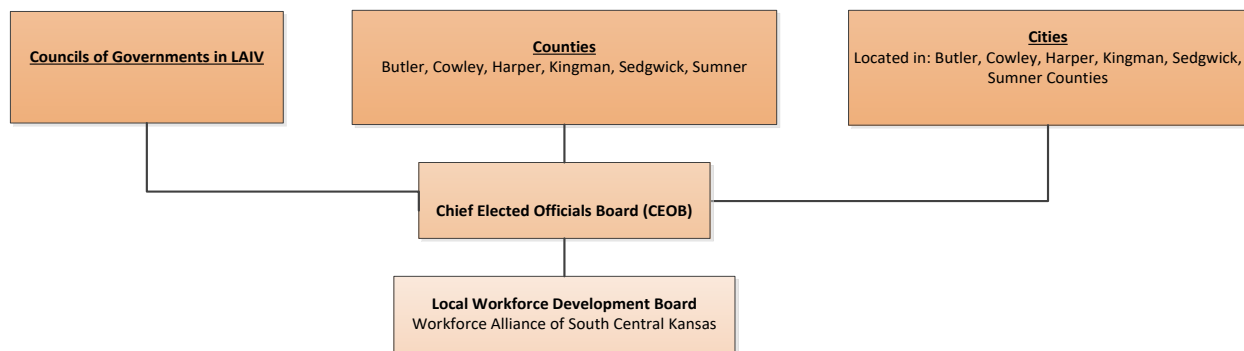


Figure 11: Shows the proposed structure of the CEOB that will be set in place by July 1, 2016.

Chief Elected Officials Board (CEOB)			
Last Name	First Name	Title	County/City Representing
Lawrence	Ben	Mayor	REAP/Andover
Haynes	Tom	Council President	REAP/Derby
Austin	David	Mayor	REAP/Bel Aire
Haines	Vince	Mayor	REAP/El Dorado
Sattherthwaite	Rex	Mayor	REAP/Bentley
Lampe	Larry	Mayor	REAP/Garden Plain
Carl	Koster	Council Member	REAP/Cheney
Gregory	Marcey	Mayor	REAP/Goddard
Ussery	Burt	Mayor	REAP/Clearwater
Parker	Ed	Mayor	REAP/Kechi
Pettigrew	Daniel	Mayor	REAP/Conway Springs
Voran	Carol	Commissioner	REAP/Kingman County
Donnelly	Clair	Mayor	REAP/Maize
Jones	Jason	Mayor	REAP/Rose Hill
Somers	Terry	Mayor	REAP/Mount Hope
Dove	Laurie	Mayor	REAP/Valley Center
Steadman	Shelly	Mayor	REAP/Mulvane
Hansel	Shelly	Mayor	REAP/Wellington
Longwell	Jeff	Mayor – Board Chair	REAP/Wichita
Mann	Ray	Mayor	REAP/Park City

Figure 12: Shows the Chief Elected Officials Board roster.

Local Workforce Development Board Structure

The LWDB strives to align services, leverage funding, and support an integrated service delivery model to streamline operations across the local workforce system. To do so, the LWDB has established committees to oversee the operations of the Workforce System and One Stop Workforce Centers. Staff provide support by regularly communicating to the LWDB and CEOB, and are responsible for implementing Local Board policy.

The LWDB membership roster is outlined below in Figure 13.

Local Workforce Development Board			
Last Name	First Name	Position	Member Category
Anderson	Jennifer	Director	Adult Basic Education
Anderson	Sean	Business Manager	Labor
Blackburn	Rod	Owner	Business
Black	Brian	Senior Manager, Global Executive Development and Diversity	Business
Donnelly	Michael	Director	Vocational Rehabilitation
Falletti	Kerri	Director	Economic Development
Giesen	Robert	President & Owner	Business
Hansen	Kenton	Director of Marketing	Business
Hayes	Phillip	Vice President of Human Resource Services Operations	Business
Heinz	Robin	Director of Human Resources	Business
Hink	Dan	Coordinator	Labor
Hughes	Jennifer	Human Resource Director	Business
Jewett	Kathy	Human Resources Manager – Board Chair	Business
Jonas	Patrick	President & CEO	Business
Krull	Kimberly	President	Higher Education
Magennis	Michael	Training Director	Labor
Naylor	Tony	Training Director	Labor, Joint Apprenticeship Training Programs
Powell	Justin	Regional Operation Director	Wagner Peyser
Ratzlaff	Ronald	Human Resource Director	Business
Roby	Mark	Business Agent/Organizer	Labor
Schlickau	Gabe	Agent	Business
Weber	John	Executive Director	Business
Wells	Ken	Owner	Business

Figure 13: Shows the Local Workforce Development Board roster.

Regular training is provided to Board members and includes the LWDB Job Description, Code of Conduct, and Conflict of Interest Policy. See Attachment H.

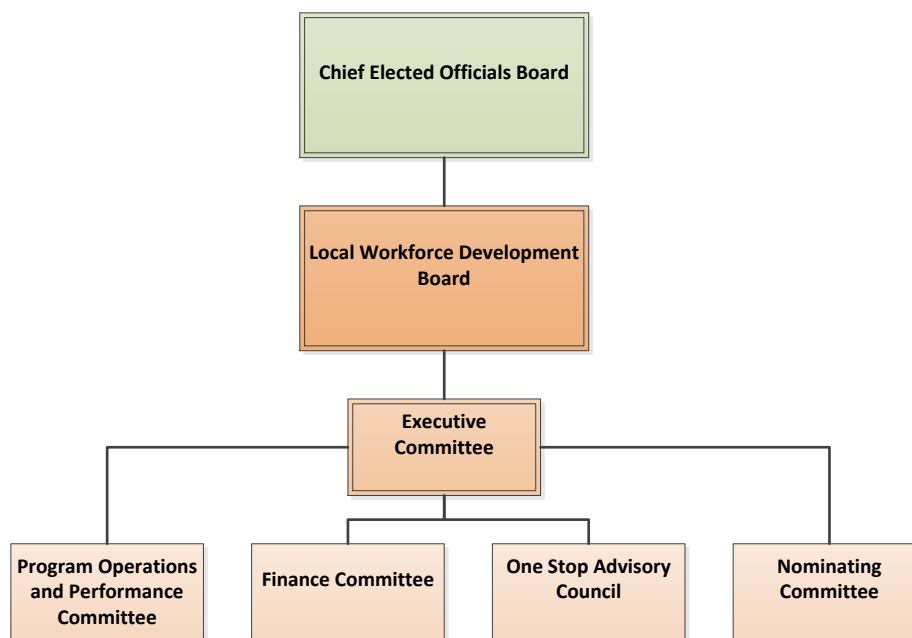


Figure 14: Shows the current structure of the local area.

Coordination of the programs and activities included in the plan begins with the Board of Directors who guides the professional staff as they implement the vision. The LWDB has created guidelines to govern its members which include:

LWDB Executive Committee

The LWDB Executive Committee is appointed by the Local Workforce Development Board (LWDB) Chair, and makes the operational decisions for the LWDB. Members include the LWDB Chair, the Chair of each of the standing Committees, and members appointed at large from the LWDB. The Committee provides strong leadership to the LWDB and other standing committees and task forces. This committee is scheduled to meet monthly and the meetings are open to all interested LWDB members.

Committee Purpose:

- Identify and assess workforce issues and needs of business and the community and endeavor to establish partnerships to align services to meet the community's workforce needs
- Solicit input and participation from the public and private sectors for joint planning and the provision of services to the residents of Local Area IV
- Provide overall policy guidance and oversight on the use of funds and on the approach to delivery of services
- Establish a committee structure that ensures adequate review of proposals, oversight of program operations, long-range planning, and marketing to the business community
- Act on behalf of the Board as needed
- Review the performance of the WIOA Programs in Local Area IV

Program Operations and Performance Committee

The Program Operations and Performance Committee is appointed by the LWDB Chair. The Committee oversees the program operations, reviews performance, approves Eligible Training Providers for the Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth programs, and approves industries and occupations for training in Local Area IV. Members are not required to be on the Local Workforce Development Board (LWDB). This committee meets every other month.

Committee Purpose:

To advise the LWDB and Executive Committee on WIOA Adult, Dislocated Worker, Mature Worker and Youth programs, initiatives, and performance.

One Stop Advisory Council

The One Stop Advisory Council is appointed by the LWDB chair. The Council oversees the One Stop System in Local Area IV and regional partnerships focusing on system integration and preventing duplication of services among WIOA Core Partners and community based organizations. This council will focus on aligning the LWDB's strategies throughout the Workforce System in South Central Kansas. This committee meets every other month.

Membership is not exclusive to the Local Workforce Development Board (LWDB) members and may include representatives from WIOA Core Partners which include:

Adult Education: fulfills Title II activities of WIOA which includes services such as Adult Education and Literacy, English Language Acquisition

Rehabilitation Services: provides Title IV of WIOA and includes education and training services to individuals with disabilities

Wagner Peyser: provides Title III of WIOA and includes labor exchanges services

WIOA: Title 1B Adult, Dislocated Worker, and Youth Programs or Title IB employment and training services

Community Partners: additional programs funded through WIOA and federal training programs, community based organizations and other stakeholders

Committee Purpose:

To align and leverage services and resources of WIOA core and partner programs, monitor One Stop System operations, and form strategies to ensure continuous improvement of the system.

Finance Committee

The Finance Committee is appointed by the LWDB Chair and oversees Workforce Innovation and Opportunity Act (WIOA) funds from the U.S. Department of Labor. Funding streams include Adult, Dislocated Worker, and Youth. Members are not required to be on the Local Workforce Development Board (LWDB). This committee meets two to three times a year as needed.

Committee Purpose:

To develop an operating budget for the LWDB on an annual basis. Oversee and review audits of WIOA funds. Oversee and review procurements and the RFP process for the LWDB.

Nominating Committee

The Nominating Committee is appointed as needed by the LWDB Chair and identifies and makes recommendations for officers to the LWDB. Members are LWDB or Committee members. This committee meets as needed.

Committee Purpose:

To nominate LWDB officers.

To ensure continuous improvement, the LWDB monitors local area performance monthly and strives to achieve the negotiated local levels of performance. Additional continuous improvement factors include:

- Customer Satisfaction Surveys
- Partner feedback through the One Stop Advisory Council
- Monitor progress of the strategic plan goals
- Staff work groups focused on system improvement

All of these elements assist LA IV in remaining a high performing Board.

Job Seeker Customer Flow Strategies

The vision for customer service in Local Area IV is to leverage, align, and create more effective formalized communication across Core Partners as well as other community partners to simplify and maximize process efficiency (customer flow). Through enhanced communication throughout the workforce system, customers will benefit from easy access to services, a no-wrong door approach, and greater collaboration among partners in service delivery. This will create new opportunities to build Career Pathways and Sector Strategies leading to greater community impact in the region.

The vision for the future includes customer services that will be supported through data sharing among Core Partners when the appropriate customer release of information is in place. Until this is established, Core Partners will follow procedures consistent with the strategies identified below.

To implement this vision, local areas and Core Partners will establish Memoranda of Understanding (MOU) to assure five key components of an aligned and collaborative system.

Component 1: Enhanced Customer Referrals and Release of Information Processes

MOU Partners will commit to making referrals if/when the customer could benefit from the services of another partner program, if/when the customer agrees, and/or if the customer so requests. Referrals will be made on an individual customer-by-customer basis, and not as a blanket referral throughout the workforce system. This means that referrals will be based on customer needs, rather than characteristics. For example, not all customers with disabilities require Vocational Rehabilitation (VR) services. Not all VR customers need to be referred for

One Stop services. Not all customers with learning disabilities need to be referred to Adult Education. Focusing on the customer's needs rather than the types of characteristics illustrated in these examples, will help ensure an effective use of resources across the entire workforce development system.

