



# Strategic Plan 2020-2022

Workforce Alliance of South Central Kansas

Prepared By:



THE ODENTHAL GROUP, LLC

The Odenthal Group, LLC  
285 South 68th Street Place Suite 316  
Lincoln, NE 68510  
[www.OdenthalGroup.com](http://www.OdenthalGroup.com)

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## Welcome and Background

In early 2020, the Workforce Alliance (WA) of South Central Kansas commenced a strategic planning process leading to a two-year plan for the local workforce development area. This plan will help guide the projects, operations, and initiatives of the workforce development board.

As part of this planning process, WA partnered with The Odenthal Group to develop the written plan and facilitate a number of virtual conversations on specific employment and training topics. During these facilitated sessions, WA prioritized hearing from as many stakeholders, workforce partners, and board members as possible. Through this high-level of participation, input, unique perspectives, and enthusiasm, WA has been able to create strategic plan goals



**Gabe Schlickau, Current Chair**

that are truly reflective of the needs of the local workforce development area, its businesses, and its job-seekers. In addition to facilitated sessions, The Odenthal Group also conducted interviews, developed survey mechanisms to gather internal and external feedback, and completed a comparative analysis of how the board and its committees could improve efficiency.



**Jennifer Hughes, Immediate Past Chair**

We believe this plan will help guide the board and WA in improving existing efforts and in creating new programs that best meet the needs of the people and businesses we serve. As we collaborate together to make improvements, it will help us enhance services to our customers, build partnerships, and measure our successes.

Sincerely,

**Gabe Schlickau, Current Chair**

**Jennifer Hughes, Immediate Past Chair**

## Executive Summary

The Workforce Alliance (WA) Strategic Plan for 2020-2022 has been a unique collaboration of board members, WA staff members, partner program representatives, and industry input. The original timeline and events associated with this plan were greatly affected by the COVID 19-pandemic, and in turn had to be adjusted to gather the information needed primarily through a combination of virtual stakeholder meeting sessions and electronic surveying. The results of this plan provide a strong focus on the future and being as proactive as possible to the changing job-market in South Central Kansas that has been affected so severely by local layoffs and the pandemic-related economic crisis.

The information gathered from this strategic planning process has produced three different reports:

1. The Workforce Alliance Strategic Plan for 2020-2022
2. Virtual Stakeholder Session Report
3. The Workforce Alliance Board and Staff Survey Results

Each of these reports include a multitude of information gathered while putting this plan together through numerous virtual meeting sessions, surveys, and interviews. Through the process of gathering this information, reviewing the information gathered, and identifying common areas of defined importance, a total of six strategic planning goals have been set:

STRATEGIC PLAN GOALS 2020-2022					
Meet or exceed the negotiated performance of WIOA Title I programs to maximize community impact	Enhance youth employment opportunities by expanding partnerships with businesses, schools, and other community organizations	Increase the awareness of workforce programs and services throughout South Central Kansas	Expand the community impact of the Workforce Alliance through higher level of board member participation	Continue to increase non-WIOA funding	Proactively approach the employment and skills training challenges and opportunities of the future with energy and planning today

## About Workforce Alliance of South Central Kansas



**Mission:** *"Growing the regional economy through a skilled workforce"*

**Vision:** *"Supporting and advancing a competitive workforce in South Central Kansas"*

**Website:** [www.workforce-ks.com](http://www.workforce-ks.com)

The Workforce Alliance of South Central Kansas (WA) serves as the Local Workforce Development Board (LWDB) for a six county region, including Wichita, the largest city in Kansas. The WA operates three American Job Centers (AJCs), serving 50,000 job seekers and 750 employers annually. These centers are located in El Dorado, Wellington, and Wichita. The primary function of the LWDB is to ensure that workforce funds and operations are invested in workforce development activities that address the needs of employers and job seekers in South Central Kansas.

The WA was incorporated as a nonprofit in March of 2000. It is the administrative entity and program administrator for several of the U.S Department of Labor's (USDOL) Employment and Training programs serving South Central Kansas. The WA has operated job training programs funded under the Workforce Investment Act (WIA) and the Workforce Innovation and Opportunity Act (WIOA) for over a decade. The WA manages or has managed National Emergency Grants, a Health Profession Opportunity Grant, Social Innovation Funds, National Fund for Workforce Solutions grants, local government funding, economic development grants, state grants, corporate investments, and private nonprofit/foundation grants, and revenue generated from fee for service activities.