The preferred method of referrals is an automated data sharing process. This would include all relevant information needed by the partner program until a system can be developed. Core Partners are committed to making referrals to Core Partners using a standardized form. This form will be sent with all the necessary documentation, once a release of information is obtained by the customer. The Core Partners will ensure all personal identifying information is sent securely to the receiving partner. See Partner Referral Form Attachment E.

Partners are expected to make initial contact with referred customers within 48 hours. Appointments and referral follow up will be based on agency work flow and resources. High levels of communication will be expected so that customers will be appropriately informed. Information on partner services and timelines for responses can be found in the Partner Referral Guidelines. See attachment B.

Component 2: Effective Communication among All Partners in the Local Areas

Effective communication among Core Partners is essential in creating a comprehensive system that meets the needs of workers, jobseekers and employers and also fulfills the mandates of each partner.

Core Partners are invited to serve on the One Stop Advisory Council, a committee of the LWDB. Participating members will be required to keep contact information updated. This committee will be focused on:

- Serving as the liaison from agency to One Stop Advisory Council and Workforce Centers
- Service delivery system improvement and enhancement
- Training opportunities
- New developments with each partner
- Assisting in developing communication tools such as monthly meetings, newsletters or reports
- Development of web based/technology driven resources

Members of the One Stop Advisory Council will be responsible to ensure that the listed points of contact for referrals are kept current and easily accessible to relevant parties. Partners are encouraged to establish web-based listings and links to facilitate easy access.

Component 3: Easy Access to Information for Customers

Easy access to information for customers will promote use of the workforce system and ensure that access is available to all jobseekers. Each Core Partner may provide online informational resources about their services, application process, eligibility requirements, as well as links to other resources, including employment opportunities available to all customers and partners. The LWDB will collect this information and create Partner Referral Guidelines (Attachment B)

that may be shared across partners, accessible online, and updated routinely due to program changes.

Core Partners shall participate in orientations inclusive of partner program information, shared workshops, collocation, when feasible and agreed upon, and shared use of facility space for specific meetings or events.

One main goal for the Core Partners is to maintain partner information using a common website. The Council will continue to explore opportunities as well as align with state initiatives such as the Workforce Innovation Fund “Start Here” project and the Workforce Data Quality Initiative system integration.

Component 4: Targeted Outreach Strategies

Specific emphasis of outreach strategies will be to identify persons with significant barriers to employment and people with disabilities. Best practice approaches include:

- Organizations serving these targeted groups
- Faith based organizations
- Use of traditional and social media and technology such as smart phone/device apps to take advantage of commonly used communication channels
- Surveys conducted according to best practices or industry standards
- Sharing of success stories – the customer can connect to someone in similar circumstances succeeding in employment

Component 5: Collaborative Case Management and Co-enrollment

Local Area IV Core Partners agree to utilize collaborative case management and co-enrollment when needed by the customer and to maximize the use of resources. The responsibility for the delivery of specific services will be coordinated among partners, based on the individualized needs of the customer, taking into consideration the mission/expertise of each partner, leveraged funds, and availability of resources as they pertain to the customer.

Over the next two years, Core Partners will create processes and procedures to promote collaborative case management and co-enrollment to include elements such as:

- Establishing a method for tracking the number of referrals to establish a baseline and ongoing performance monitoring
- Assisting customers in accessing labor market information about high-demand jobs, and career pathways
- Promoting Registered Apprenticeship
- Establishing primary case management
- Preventing duplication of services in the following areas:
 - Assessment
 - Service planning
 - Information and referral
 - Coordination/facilitation of actual service delivery
 - Monitoring of progress

- Facilitating informed decision-making
- Facilitating medical/psychological treatment plans
- Providing formal counseling and guidance regarding impediments to employment and options for addressing them
- Managing expenditures related to service provision

Integration of WIOA Title IB and Wagner-Peyser services

An integrated workforce delivery system is one that bases services and flow on the needs of the customers served, not specific program requirements. The universal customer flow is designed to best guide individuals seeking workforce services through the system in a seamless manner. The LWDB is dedicated to engaging all partners within the workforce system in South Central Kansas, in order to leverage available resources and continually enhance the services offered to the areas' job seekers and employers.

The LWDB views integration as a way to provide services to an increased number of customers, even when faced with limited resources. The LWDB increases community impact by aligning services and leveraging resources. By implementing the integrated services model, the local workforce system will operate programs based upon unified purposes, goals, and policies and will be better positioned to meet the needs of our customers - job seekers and employers.

The One Stop Advisory Council, representing the WA as the One Stop Operator and WIOA Program Operator, the Kansas Department of Commerce as the provider of Wagner Peyser (WP) services, the Kansas Department of Children and Families who administers Rehabilitation Services, and local providers of Adult Education Services, as well as other grants/programs held by all entities and community based organizations; these Core Partners meet regularly to plan for delivery of services utilizing an integrated systems approach. The current integration plan includes WIOA Title IB programs and WP; other Core Partners are invited to participate in this structure.

The Integrated Service Team, consisting of colocated partners, meet weekly to plan service delivery within the physical One Stop locations, coordinating functional management of programs and staff.

Integration efforts in LA IV began in 2007, with collocating Workforce Investment Act (WIA) and WP staff in the Career Centers and cross-training staff to provide the same universal core services to all job seeker customers. Additionally, WIA and WP staff were assigned to Business Services to coordinate and improve workforce services to area employers.

Integrated Service Delivery and Functional Management

In accordance with KANSASWORKS policy the LWDB implements enhancements to customer flow and service delivery that support and advance the integration of employment and training services in LA IV. To oversee these efforts a "Functional Manager" is designated to oversee the day to day operations of service integration strategies in LA IV. The Functional Manager in LA IV is the One Stop Director. The One Stop Director coordinates with the Regional Operations Manager for the Department of Commerce to lead integration efforts.

Integration continues to focus on Core Partner staff operating within the LA IV Career Centers and Business Services, while allowing opportunities to expand to include other partners within the system as activities progress. All actions are aimed at reducing duplication of services and streamlining customer flow throughout the workforce system.

The LWDB utilizes a functional team model in the delivery of integrated WIOA and WP services; staff is organized by services provided, rather than by program or partner agency. The functional teams include the following: Career Center Team (Welcome and Skills Function), Case Management Team (Training Function), and Business Team. Each team has designated team leaders who provide functional oversight and supervision of day-to-day activities. Current Workforce Alliance (WA) and Department of Commerce supervisory level staff fills the functional team leader roles. All WIOA and WP staff are cross-trained on each function, but are assigned a primary function based on skills, knowledge and experience.

The Integrated Services Team, along with involvement of identified frontline staff, outlined the primary responsibilities of each functional team as follows:

Career Center Team: Members of the Career Center Team are responsible for providing both the Navigation (Welcome) and Career Coach (Skills) Functions in the Integrated Services Delivery model.

Navigation (Welcome) Function: Career Center Team members designated as “Navigators” are responsible for the initial greeting of all customers entering the Workforce Centers. As the first point of contact for all customers, staff members are expected to provide exceptional customer service and be knowledgeable of all partner programs within the Centers. Additional functional activities are to:

- Provide information and demonstration of available services, including on-line registration, occupational and labor market information, and other employment related tools
- Participate in all aspects of Career Center daily operations, including the following: Information Desk, Resource Area (including job search computers), initial assessment with customers
- Be knowledgeable of available internal and external resources and applicable referral processes to eliminate customer barriers to meeting employment goals and program performance
- Document and maintain customer contacts, services and activities in KANSASWORKS in accordance with standard procedures, rules and regulations for the purpose of coordinating partner services and documenting program performance
- Participate as needed in job fairs, career day events, workshops, seminars, Rapid Response, networking events and other employment related activities
- Assist job seekers with identification of basic skills deficits using generally available resources

Career Coach (Skills) Function: The Career Coach function focuses on the assessment and enhancement of job seeker skills. Staff called “Career Coaches” meet with customers one-on-one

to provide individualized job search assistance as well as in group settings to conduct workshops. Additional functional activities are to:

- Determine suitability and eligibility for local, state, and federal programs
- Participate in all aspects of Career Centers daily operations, including the following: staff-assisted career services including intensive one on one job search activities, and labor market information
- Be knowledgeable of available internal and external resources and applicable referral processes to eliminate customer barriers to meeting employment goals and program performance
- Document and maintain customer contacts, services and activity in KANSASWORKS in accordance with standard procedures, rules and regulations for the purpose of coordinating partner services and documenting program performance
- Participate as needed in job fairs, career day events, workshops, seminars, Rapid Response, networking events and other employment related activities
- Assist job seekers with assessments
- Provide one day case management services to customers enrolled in local, state, and federal programs in accordance with policies, procedures, and forms

Case Management Team: Members are responsible for providing Training Functions in the Integrated Services Delivery model.

Training Function: Provides one-on-one case management services to customers who have already received Career Services and are enrolled in training activities (as eligibility and funding allows). Additional functional activities are to:

- Determine suitability and eligibility for local, state, and federal programs
- Provide one-on-one case management services to customers enrolled in local, state, and federal programs in accordance with policies, procedures, and forms
- Provide or connect customers to short-term pre-vocational training services and the enhancements to customer flow within the Workforce Centers. The Career Services Team has a larger menu of services available to offer job seekers who may need only minimal skills upgrading to be successful in their job search.
- Document and maintain customer contacts, services and activity in KANSASWORKS in accordance with standard procedures, rules and regulations for the purpose of coordinating partner services and documenting program performance
- Maintain contact with customers, track progress and performance outcomes
- Maintain electronic and paper customer files
- Be aware of available internal and external resources and applicable referral processes to eliminate customer barriers to meeting employment goals and program performance
- Participate as needed in job fairs, career day events, workshops, seminars, Rapid Response, networking events and other employment related activities
- Assist as needed with Career Services in LA IV Workforce Centers

Business Team: Members of the Business Team work with area employers to assist in identifying solutions for workforce needs. Team members work to match job-ready applicants with the open positions held by area employers. Additional functional activities are to:

- Develop and maintain relationships with new and existing employer customers. Identify and discuss needs, explain how needs can be met by special products and services
- Obtain, input and review job orders. Perform search to match applicants with job requirements, using manual and/or computerized file searches. Contact applicants to inform them of employment opportunities
- Be aware of key employment sectors with regional impact
- Provide outreach to economic development
- Identify qualified applicants for referral to employers based on employer's preferences through pre-screening, application review, assessments or other identified criteria
- Document and maintain customer contacts, services and activity in KANSASWORKS in accordance with standard procedures, rules and regulations for the purpose of coordinating partner services and documenting program performance
- Be aware of current human resource related laws and how to access resources for customers
- Be knowledgeable of available internal and external resources and applicable referral processes to eliminate customer barriers to meeting employment goals and program performance
- Coordinate job fairs for employer customers
- Participate as needed in job fairs, career day events, workshops, seminars, Rapid Response, networking events and other employment related activities
- Assigned to businesses based on sectors to develop greater expertise to meet employers needs
- Conduct prevailing wage surveys to assist agricultural employers who are in need of foreign workers to meet their business demands

Local Area IV utilizes resources from the Kansas Department of Labor (KDOL) connecting job seekers to Unemployment Insurance Resources through Career Centers and Rapid Response Activities. The Business Team utilizes KDOL's Kansas Labor Information Center, (<https://klic.dol.ks.gov/vosnet/Default.aspx>) for labor market information which is shared with employers and job seekers.

As integration efforts continue in Local Area IV, a stronger focus is placed on employer services and the activities of the business service representatives. To be a workforce system led by employer demand in the region, it is imperative to focus efforts on understanding employer needs and connecting them with a skilled workforce.

The Integrated Services Team works with the Business Team to determine the preferred skill assessment and establish the minimum basic skill level necessary for job seekers based on input from area employers. This information guides the selection of assessments and service offerings for job seekers utilizing the Workforce Centers to gain employment.

The Training Team provides the Business Team with monthly reports including current data on the number of customers in training, areas of training, and estimated completion dates. This information provides data about the pipeline of skilled workers coming through the Workforce Centers, and allows the Business Team to conduct necessary job development prior to customers completing training.

Additionally, the Business Team communicates regularly with all other functional teams to allow an opportunity for ongoing dialogue between the staff serving employers and job seekers. This ensures effective communication regarding information on job postings, employer feedback, and job seekers actively pursuing employment.

Co-Enrollment

A major component of streamlining services and eliminating duplication is the co-enrollment of eligible customers in Core Partner programs in LA IV when appropriate. Customers who progress to a Career Services level are co-enrolled. This allows WIOA Title I and WP staff to be fully integrated and able to provide the same services to any customer without concern for programmatic guidelines, and the documentation requirements which need to be followed.

WIOA Title I and WP services currently utilize KANSASWORKS, the web-based customer tracking system, and allows for the automatic collection of enrollment and (certain) eligibility information. Using KANSASWORKS, staff is able to determine eligibility, track customers services, and record case notes. Other Core Partners will maintain current systems for Case Management tracking as data system integration solutions are being pursued at a state level.

Performance

The success of One Stop services is measured by a comprehensive performance accountability system in order to optimize the return on investment of federal funds, to assess the effectiveness of services, and to ensure continuous improvements.

All Core Partner programs are outcome based. The effectiveness of each program is measured by capturing customer performance information, collected through KANSASWORKS. WIOA performance measures that apply to job seeker customers are:

Common Measures

- Entered Employment Rate – The percentage of those who are not employed at the date of participation and are employed in the second quarter after the exit quarter
- Employment Retention Rate – The percentage of those who are employed in the fourth quarter after the exit quarter
- Average Earnings – The average of all earnings of those participants who are employed in the first and second quarters after the exit quarter
- Credential Rate- percentage of participants who obtain a recognized post- secondary credential or diploma during participation or within one year after program exit
- Skills Gain- percentage of participants in education leading to credential or employment during program year, achieving measurable gains. Measured in real time
- Effectiveness in Serving Employers- parameters have not been established

Staff is provided the current negotiated standards of common measures for all programs, but is expected to contribute to the achievement of meeting or exceeding the highest of the WIOA program standards.

Staff does not use performance outcome assumptions to limit services to individuals otherwise eligible for those services. Policies are in place for eligibility for career and training services for Adult, Dislocated Workers, and Youth participants. The policies outline the eligibility criteria for each program and follow the WIOA law, there are no additional requirements. The policies do not allow for staff to limit services including credential/post-secondary training and work based learning if the customer would otherwise be eligible for those services. Please see attachments I, J, and K for the Adult, Dislocated Worker, and Youth Eligibility policies.

Eligible training providers are required to provide performance information about each program they have on the Eligible Training Provider List at least biannually. Providers are required to provide performance information on the number of students served, program completion rates, students who obtained unsubsidized employment, and the average wage at placement in employment. Providers must meet an amount equal to 60% of the State Common Measure Goal to remain on the Eligible Training Provider List. Additionally consideration is given to whether or not a training program relates to an in-demand industry or occupation within the State when deciding whether to add or continue with a training provider. Ensuring programs are in-demand and are performing at an acceptable level ensure that providers are meeting the needs of local employers and job seekers.

Integration Oversight and Continuous Improvement

The LWDB is committed to regular review of service delivery practices to ensure an ongoing focus on continuous improvement within the Workforce Centers of LA IV. The One Stop Director will manage/oversee the delivery of integrated services, and work in coordination with the Regional Operations Manager for the Kansas Department of Commerce and other WIOA Core Partner programs.

Input from customers, internal partners, and community partners is critical to the progression of delivering a high level of customer service while aiming to meet the needs of area businesses by connecting employers with a skilled workforce.

The LWDB will conduct ongoing oversight and monitoring of services, customer files, eligibility documentation, customer payments, level of integration, effectiveness of functional supervision, and performance, to ensure compliance with federal and state laws, regulations, and local policies and procedures. In addition, the LWDB will conduct customer interviews on a quarterly basis.

Data validation is conducted annually by the State of Kansas to ensure that all information entered into KANSASWORKS is accurate and documented in the customer file.

In addition to WA oversight and monitoring, the State of Kansas and the U.S. Department of Labor monitors and/or audits the activities and documentation for services delivered.

Business Outreach

The Core Partners under WIOA will implement a collaborative and coordinated business outreach process to streamline employer and economic development engagement among partners; share a common procedure for approaching new businesses; and maintain current business relationships. The purpose for this strategy is to improve services to employers, and increase engagement of the business community in the public workforce system. The Core Partners will also explore options to coordinate the collection of employer data and the analysis of outcomes.

To arrive at the goal of coordinated business outreach, the Core Partners will implement the following strategies.

Use a Coordinated Employer Needs Assessment (ENA) Form and Outreach Process

Use of a common form will allow the data gathering and assessment of employers to be aligned and leveraged among the Core Partners. Gathering standardized data will facilitate identification of employer needs, and increase responsiveness among the Core Partners to those needs. Within the first year of this combined state plan, the Core partners will develop and implement policies and procedures on the use and sharing of the ENA data across programs, with respect to the varying service models employed by the partners. For example, Title I and III programs currently conduct direct employer engagement activities through designated business service representatives. In contrast, the Vocational Rehabilitation program utilizes outside competitive contractors with expertise in addressing barriers to employment of job seekers with disabilities, disability focused work incentive programs, customized and supported employment strategies and assisting employers in identifying and providing reasonable accommodations to employees with disabilities.

Coordinating employer contact is not intended to constrain access to employers. The coordinated contact approach is intended to expand access to employers by enabling the workforce system to represent their customers equally, vigorously, and simplify the process for businesses. Regardless of who interacts with an employer, the employer's needs are met by including customers from all programs as potential employees.

Opening the dialogue between the Partners and creating a streamlined approach to business outreach, will provide the opportunity for key stakeholders to discuss options for creating inclusion and targeted training programs. These programs will enhance employers hiring capabilities, as well as providing people with multiple barriers to employment opportunities to become employed. This improved engagement will also provide additional paid job opportunities for youth while in school or immediately after, up to age 24. This can include, but is not limited to internships, apprenticeships, job shadowing and/or training courses.

In addition, the strategy will increase the collaboration and leveraging and aligning of services for employers among the Partners. Employers previously served by one partner will have access to a larger network of support and work-ready job seekers. Employers will experience a more focused and collaborated effort between agencies. This collaborative effort will increase employer knowledge, and maximize their usage of the various incentive programs that the state

has available for businesses to hire people with disabilities and those with significant barriers to employment.

Develop an Ongoing Cross-Training Program for Partner Employer Development Specialists

To strengthen knowledge of Partner services, their customers' employment needs and strengths, and to enhance coordination, the Partners will conduct regular cross-training and engage in continuous improvement meetings on an annual basis. The Partners will designate individual(s) to participate in the "train-the-trainers" process. Trainers will learn the basics of each Core Partners' programs, services and the ENA during the first year of implementation. Training will include enough relevant information to give trainees the tools necessary to speak to an employer about the other Core Partner programs/incentives, piquing interest and facilitating the introduction of Core Partners into the relationship for specialized knowledge. Individuals speaking to employers about other partner programs will not have the authority to commit services or funds without prior approval of the Partner.

Training on each program is not intended for the purpose of staff determining eligibility for an agency's program (i.e. Workforce Center staff would not complete eligibility for Kansas Rehabilitation Services, etc.). Trainers will be responsible for disseminating the information to their respective agency, and serving as trainers for all staff with business outreach responsibilities. The Partners will build this cross-training into their standard new hire training and on-boarding processes. Partners in local areas will meet regularly to ensure open communication and high-quality cross-training is maintained.

Explore the Option of Using a Common Database for Employer Tracking

Core partners will utilize KANSASWORKS as a common database to track employer outreach, employer profiles, job openings, Partner services provided and job order outcomes. KANSASWORKS would allow Partners representing veterans, people with disabilities, minorities and job seekers with multiple barriers to employment to further assist Federal Contractors with regulatory compliance. Other features to be considered in a common data base would include the ability to provide timely Equal Employment Opportunity (EEO) reports to assist employers with regulatory compliance and the ability to comply with veterans' preferences that pertain to Titles I and III. Furthermore, job orders in KANSASWORKS are open to veterans that comply with preference for the first 72 hours after being entered, as required by United States Department of Labor Veterans Employment and Training Service.

These strategies will increase collaboration and leveraging and aligning of services for employers among the Partners. Employers previously served by one partner will have access to a larger network of support and work-ready job seekers. Employers will experience a more focused and collaborated effort between agencies. This collaborative effort will increase employer knowledge and maximize their usage of the various incentive programs the state has available for businesses to hire people with disabilities, and those with significant barriers to employment. This will also increase the number of employers using the KANSASWORKS system and One Stop System.

The Vision over the next two years will be that each Partner will train all or select employees on the services each Partner provides. Together, each Partner will be able to adequately refer employers to services they can utilize. This will increase the effectiveness of our services for employers, increase the pool of candidates employers can access, and increase the awareness and ability to utilize trainings and schoolings an employer might want for their employees. Cross Training will include:

- How to talk to an employer
- How to complete the Employer Needs Assessment
- What would prompt a referral to Adult Education, Workforce Center, Rehabilitation Services or Economic and Employment Services
- What services each Partner can provide to an employer
- Common definitions list
- Defining Business Services vs. Employer Outreach
- Employees will not have the authority to conduct eligibility for any services from another partner. Training on services of partners and on the ENA is to allow employees from other organizations to adequately inform employers of potential services from partners that might be beneficial.

One goal includes having job ready job seekers' resumes uploaded into KANSASWORKS, so that resume matching for employers can return a larger and more Partner-diverse set of results. The Workforce Center will coordinate with Partners to conduct on-site application and pre-screen services to job seeker customers in order to increase candidate numbers for employers, and access to employment opportunities for Partner job seeker customers.

The LWDB engages local education and training providers using several strategies that align regional efforts and promote workforce system development and create a job driven education and training system:

- Annual Review of Demand Occupation List
- Blue Print for Regional Economic Growth (BREG) Education and Training
- Regional Manufacturing Council on Technical Education
- LWDB and its committees has representation from Higher Education, Adult Education, and the K-12 system
- The LWDB convenes the Youth Career Connect Collaborative which is a steering committee of K-12 and post-secondary educators

In addition, LWDB leadership has established the practice of meeting with regional community colleges and technical institutions at least once a year. A number of area colleges and universities utilize the One Stop Career Centers to provide information on education and training opportunities at their institutions. One Stop Career Centers provide assistance to accessing and completing the FAFSA online.

The LWDB has set a strategic priority to leverage and align education and training programs in the region with WIOA Title I funds serving as the foundation. The LWDB is active in pursuing additional funding opportunities and has secured the following funds that are aligned with WIOA programs.

Grant Summaries

Leading:

Grant: Preparation for Advanced Career Employment System (PACES)	
<p>Recipient: WA</p> <p>Granting Agency: National Fund for Workforce Solutions (NFWS)</p> <p>Contact: Amanda Duncan, amandaduncan@workforce-ks.com</p>	<p>Summary: PACES works to create a more accessible and flexible employment and training system to move unemployed and under-employed workers into high demand and high skill careers in the aviation, healthcare and advanced manufacturing industries.</p>
Grant: Wichita Sedgwick County Community Action Partnership (CAP)	
<p>Recipient: WA</p> <p>Granting Agency: City of Wichita (CSBG)</p> <p>Contact: Aletra Chaney, achaney@workforce-ks.com</p>	<p>Summary: CAP is designed to provide support, tools, and resources to low income individuals. The goal is to help participants overcome barriers which are preventing them from becoming self-sufficient.</p>
Grant: H-1B Kansas Engineering Excellence Program (KEEP)	
<p>Recipient: WA</p> <p>Granting Agency: USDOL</p> <p>Contact: Amanda Duncan, amandaduncan@workforce-ks.com</p>	<p>Summary: In partnership with Wichita State University College of Engineering, grant funds are used to train long-term unemployed, women or minority participants, in engineering programs to obtain a BS, MS or PhD degree from Wichita State University. Funds pay for tuition, books, and internships/work experiences.</p>
Senior Community Service Employment Program (SCSEP)	
<p>Recipient: WA</p> <p>Granting Agency: Kansas Department of Commerce</p> <p>Contact: Gary Brown, gbrown@workforce-ks.com</p>	<p>Summary: SCSEP is a program for older Americans needing assistance updating work place skills to be competitive in today's job market.</p>

Partnering:

Grant: Accelerating Opportunity – Kansas (AO-K)	
Recipient: Kansas Board of Regents Granting Agency: Jobs for the Future (JFF) Contact: Zoe Thompson, zthompson@ksbor.org	Summary: AO-K funds are being used to help Kansas transform adult education into successful career pathways leading to postsecondary credentials and economic security for underprepared workers in today's demanding job market.
Grant: H-1B On the Job Training (OJT)	
Recipient: Kansas Department of Commerce Granting Agency: USDOL Contact: Amanda Duncan, amandaduncan@workforce-ks.com	Summary: Funds reimburse companies for the cost of training new hires who have already received bachelor-level engineering degrees. New hires must be dislocated workers, long-term unemployed or recent college graduates.
Grant: Kansas Disability Employment Initiative (DEI)	
Recipient: Kansas Department of Commerce Granting Agency: USDOL Contact: Katie Givens, kgivens@workforce-ks.com	Summary: Funds are being used to develop and implement sound recruiting, training and placement practices for people with disabilities. The goal is to create systemic and sustainable change in the way the workforce system serves individuals with disabilities.
Grant: Kansas Health Profession Opportunity Project (KHPOP)	
Recipient: Kansas Department of Commerce Granting Agency: HHS Contact: Gary Brown, gbrown@workforce-ks.com	Summary: Funds provide healthcare education, training and employment for SNAP and TANF recipients and other low-income individuals statewide.

Grant: KanTRAIN	
Recipient: Washburn Institute of Technology and Wichita Area Technical College Granting Agency: USDOL Contact: Katie Givens, kgivens@workforce-ks.com	Summary: KanTRAIN addresses local workforce needs by producing skilled workers in high-wage, high-skill jobs.

Operating Systems

Local Area IV utilizes KANSASWORKS for its labor market, data system, case management system, job bank, ETP, and fiscal system. KANSASWORKS is the data management system provided by the state of Kansas. KANSASWORKS has many modules with differing functionality. Labor market data is available and utilized to assist customers with career guidance. Services, notes, individual employment plans, goals, and other case management information are all stored in KANSASWORKS. Customers can store resumes and look for jobs, and employers can post jobs and look for employees. KANSASWORKS is also used to manage eligible training providers for Adult, Dislocated Workers and contracted element providers for Youth. Additionally, all client payments are entered and processed through KANSASWORKS. All performance information is entered and managed there as well.

Data is collected while the customer is present at the Workforce Center. Data obtained is entered into the data management system, KANSASWORKS. Services, notes, performance information, etc. is expected to be entered within 24 hours of the customer interaction. Reporting on performance is provided to the Local Workforce Development Board committees on a monthly basis via the Executive Committee.

Program Data

Data entry of customer information is completed while the customer is at the Workforce Center. Staff updates demographics and open enrollments while meeting with the customer. If for some reason, the data management system is unavailable and staff cannot enter data while the customer is at the Workforce Center, then staff has 24 hours to enter the data in the management system. Protocols are available to staff that emphasize all information must be entered when it occurs or within 24 hours of the customer interaction.

Customer's progress in education and employment is tracked all through their participation in the program. Staff is required to have regular contact with customers and record their progress in training they are participating in and employment information. All of this information is gathered and then reported in the KANSASWORKS system at the time of the customer's exit.

Employment information and work history is gathered at every customer interaction. When customers first come into the Workforce Center, the previous 12 months work history is gathered. Then, an update is obtained at every interaction with the customer. The information gathered includes employer name, employment start date, employment end date, job title, wages,

hours worked per week, type of termination, whether or not the customer applied for Unemployment Insurance and the outcome of the Unemployment Insurance application. Staff gathers this information at every interaction, and records the information in KANSASWORKS. Staff also gathers employment and credential information at the time of customer exit. Case note templates and forms are provided to staff to assist in gathering this information. Gathering employment data at every interaction allows for up to date tracking of outcomes, wages, and retention.

Federal law and local policy requires that personally identifiable information (PII) and other sensitive information be protected. Employees ensure that PII is not transmitted to unauthorized users and all PII transmitted via email or stored on CDs, DVDs, thumb drives, etc. is encrypted using a Federal Information Processing Standard 140-2 compliant and National Institute of Standards and Technology validated cryptographic module. PII is stored in areas that are physically safe from access by unauthorized persons at all times, and data is processed on issued equipment, information technology services and designated locations. Additionally, if staff has to transport PII to another approved location, they must do so by using locked containers provided to them and with approval of their supervisor. Policies and procedures outline these requirements for staff. Staff must also sign off on their acknowledgment of these policies. Please see Attachment L: Handling and Protection of Personally Identifiable Information policy.

Veterans

Customers, when first entering a Workforce Center, are greeted and processed at an information desk. At the information desk, a variety of customer information is obtained, including their veteran status. Local Area IV utilizes an online check in and customer management system through the Workforce Center intranet. Customer information, including their veteran's status, is recorded in the online system. The system keeps track of customers who need to be seen, and the order they should be seen. Customers who indicate they are veterans are automatically moved to the top of the customer queue by the customer management system. They are also indicated by a blue letter "V" in the online system. Highlighting a customer's veteran status, and moving veterans to the top of the queue of customers to be seen, ensures veterans are provided priority. Additionally, KANSASWORKS handles priority of service for veterans for job postings by providing job posting information to veterans before the general public. All referral forms also indicate veteran's status, to ensure priority is provided when referrals are made to internal and external partners.

Additionally, when customers enter a Workforce Center, they are given a Career Intake Assessment which initially assesses them for the services they need that day. On the Career Intake Assessment, questions are asked to determine if they should be referred to a Disabled Veterans' Outreach Program (DVOP) for Jobs for Veterans State Grant (JVSG) services. If the customer's answers indicate they are a veteran with a significant barrier to employment, then staff refers them to a DVOP for JVSG services. The DVOP on call for the day then takes the customer and begins intake of the customer and orders the DD-214. The DVOP then completes a comprehensive assessment and makes a recommendation of services for the customer. This

process is solidified in protocols for staff and the Priority of Service for Veterans and Eligible Spouses policy Attachment M.

The DVOP and LVER staff, through outreach with employers, develops increased hiring opportunities within the local work force by raising the awareness of employers, and of the availability and the benefit of hiring veterans. They take the lead in program awareness and encourage referrals, beginning with notification of funding to the veterans currently registered in the **KANSASWORKS** database in the target area. Current methods include: print brochures; e-mail blasts; Digi-Signs located in the Wichita Workforce Center; social media including Twitter, Facebook, and LinkedIn; Workforce Center's website; Get Hired's website; digital newsletters; press releases; through Rapid Response events; face-to-face partner meetings; and participation in community job fairs and events.

LVER Responsibilities:

- Ensure veterans are provided the full range of labor exchange services to meet their employment and training needs. Work with other workforce development providers to develop their capacity to recognize and respond to these needs. Examples may include the following activities:
 - Train other staff and service delivery system partners to enhance their knowledge of veterans employment and training issues
 - Promote veterans to employers as a category of job candidates who have highly marketable skills and experience
- Advocate on behalf of veterans for employment and training opportunities with businesses and community-based organizations. Examples may include the following activities:
 - Plan and participate in job fairs to promote services to veterans
 - Work with unions, apprenticeship programs, and business communities to promote employment and training opportunities for veterans
 - Promote credentialing and training opportunities for veterans with training providers and credentialing bodies
- Establish, maintain, or facilitate regular contact with employers to develop employment and training opportunities for the benefit of veterans. Examples may include the following activities:
 - Develop employer contact plans to include identified federal contractors. Components of the plan may include: telephone contacts, employer visits and ongoing research and analysis of local market conditions and employment opportunities
 - Coordinate with business outreach representatives in the workforce center to facilitate and promote employment and training opportunities for veterans

- Provide and facilitate a full range of employment and training services to meet the needs of newly separated and other veterans and especially address the needs of transitioning military personnel

DVOP Responsibilities:

- Conduct outreach activities with the purpose of locating candidates who could benefit from intensive services and market these services to potential customers in programs and places such as the following:
 - Vocational Rehabilitation and Employment (VR&E)
 - Homeless Veterans Reintegration Project (HVRP)
 - Department of Veterans Affairs (VA) hospitals and Vet Centers
 - Homeless shelters
 - Civic and service organizations
 - Partners through the WIOA
 - State Vocational Rehabilitation Agencies
 - Other service providers

Equal Access

Local Area IV has an Equal Access policy that ensures compliance with section 188 of WIOA and applicable provisions of the Americans with Disabilities Act. Each workforce center is housed in a facility that meets the standards for architectural access as provided by the ADA Accessibility Guidelines for Buildings and Facilities. These standards for access include but are not limited to standards for building access, accessible parking, Braille, raised letter signage, and visual alerting. Each workforce center provides program access, including communications access as required by WIOA and ADA. A full range of communication options are available including alternative formats if a person with a visual or reading impairment requests it or a sign language interpreter if a person with a hearing or speech impairment requests it. Additionally each workforce center provides basic assistive technology to ensure effective communication with computer input and output for individuals with disabilities. Training is provided on a yearly basis to staff on installation and use of basic assistive technology, procedures and local resources to be used to arrange access to services such as sign language, interpreting, Braille transcriptions, etc., procedures for responding to a request for auxiliary aids and services, and guidance on disability etiquette and culture. Please see Equal Access Policy Attachment N.

Part II

I. Specific Local Area Procedures, Policies and Practices

The Workforce Centers utilizes a functional team model in the delivery of integrated Workforce Innovation and Opportunity Act (WIOA) and Wagner Peyser (WP) services; staff will be organized by services provided rather than program or partner agency. The functional teams include the following: Career Services Team, Training Team, and Business Services Team.

Functional Supervision

Each team will have a designated team leader who will provide functional oversight and supervision of day-to-day activity; current Workforce Alliance (WA) and Department of Commerce (DOC) supervisory staff will fill the functional team leader roles. Attempts are made for all WIOA and WP staff to be cross-trained on each function, but staff will be assigned a primary function based on skills, knowledge and experience.

The Workforce Centers has outlined the characteristics of functional and formal supervision as follows:

Functional Supervision by Team Leader: Each Team Leader will serve as primary supervisor for day-to-day work activities. The Team Leader will be responsible for the following:

- Provide oversight of daily activities/team functions
- Organize and maintain staffing schedule for team
- Direct and assign/reassign team members based upon operational needs
- Monitor and track services provided by team
- Provide coaching and feedback based upon observations and staff inquiries
- Identify and facilitate the timely resolution of questions, problems, concerns/complaints and other issues affecting or involving team
- Respond to questions/concerns of team members
- Address customer issues that involve team members or services provided by team
- Coordinate approvals of leave requests for team members
- Schedule and conduct staff meetings and trainings for team members
- Communicate any meaningful action of the above mentioned tasks timely to Formal Supervisors

Formal Supervision: Each WIOA and WP staff member will retain the Formal Supervisor, as identified by the respective employer upon hire. The Formal Supervisor will be responsible for the following:

- Ensure employees work in accordance with the agency's personnel policies
- Address behavior and performance concerns of employees at corrective action level based upon the agency's personnel policies
- Sign time sheets
- Approve expense reports/travel vouchers
- Communicate agency policies, procedures, required activities, news etc. to Functional Supervisor in a timely manor

The Functional and Formal Supervisors for each staff member will work closely together on the following:

- Ensure work performance is, at a minimum, falling within an acceptable level
- Identify and monitor performance goals/priority outcomes
- Conduct performance reviews and prepare staff development plans
- Coordinate staff meetings and trainings
- Communicate changes to daily activity or tasks timely
- Ensure all reports or spreadsheets are shared between agencies monthly

Management Involvement

Activity	Formal	Functional
Daily Oversight		
Day-to-Day Direction and Problem Solving		X
Human Resources		
Performance Appraisals (completed jointly)	X	X
Performance Goal Setting (completed jointly)	X	X
Corrective Action*	X	
Documentation	X	X
Staffing	X	
Time Sheets (submit to)	X	
Leave Requests (submit to)		X
Call-Ins	X	X
Training, Conference, & Meeting Approvals**		
Financial		
Expense Report/Travel Voucher	X	

Figure 15: Staff reference sheet regarding management involvement

*With input from Functional Team Leader

**With input from Formal Supervisor

In addition to Functional Supervisors an Integration Coordinator(s) is designated to lead integration efforts and to serve as a liaison to the Workforce Alliance, Department of Commerce, and Community/ One Stop Partners. The Integration Coordinator will be responsible for the following:

- Figure 16 includes a functional management organizational chart for LAIV.

The organizational chart for the Department of Commerce Programs/Services is structured as follows:

- Chad Pettera** (VP/Chief Operations Officer) is the top-level official.
- Aletra Chaney** (One Stop Director) is responsible for Customer Flow / Customer Service/ Partner Day to Day Service/CSBG/KDOC. She is connected to Chad Pettera and Justin Powell.
- Justin Powell** (Regional Operations Director) is responsible for Kansas Department Of Commerce Programs/Services. He is connected to Aletra Chaney and Denise Houston.
- Integration Coordinators** (represented by a green double-headed arrow) connect Aletra Chaney and Justin Powell.
- George Marko** (Business Services Manager) is responsible for Business Interactions and Functions/ OJT Provider. He is connected to Aletra Chaney and Justin Powell.
- Denise Houston** (Policy Manager) is responsible for Policy Development and Issuance/ Continuous Improvement Activities/ETP Management. She is connected to Justin Powell.
- Angie Duntz** (Communication Manager/ Public Information Officer) is connected to Denise Houston.
- Matt Roberts** (IT Manager) is responsible for IT Operations. He is connected to Chad Pettera.
- Gary Brown** (Program Supervisor- KHPDP/SCSEP) supervises the KHPDP and SCSEP Programs. He is connected to Matt Roberts.
- Stacy Cotten** (Youth Program Supervisor) supervises the Youth Programs. She is connected to Matt Roberts.
- Tempress Fuller** (Career Services Supervisor) supervises Participant Eligibility and Case Management. She is connected to George Marko.
- Erica Ramos** (Workforce Services Supervisor) supervises Customer Flow and Staff Functions. She is connected to Denise Houston.
- Larry Lee** (Workforce Services Supervisor) supervises the JSVG and Business Team Staff. He is connected to Denise Houston.
- Allcyn Kidd** (TAA Supervisor) supervises the TAA Program. She is connected to Denise Houston.
- Resource Coordinators** are connected to Tempress Fuller.
- Functional Supervision** is indicated by red dashed lines, showing connections from Aletra Chaney to George Marko, and from George Marko to Tempress Fuller, Erica Ramos, and Allcyn Kidd.
- Formal Supervision** is indicated by solid black lines.

For Definitions See Reverse Chart

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The workforce system expands access to employment, training, education, and supportive services for eligible individuals through the career and training services provided in the workforce centers. Policies and procedures are in place to guide staff in how to make those services available. Below is a summary of the policies that govern the workforce center activities. Please see attachments for actual policies.

Program Policies

Eligibility Determination Policy for WIOA Adult Program

The integration of staff representing partners within a Workforce Center providing services from varying programs with different eligibility requirements creates a need to formulate customer service flow in a manner that expedites service and meets compliance requirements for the participating partner programs. Additionally, the Local Board is responsible for setting self-sufficiency standards for program eligibility. It is the policy of the LWDB to determine eligibility for WIOA programs for all Adult customers who receive WIOA funded staff assisted career services beyond informational activities. Any exception must be approved by a committee consisting of at least two Senior Staff members. See Attachment I.

Eligibility Determination Policy for WIOA Dislocated Worker Program

The integration of staff representing partners within a Workforce Center providing services from varying programs with different eligibility requirements creates a need to formulate customer service flow in a manner that expedites service and meets compliance requirements for the participating partner programs. Additionally, each Local Board is responsible for setting self-sufficiency standards for program eligibility. It is the policy of the LWDB to determine eligibility for WIOA programs for all Dislocated Worker customers who receive WIOA funded staff assisted career services beyond informational services. See Attachment J.

Eligibility Determination Policy for WIOA Youth Program

The integration of staff representing partners within a Workforce Center providing services from varying programs with different eligibility requirements creates a need to formulate customer service flow in a manner that expedites service and meets compliance requirements for the participating partner programs. It is the policy of the LWDB to determine eligibility for WIOA programs for all Youth customers who receive a service beyond eligibility determination. Any exceptions, including use of the five percent exception, must be approved by a committee consisting of at least two Senior Staff members. For any given program year, at least 75% of the funds allocated to the youth program shall be used to serve out of school youth. Additionally, at least 20% of the funds allocated to the youth program shall be used to provide paid or unpaid work experiences, summer employment opportunities and other opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities. See Attachment K.

Priority of Service Policy

Section 134 of WIOA specifies that priority will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. This policy only applies to the WIOA Adult Program. Other funding streams or programs are not subject to Priority of Service determinations by WIOA. See Attachment O.

Adult Needs Related Payments Policy

Needs related payments may be available when necessary to enable a client to participate in training activities. Needs related payments may only be provided when a client is participating in Training services; and the service is necessary to participate in training activities; and the client is in compliance with all aspects of the program. See Attachment P.

Adult Supportive Services Policy

Supportive services may be available when necessary to enable a client to participate in employment and training activities. The Supportive Services made available in this policy have been chosen due to their limited availability from other federal, state, local, and community based agencies. Supportive services may only be provided when a client is participating in Career or Training services; and the service is necessary to participate in employment or training activities; and the client is in compliance with all aspects of the IEP. See Attachment Q.

Dislocated Worker Needs Related Payments Policy

Needs related payments may be available when necessary to enable a client to participate in training activities. Needs related payments may only be provided when a client is participating in Training services; and the service is necessary to participate in training activities; and the client is in compliance with all aspects of their IEP. See Attachment R.

Dislocated Worker Supportive Services Policy

Supportive services may be available when necessary to enable a client to participate in employment and training activities. The Supportive Services made available in this policy have been chosen due to their limited availability from other federal, state, local, and community based agencies. Supportive services may only be provided when a client is participating in Career or Training services; and the service is necessary to participate in employment or training activities; and the client is in compliance with all aspects of their IEP. See Attachment S.

Adult and Dislocated Worker Training Policy

Training may be available to assist participants in obtaining the requisite skills associated with demand occupations, as determined by the Local Workforce Development Board, in order to obtain permanent, unsubsidized employment in the Local Area IV labor market at a self-sufficient wage. Training may be provided only to participants who after an interview, evaluation, or assessment and career planning have been determined unable to obtain or retain permanent employment at self-sufficient wages or wages comparable to or higher than wages from previous employment through Career Services and have been assessed and found to have the necessary skills to complete training. See Attachment T.

Adult, Dislocated Worker and Youth Credential Policy

Credential documents are recognized in accordance with the following:

A credential is awarded in recognition of an individual's attainment of measurable technical or occupational skills necessary to gain employment or advance within an occupation. These technical or occupational skills are based on standards developed or endorsed by employers. See Attachment U.

Youth Work Experience Policy

Work experience is a planned, structured learning experience designed to enable youth to gain exposure to the world of work and its requirements. The goal of work experience is to assist youth in acquiring the personal attributes, knowledge, and skills needed to obtain employment and advance within a particular agency or field. Work experience must include academic and occupational education. At least twenty percent of the funds allocated to the youth program must be spent on work experiences.

The purpose of work experience is to assist the youth in gaining work readiness skills and in making decisions regarding academic and career choices. This may include summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships, and job shadowing. See Attachment V.

Youth Customer Incentive Policy

The goal of incentives is to recognize the achievements of Youth Program clients as they attain education and employment goals. Clients may receive monetary incentives as personal milestones and performance measures are met. Incentives may be earned during active participation through the first quarter after exit. Only clients who are actively participating in the youth program in accordance with their Service and Training Plan(s) will be eligible for incentives. See Attachment W.

Youth Supportive Services Policy

Supportive services may be available when necessary to enable a client to participate in employment and education activities. The Supportive Services made available in this policy have been chosen due to their limited availability from other federal, state, local, and community based agencies. Supportive services may only be provided when the service is necessary to participate in employment or education activities; and the client is in compliance with all aspects of Service and Training plans. See Attachment X.

Youth Training Policy

Training may be available to assist youth in obtaining the requisite skills associated with demand occupations, as determined by the Local Workforce Development Board, in order to obtain permanent, unsubsidized employment in the Local Area IV labor market at a self-sufficient wage. Youth must have a high school diploma or GED prior to being placed in occupational skills training. Youth who do not have a high school diploma or GED may only attend occupational skills training if they are currently participating in high school or a GED program and the occupational skills training is offered through a partnership with a USD and the youth obtains high school credit for the occupational skills training or the occupational skills training is offered as a portion of the GED program. See Attachment Y.

Senior Community Service Employment Program Participant Termination Policy

There are six (6) reasons a participant may be involuntarily terminated from the Senior Community Service Employment Program (SCSEP). This policy is followed fairly and equitably when involuntarily terminating participants. Participants are not terminated based on age as there is no upper age limit for participation in SCSEP. Except for the case of serious

violations, participants will receive progressive discipline and an opportunity for corrective action before a formal termination notice is issued. In all cases, participants will receive a 30 day termination letter notifying them of the exit date, reason for termination, and the right to appeal under the Grievance and Complaint Policy. A copy of the policy will be attached to the termination letter. Participants will receive both a copy and a verbal explanation of the SCSEP Participant Termination Policy during orientation. This policy is based on the Older Americans Act Amendments of 2006 and the SCSEP Final Rule, effective on October 1, 2010. See Attachment Z.

Administrative Policies

Attendance, Nominations, and Succession Policy

The LWDB has a policy that covers Board members attendance, nominations, and succession. Please see attachment TT.

Audit, Audit Resolution, and Sanctions Policy

The Workforce Alliance requires an annual independent audit of its own operations and all contractors and/or recipients of WIOA funds. The required audit shall be conducted using appropriate WIOA procurement guidelines including relevant WIOA Regulations, OMB Circulars, and other Federal, State, and local directives. Findings, Inquiries, Corrections, Corrective Action Plans and or Comments required corrective action arising as a result of the AUDIT shall to be transmitted to the Workforce Alliance administrative office, in writing, within 30 days of receipt of AUDIT. The Workforce Alliance reserves the right to impose sanctions on any recipient determined to be in non-compliance with relevant Federal, State or Local regulation and/or in concurrence with, or in addition to, any sanction, exclusion or debarment issued by the USDOL, USOMB, State of Kansas, Local Area, and/or other Local Workforce Development Boards. See Attachment AA.

Board Member Conference Attendance Policy

The LWDB encourages the participation of Board and Committee members and Task Force members in events designed to impart a greater understanding of workforce issues. Great benefit can be realized when the membership of workforce organizations stay abreast of current practices and concepts. The LWDB shall notify the Board and Committee members of upcoming events that may be of interest to them as soon as the event is made known, and as far in advance as possible. See Attachment BB.

Code of Business Conduct and Ethics

The Code of Business Conduct and Ethics serves to (1) emphasize the Workforce Alliance's commitment to ethics and compliance with the law; (2) set forth basic standards of ethical and legal behavior; (3) provide reporting mechanisms for known or suspected ethical or legal violations; and (4) help prevent and detect wrongdoing; and (5) outline the personnel policies and procedures to be followed by the employees of the Workforce Alliance. See Attachment CC.

Compensation Policy

WIOA section 683.290, limits salary and bonus compensation for individuals who are paid by funds appropriated to the Employment and Training Administration and provided to recipients and sub-recipients. All recipients of ETA appropriated funds, including Local Workforce Development Boards are required to inform staff, sub-recipients, and contractors of the salary and bonus limitations. See Attachment DD.

Continuity of Operations Plan

The Continuity of Operations Plan outlines the steps taken to ensure operations in case of a disaster or emergency. The declaration that the plan is in effect is made by the President/CEO in consultation with the Chairperson of the Board. See Attachment EE.

Development and Issuance of Policy

The Development and Issuance of Policy document applies to all workforce development and administrative policies. The policy outlines who is responsible for creating and updating policies and how they are disseminated to staff. See Attachment FF.

Equal Opportunity and Affirmative Action

The Equal Opportunity and Affirmative Action policy outlines that the Workforce Alliance of South Central Kansas is an equal opportunity employer with equal opportunity programs and services. See Attachment GG.

Financial Management Systems Policy

The Workforce Alliance Financial Management System ensures that the organization is able to perform the financial management functions required when operating federal and state funded Workforce System Grants, as well as private funding. The financial system's controls are in place to protect the organization's assets.

The Workforce Alliance contracts with an independent accounting firm to process and review all Workforce Innovation and Opportunity Act and other financial transactions, and to provide financial statements, reports, and books. This Paymaster service is contracted through a Request for Proposal process completed at a minimum of every 3 years. See Attachment HH.

Grievance Policy

All workforce programs operated by or under the LWDB shall be operated in conformance with all applicable laws and regulations. No program or provision of services under those programs shall allow discrimination on the basis of race, color, national origin, age, gender, political affiliation, belief, religion, citizenship or disability. See Attachment II.

Handling and Protection of Personally Identifiable Information Policy

Federal law, OMB Guidance, and Departmental and Employment and Training Administration (ETA) policies require that Personally Identifiable Information (PII) and other sensitive information be protected. To ensure compliance with Federal law and regulations, employees must secure transmission of PII and sensitive data.

Employees must ensure that PII is not transmitted to unauthorized users, all PII and other sensitive data transmitted via email or stored on CDs, DVDs, thumb drives, etc. must be encrypted using a Federal Information Processing Standards (FIPS) 140-2 compliant and National Institute of Standards and Technology (NIST) validated cryptographic module. Employees must not email unencrypted sensitive PII to any entity, including ETA or contractors. See Attachment L.

Internal Control Reporting System

Recipients of federal funds must maintain stewardship of those funds by creating an internal control reporting system in order to ensure the integrity of the operation. Sub-grantees, vendors, participants, third parties or citizens, and employees must be informed of their rights to make public their concerns about WIOA management, and the mechanism for having those concerns addressed in an open, non-threatening manner. See Attachment JJ.

Inventory and Capitalization Policy

The Workforce Innovation and Opportunity Act of 2014 (WIOA) and Kansas Department of Commerce Policy requires the maintenance of an accurate inventory of all equipment purchased using WIOA funds. The federal and state provisions set five thousand dollars (\$5,000) as the value of acquisitions that requires inventory tracking. See Attachment KK.

Limited English Proficiency Policy

Language assistance, when necessary, is available to ensure that LEP persons are able to participate meaningfully in the programs and activities of Local Area IV. See Attachment LL.

Local Area IV Certification Policy

The Local Area IV Certification Policy outlines the policy and procedures for certification of the workforce centers. See Attachment MM.

Monitoring Policy

The purpose of this policy is to provide information and guidance regarding the monitoring of programs and operations in South Central Kansas (Local Area IV).

Designated staff shall conduct regular, periodic monitoring to determine compliance with federal regulations, state policies, and LWDB policies and procedures. Monitoring activities shall include, but are not limited to, administrative and financial activities, customer file reviews, customer interviews, worksite interviews, data validation, and performance evaluation.

Monitoring activities shall be conducted with such frequency and in such detail, both quantitative and qualitative, to provide reasonable assurance of compliance and effective program operations. Feedback regarding monitoring reviews shall be provided in a timely manner. See Attachment NN.

Occupations/Industries Approved for Training in Local Area IV

The Occupations/Industries Approved for Training in Local Area IV sets the types of training considered in demand in the local area for customers to pursue training in. The list is reviewed at least annually by the LWDB. See Attachment OO.

Process for Appointment to the Board of Directors

The LWDB has a process for appointment to the LWDB. Please see attachment UU.

Public Comment Policy

The Kansas Open Meetings Act (KOMA) K.S.A. 75-4317 through 75-4320a established guidelines for open or public meetings in the state of Kansas. LWDB meetings fall under the authority of the KOMA. The Public Comment Policy handles how requests to make public comments are made and handled during Board of Directors meetings. See Attachment PP.

Record Maintenance and Retention Policy

The LWDB is required to maintain and retain records of all fiscal and program activities funded from public and private sources. With some exceptions, such records shall be available to the public. This policy sets forth the minimum requirements, the timeframes for records retention, and the extent to which such records may be made available to the public. See Attachment QQ.

Transportation of Confidential Information Policy

The LWDB maintains client files for program participants. The information contained in the client files is personal and confidential and should be treated as such at all times. Client files and the documents contained in a client file should rarely leave the office in which the file originated. However, there are times when client files or documents may need to be transported to another location. This policy sets the guidelines for transporting client files and documents. See Attachment RR.

Communication and Co-Branding

The goal is to work together to communicate about the success of the Workforce Centers of South Central Kansas. As such, everyone is encouraged to bring new ideas to the table and share them with the Communications Manager/PIO (CM/PIO). The CM/PIO needs to know what projects are going on, who is involved and how it has a positive impact on the region. Opportunities for communication include:

- Media Relations
- Community Relations
- Publications and Communications Channels, including:
 - Annual Report
 - Brochures
 - Communications E-Mails
 - Digi-Signs
 - Social Media
 - Workforce Center's Website

Communication Goals

Professional communication contributes to the success of the Workforce Center, it adds value to the organization, and strengthens the relationship between the Workforce Center and its stakeholders. Communication activities aim to:

- Promote an accurate, consistent and positive image of the Workforce Center and its services
- Inform all our stakeholders, internal and external, openly about relevant news and developments
- Assist staff and partners in communicating their messages to their intended audiences in the most professional and cost-effective way, on time and within budget

Communication Plan

The CM/PIO will develop a yearly communication plan of activities, messages, and outreach. The plan will be reviewed yearly and approved by the President/CEO and Senior Staff. A copy of the communication plan will be available on the intranet.

Communication Process Flow Chart

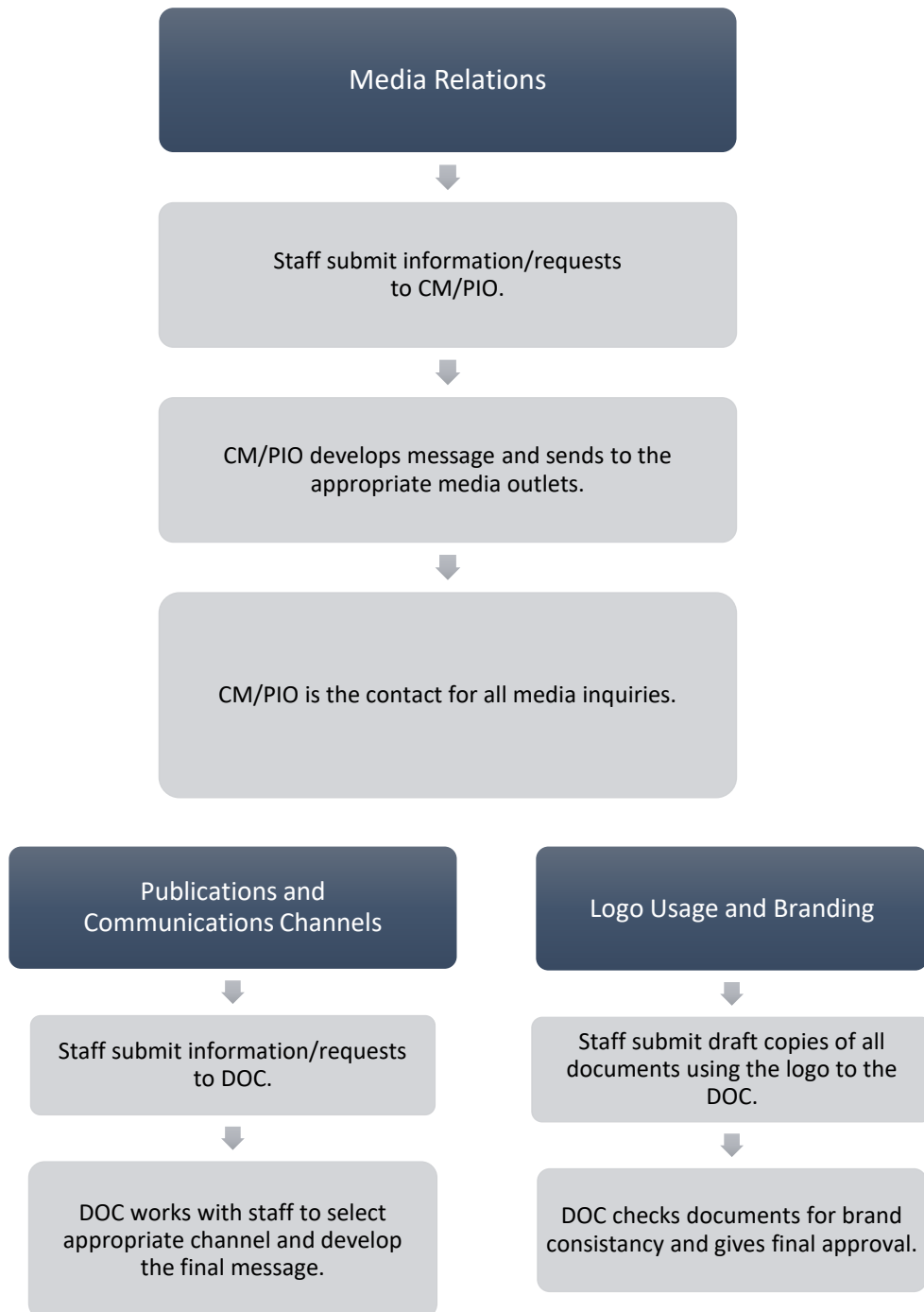


Figure 17: Shows the communication flow

Media Relations

All matters involving promotion of the Workforce Center to external audiences must be reviewed first with the CM/PIO. This holds true for publicity being prepared by partner organizations for outside dissemination to the media and key external audiences.

Inquiries from outside media contacts should be directed to the CM/PIO for handling. These procedures are necessary to assure that the organization is fully aware of any and all such communications (in either direction), and that the information, graphics and the messages are consistent, clear, accurate, professional, and wherever necessary, properly reviewed at appropriate levels by senior management.

When a Reporter Calls - In accordance with the LWDB's media contact policy, all calls from print or broadcast media should be referred to the CM/PIO. In the absence of the CM/PIO the call should be directed to the VP Community Relations.

In order to best facilitate consistent, clear and effective media communication, only authorized spokespersons or those selected by the DOC are permitted to speak on behalf of the LWDB. Should a member of the media contact an employee and ask them to speak about the Workforce Center or anything pertaining to the manner in which the LWDB has, plans to, or currently conducts its business, the employee shall refer the reporter to the DOC or an authorized spokesperson. The authorized spokespersons for the LWDB are listed below. If all of these individuals are unavailable a member of senior management can speak on behalf of the LWDB.

- Director of Communications
- President/CEO
- VP Community Relations
- VP and Chief Development Officer
- VP and Chief Operating Officer

If the media inquiry involves a partner organization collocated at the Workforce Centers the DOC will work directly with the partner organization's authorized spokesperson to ensure a consistent message is delivered. Therefore, all partner organizations collocated within the Workforce Centers should submit the name and telephone number of the authorized spokesperson to the DOC upon signing the Memorandum of Understanding.

Permission to Publicize

Because of privacy regulations (see Privacy Policies for more information), news involving customer activities and achievements may not be released to the media unless a Permission to Publicize Achievements form is on file in or submitted to the CM/PIO.

Privacy Policies

The manner in which the organization responds to media inquiries and shares customer information is predicated by a wide variety of federal and state regulations. The LWDB is responsible for the dissemination and proper implementation of privacy regulations.

Disclosure of information about a customer's record is strictly prohibited by organizational policies without the use of Permission to Publicize Achievements form (available on the intranet under Toolkit). A customer may wish to withhold information or may choose to allow limited or unlimited disclosure.

Publications and Communications Channels

The communication channels described below are not an exhaustive list. It supplements but does not replace the important day-to-day exchange of information and two-way communication at all levels of the organization among staff and stakeholders.

Annual Report (External Communications)

The Annual Report is printed each fiscal year. The report is designed to highlight the achievements and successes during the year. The Annual Report features the Board of Directors, organizational history, mission, vision, and goals, WIOA performance, special initiatives, and a letter from the President/CEO.

Brochures (External Communications)

The CM/PIO is responsible for updating and ensuring print copies are available. To request printed copies of brochures e-mail the CM/PIO.

Communications E-mail Address (Internal Communications)

In an effort to streamline the communications process and eliminate confusion the communications e-mail address should be used by anyone sending updates, announcements, meeting reminders or mass e-mails to center staff and partner agencies.

Digi Signs (Internal and External Communications)

The electronic message signs located at the Wichita Workforce Center will be used to welcome visitors, publicize events, and provide community information to staff and customers. The CM/PIO is responsible for the overall editing, requests and placing announcements on the Digi Signs. Once Digi Sign information is approved by the CM/PIO it will be placed for rotation by a designated staff member.

Social Media (External Communications)

The LWDB will take advantage of social media to highlight program and services including Twitter, Facebook, LinkedIn, Pinterest, Instagram and YouTube.

While people use social media in many different ways for both personal and professional reasons, as a matter of policy:

- The Workforce Centers use social media to communicate information about Hot Jobs, events, job fairs, labor market information, job search tips, and communicating and sharing information from community partners
- The CM/PIO will review and update the social media sites, but staff are encouraged to comment and/or submit information to the CM/PIO for publishing

Website (External Communications)

The Workforce Centers Web site www.workforce-ks.com offers public information about services offered at the Workforce Centers. The Web site also provides information related to the Board of Directors. The main page features current events and the latest news. Multiple staff has access rights to update information; however, the CM/PIO is responsible for the overall content and graphics for the Web site and will publish the final information. Staff or partner organizations may request information be published on the Web site by contacting the CM/PIO.

Publication Development and Branding

To ensure consistency of image, accuracy and quality of presentations, all advertisements, brochures, official Web page structures, printed materials, public event programs, invitations, promotional videos or other communications distributed to the public or customers must be approved and/or produced by the CM/PIO. Program managers planning such projects should consult with the CM/PIO at the being of the planning process to ensure that all requirements are met. Various pre-approved branded materials are available on the intranet under the Toolkit for use.

Logo Usage

Use of the Workforce Centers logo is vital to the establishment and maintenance of a strong visual identity. As such, the appropriate logo should appear in all organization publications and marketing materials.

Outreach Materials

When ordering outreach or promotional materials only the logo, tag line and website should be used. Limiting the information ensures that outreach materials can be used for events at all of the locations in Local Area IV.

Letterhead, Envelopes, Business Cards, and E-mail Signature

All Workforce Center letterhead, envelopes and business cards are standardized to provide consistent identity. The CM/PIO is responsible for enforcing the visual identity of these items. A standard format has been established for letterhead and envelopes and the format should not be altered or personalized in anyway, business cards are the appropriate place for such personalized information. In the event that letterhead or envelopes must be personalized, the DOC will prepare specifications upon request.

Publication of Non-Discrimination Statement

Federal and state law requires that organizations receiving federal funding of any kind include a non-discrimination statement in all materials used for recruitment of customers or employees. All organization publications distributed to prospective or current customers, employees or partners must include a form of the required non-discrimination statement.

For large printed or electronic publications the following statement should be included:

“Equal Opportunity Employer Program - Auxiliary aids and services are available upon request to individuals with disabilities.” The hearing impaired may contact the Workforce Center by calling the Kansas Relay Center at 1-800-766-3777.

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Advertising

All advertisements for the Workforce Center, its programs and events must be coordinated with and approved by the CM/PIO and management staff. Advertisements will be based on templates created by the CM/PIO that are consistent with the organization’s image and graphic standards. If a standard template does not fit the ad, a new one consistent with the graphic standards will be created.

Note: All advertising must be approved by the CM/PIO and the President/CEO before it is submitted to the publication. Certain publications have been identified by management staff and advertisements are renewed yearly as funding is available. The CM/PIO keeps a listing of these advertisements.

Note: All Local Area policies support the coordinated implementation of the Local Area’s strategies. Those which are not imbedded in this plan or are attachments may be viewed on the WA website, www.workforce-ks.com.

Ex-offenders

In addition to the services available to all customers, including ex-offenders, the LWDB has encouraged and supported staff to obtain Offender Workforce Development Specialist (OWDS) certification. The Customer Flow/Process for Ex-Offenders is as follows:

- Customer enters the Workforce Center and checks in at the Information Desk
- Customer visits with a Workforce Professional (WP) and creates/updates **KANSASWORKS** account
- WP identifies customer needs/barriers and gives appropriate assistance and resources
- Customer may receive a referral to OWDS certified staff if there are significant barriers to employment. These may include, but are not limited to:
 - Long-term incarceration
 - Poor work history or prospects
 - Or customer makes specific request to see OWDS certified staff
- WP enters enrollment note and services under S&T plan

The President/CEO of the WA is a member of the Reemployment Task Force- Coalition of the LWDB executive directors, Department of Corrections, Department of Commerce, community colleges and various stakeholders working on strategies for employment and training for persons leaving the corrections systems. The LWDB also co-funds a shared position, WP Offender Specialist, to facilitate the integration of services for ex-offenders into the One Stop system in Local Area IV.

Older Workers

The WA has an agreement with the Kansas Department of Commerce (KDC) to operate the Senior Community Service Employment Program as a sub-grantee under the guidelines established by the US Department of Labor. KDC is responsible for monitoring this project to ensure that all legal and statutory requirements are met. The program is operated in the six counties of Local Area IV and Harvey County. A detailed explanation of program operations is outlined in the policy, protocol, and forms. The program has 91 slots allocated for the current program year. Slots are allocated annually by USDOL.

SCSEP Participants Allocated by County

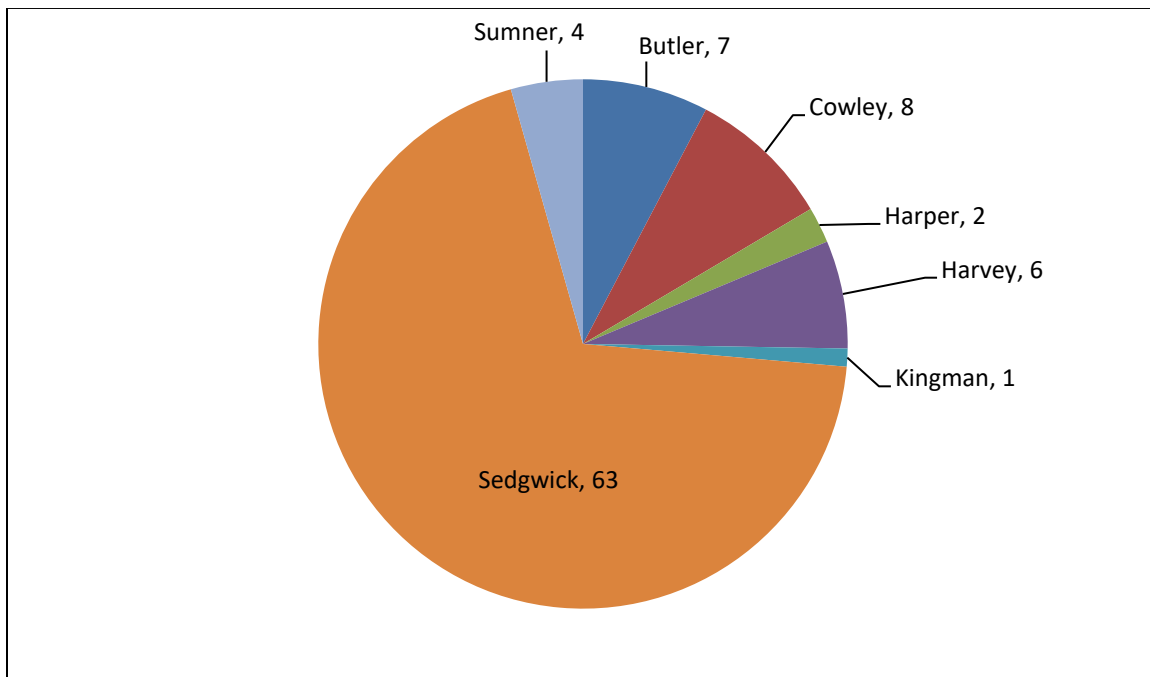


Figure 18: Shows SCSEP participants broken out by county.

Additionally all SCSEP participants are deemed eligible for the WIOA Adult program through policy. The flow of customers for the SCSEP program can be found in Figure 19.

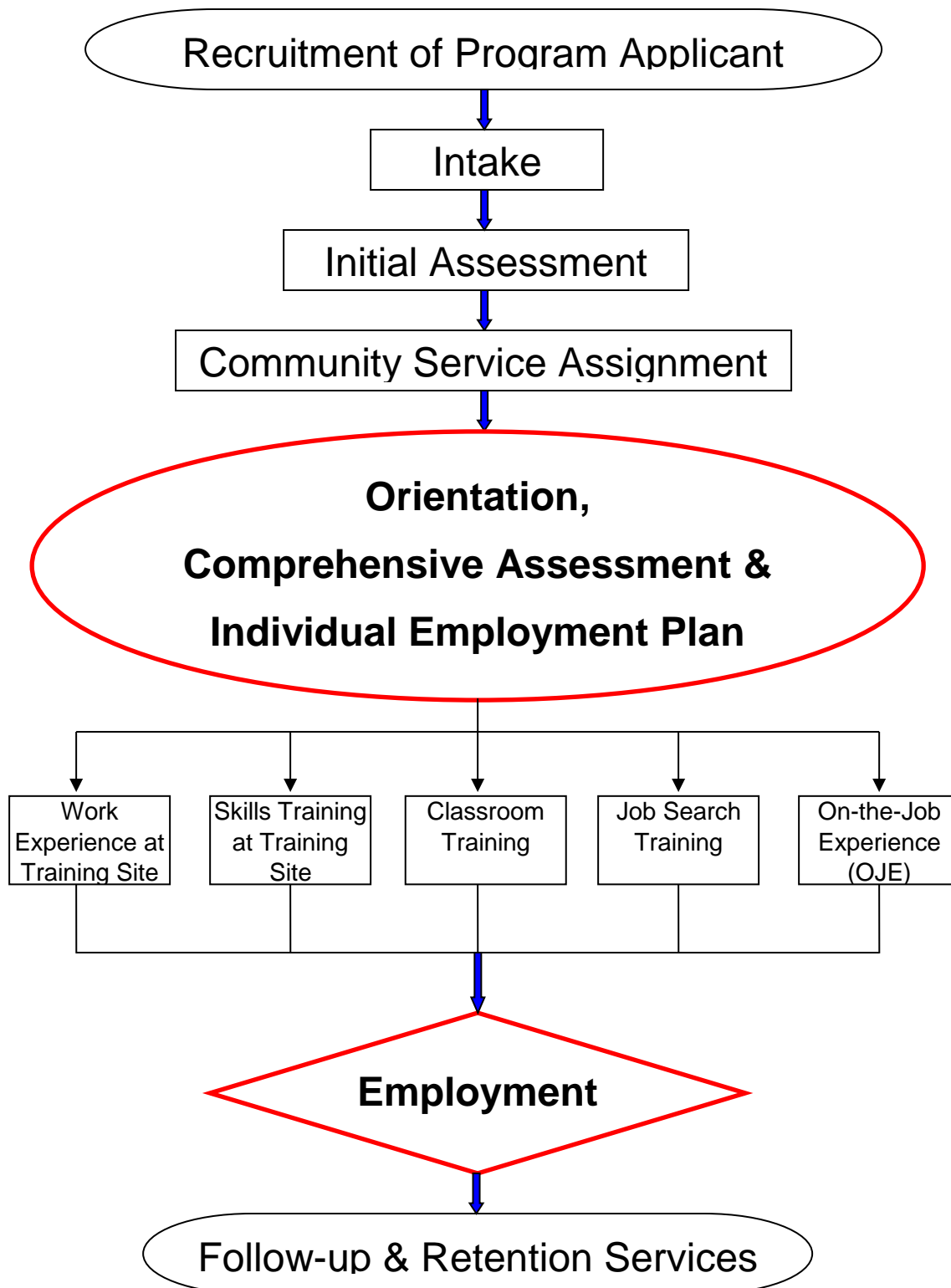


Figure 19: Shows the recruitment process for SCSEP customers.

Persons with Disabilities

The Kansas Disability Employment Initiative (Kansas DEI) enhances existing effective partnerships, program delivery methods and coordination efforts. By coordinating resources to focus on the needs of program participants, the Disability Resource Coordinator (DRC) ensures program participant success. The coordinated provision of state, federal and community resources through the DRC allows program participants to overcome barriers to employment. The DRC works with partners to align these resources in Local Area IV.

Collaboration between the Workforce Centers and the Community Mental Health Centers (CMHC), Independent Living Resource Centers (ILRC), Vocational Rehabilitation, Cerebral Palsy Research Foundation (CPRF), and a number of disability focused organizations allows the DEI Program to identify and serve disabled individuals, including the developmentally disabled and individuals with psychiatric disabilities. The DRC is able to effectively coordinate efforts to identify and serve veterans with disabilities. This project also targets Supplemental Security Income/Social Security Disability Insurance (SSI/SSDI) beneficiaries. The DRC maintains the working relationships already built with the state's Work Incentives Planning and Assistance (WIPA) provider (CPRF) to help identify SSI/SSDI beneficiaries and assist them with their workforce service needs. The Workforce Centers in Local Area IV are also instrumental in identifying job seekers who have not attached to the disability services in the community.

The overall approach will include the integration of strategic approaches including:

- Integrating resources and services
- Blending and braiding funds
- Leveraging resources
- Self-employment
- Asset development strategies
- Partnership and collaboration

In addition to Workforce System partners, CPRF, CMHCs; Business Leadership Networks (BLN) and Provider Leadership Networks (PLN) are primary strategic partners.

Vocational Rehabilitation is a mandated partner. The regional manager also serves on the LWDB, as does the CEO of the Cerebral Palsy Research Center. Both make themselves available to staff to locate resources in the community for disabled customers, e.g. adaptive equipment, or special assessments needed. They and their staffs are also a good source of information about employers committed to diversity and accommodation.

The long-term strategy to improve services to and employment outcomes of individuals with disabilities includes making the full range of services readily available, training staff on the issues surrounding attaching to the workforce, career coaching, and using the career pathway model for plans for the promotion and development of employment opportunities, job

counseling, and placement for individuals with disabilities. The use of specialized positions such as the DRC and liaisons with the Special Education program directors also keep lines of communication open.

Registered Apprenticeship

The LWDB has a long history of partnering with Registered Apprenticeship (RA) and is recognized nationally as an exemplary practice in service delivery. One Stop Career Centers post RA positions in KANSASWORKS, accept prescreens and applications for RA programs, enroll participants in WIOA programs, and promote the use of RA with employer partners. Through WIOA, representation of RA on the LWDB has increased. Regular planning sessions with RA sponsors and Workforce Center staff are now being held.

Youth Service Delivery

There are 14 elements identified in WIOA to be provided to youth participants. All 14 elements will be available to youth in Local Area IV. The 14 elements available are as follows:

- Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies
- Alternative secondary school services or drop out recovery services
- Work experience
- Occupational skills training
- Education offered concurrently with and in the same context as workforce preparation services
- Leadership development
- Supportive services
- Adult mentoring
- Follow-up services
- Comprehensive guidance and counseling
- Financial literacy education
- Entrepreneurial skills training
- Services that provide labor market employment information about in-demand industry sectors or occupations
- Activities that help youth prepare for and transition to postsecondary education and training

The majority of the elements are provided through contractors chosen based on a competitive procurement process. The Local Workforce Development Board (LWDB) has an open Request for Proposals for youth elements that does not have a close date. The RFP is available on the workforce centers website at all times. Potential contractors are able to submit a bid to provide services at any time. Contractors are able to bid on and provide multiple elements. The list of contractors providing youth elements is available on www.kansasworks.com. There are 3 elements that are provided by LWDB staff. The elements are supportive services, follow-up services, and services that provide labor market employment information about in-demand industry sectors or occupations. The supportive services available are found in the LWDB Youth Supportive Services Policy.

Potential participants first go through an eligibility process. Applicants found to be ineligible for WIOA youth services are referred to other service providers and programs in the area. Elements to be provided are based on the participant's needs. Each participant receives an objective assessment to review basic

skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and developmental needs. After the objective assessment is completed an individual service strategy is developed. The individual service strategy identifies education and employment goals for the participant. Elements are provided based on the objective assessment and individual service strategy.

The youth program design focuses on providing services to out of school youth. At least 75% of youth funds will be spent on out of school youth. Additionally, 20% of youth funds will be spent on work experience opportunities for youth.

Once a youth participant has reached their employment and education goals and is no longer in need of services the participant is exited from the youth program. Participants are provided follow-up services for not less than 12 months after exit. The goal of follow-up services is to help ensure the youth is successful in employment or postsecondary education and training.

Youth Strategies

The LWDB has been involved in promoting youth employment and work experience opportunities for at-risk youth (16-21) since 2009. The strategy was initiated by funding from the American Reinvestment and Recovery Act (ARRA) in 2009 and 2010, and the LWDB has leveraged Workforce Investment Act resources, proceeds from the Jobs FORE Youth Golf tournaments and contributions from employers to support youth work experiences from 2011 to 2015. As funds have become more limited, the number of youth placed in work experience opportunities diminished from nearly 250 in 2009 to fewer than 50 in 2015.

The LWDB is striving to increase youth work experiences in South Central Kansas. Some strategies include:

Employment Planning Workshop

Employment planning introduces young adults to opportunities for employment and the necessary skills to find employment. This workshop covers: applications, resume creation, job searching, and interview preparation. Additional services available after the workshop include: lab time, one-on-one resume review, and mock interviews.

Youth Job Ready Certificate Workshops

In order to address “soft skills” or essential skills in the work place, a series of job readiness workshops is offered leading to a recognized certificate. The curriculum is designed to teach business etiquette, customer service, money handling and the unspoken rules of the workplace. The modules will include:

- Essential (Soft) Skills
- Customer Service
- Financial Literacy and Money Handling

At the end of each module youth will be asked to demonstrate their new knowledge through a short assessment. Upon successful completion of all modules an Essential Work Skills Certificate will be issued.

Labor Match and Job Fairs

Assistance will be provided to participants to match them to employment opportunities based on

their skills and interests. KANSASWORKS is a tool participants are encouraged to utilize to store their resume for job search activity.

Job Fairs targeting young job seekers will be offered in the community. A job fair prep workshop will be offered prior to the event for youth wanting to brush up on their networking skills. Additionally, job fairs are held regularly at the Workforce Centers; interested young adults will be added to a notification list and encouraged to attend through follow up services.

Youth Internships

Youth who have completed the Employment Planning Workshop and earned an Essential Skills Certificate are eligible to apply for Youth Internships. Youth interested must apply and if eligible will be interviewed. Based on the information obtained, a Career Coach will be assigned and a customized employment plan will be created with goals to address the following:

- Career Goals/ Exploration
- Barrier identification and support
- Placement in Internship site
- Communication with Career Coach and work site

The Career Coach will work with the Workforce Centers Business Team to place the participant in an internship that aligns with their career or employment goals. Youth participating will earn minimum wage and internships will last four to eight weeks depending on the internship.

The LWDB will provide support to the employer to prepare for the youth intern and coordinate with the Career Coach to establish goals and expectations during the internship.

In some cases the wages for the internship may be subsidized through the WIOA Youth Program. However, employers are encouraged to consider paying the wages directly.

Youth Employment Steering Committee

The LWDB is planning to convene a steering committee to bring awareness to youth employment and cultivate support from employers and the community. Committee members will champion youth employment programs and work with employers or funders to guide programming to meet the needs of the region. A mission of the steering committee should be to encourage opportunities to learn about careers and occupations in South Central Kansas to keep young talent in the region.

On-the-Job Training and Employed Workers

The Local Area has a policy that covers Customized Training, and Employed Worker Training. See attachment SS. Customized training is designed to meet the special requirements of an employer or group of employers. Training is conducted with a commitment by the employer to employ an individual on successful completion of the training and for which the employer pays for not less than 50% of the cost of the training. Customized training is provided through a contract instead of an Individual Training Account.

Employed worker training should only be used when an employer is executing a permanent expansion of its workforce, as a retention program for employees who would otherwise be released from employment or to upgrade employed worker skills and prepare employees for

permanent higher level positions within the industry and with the current employer. Contracts for services are used instead of Individual Training Accounts.

The Local Area has a policy that covers On-the-Job Training. See attachment SS. On-the-Job Training is training by an employer that is provided to a paid client who is engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance of the job. The goal of OJT is to prepare the client for permanent, unsubsidized employment through placement with a contracting employer in a demand industry at a self-sufficient wage. OJT training provides payment to the employer of up to 50% of the wage rate of the client for the extraordinary costs of providing training and additional supervision related to the training. OJT is limited in duration as appropriate to the occupation for which the client is being training, taking into account the content of the training, the prior work experience of the client, and the plan of the client.