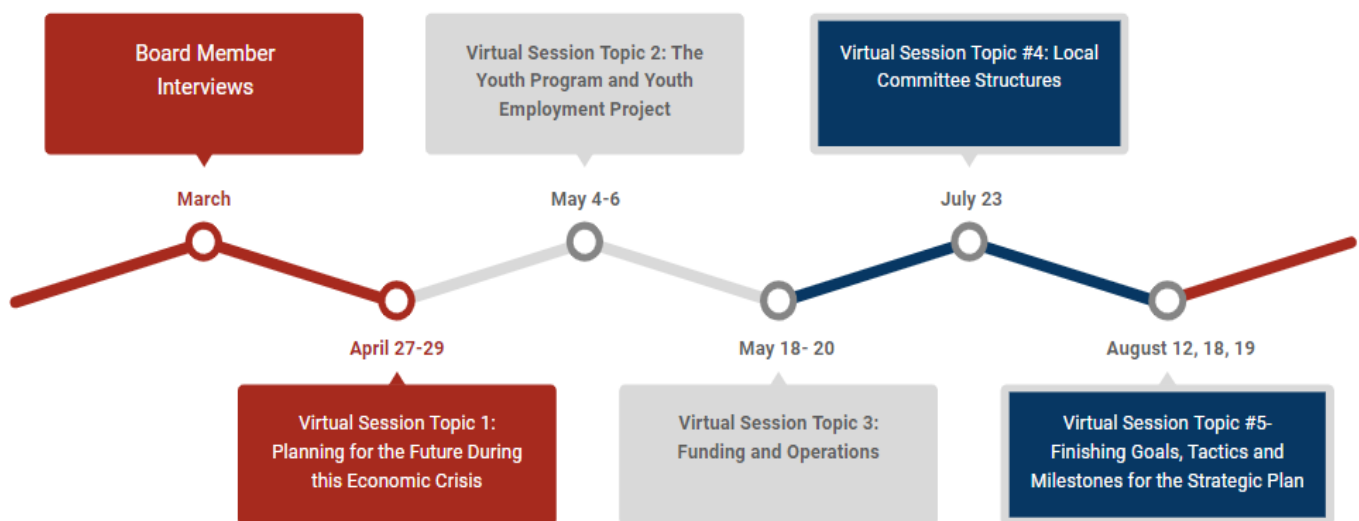
The WA has been recognized as a high performing LWDB and received exemplary practices recognition for grant management, fiscal and monitoring, case management, innovative collaboration with employers, use of Earn and Learn Models/Apprenticeships, and work within sector strategies. The WA has experience in consultation, fiscal management, collecting, monitoring, and reporting participant data as required by the USDOL, including training and placement activities for multimillion dollar grant programs. Other entities that have utilized the WA's expertise for contractual consultation include USDOL, Maher & Maher, National Association of Workforce Boards, Federal Reserve Bank of Kansas City, Geographic Solutions, and Jobs for the Future.

## Process and Methodology

### Timeline of Events

The WA and the Odenthal Group worked closely together to develop a series of video conferencing events that would address several topic areas deemed to be the most relevant for providing input in the strategic planning needs of WA. Several planning meetings were held between March and April 2020, including during meetings of the Executive Committee of the workforce board, in order to develop the format, topics, and the content for these sessions. Originally, these stakeholder meetings were planned to be in-person meetings to gather the input, but due to the COVID-19 crisis, an adjustment was made to present the topics by video conference in multiple sessions in order to accommodate the most partner and board feedback possible.

## Strategic Planning Timeline of Events



Initially three primary topics were scheduled for the months of April and May. Those topics included the following:

1. **Planning for the Future During the Economic Crisis;**
2. **The Youth Program and Youth Employment Project; and**

### 3. Funding and Operations.



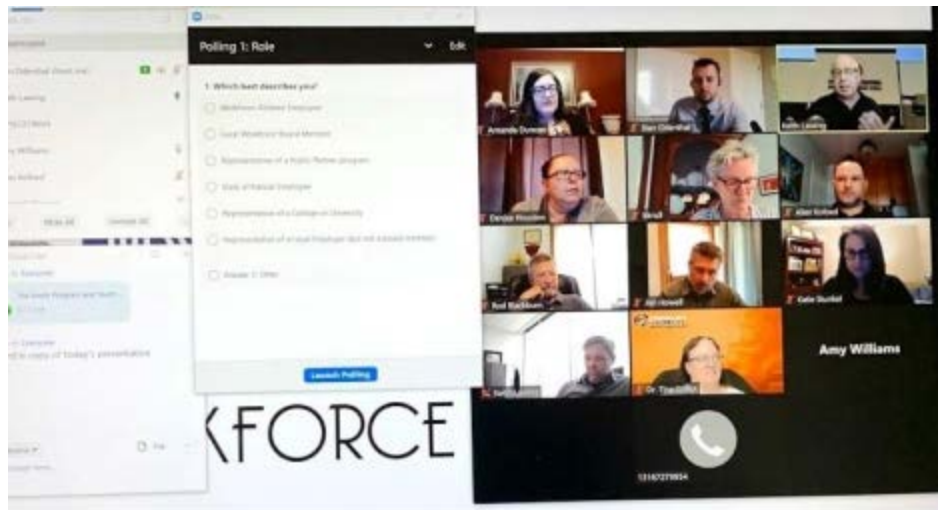
Virtual Strategic Planning Session

Each topic was presented in three virtual sessions, each approximately 1 hour and 30 minutes in length. Board members and other stakeholders were asked to register for one session for each topic. The format of each session included WA providing background information on the topic being discussed. Polling questions were utilized to gather instant feedback from participants on various subtopics related to the topic being discussed. Additionally, each session featured approximately 2-5 subtopic discussion questions.

Information and feedback was documented during these sessions through recording each session, note taking, as well as polling results. Upon completion of these sessions, the information was presented to the Executive Committee as well as the senior leadership team at WA. It was determined that for most accurate stakeholder and board member

input to the polling questions, we should remove the survey answers from WA's staff on most of the questions. These changes have been notated on all poll results.

Two additional topics were added after completing the initial three topic areas. These two topic areas were decided upon after similar consultation between the strategic planner, the Executive Committee, and senior leadership at WA. The two topics included:



Virtual Strategic Planning Session and Polling Question

#### 4. Local Committee Structures

#### 5. Finishing Goals, Tactics, and Milestones for the Strategic Plan

The two topics were presented slightly differently than the original three. For the discussion related to local committee structures, only one session was held. The facilitator (Stan Odenthal) researched local workforce board committee structures from surrounding states and presented the information to the session's participants in the format of a comparative analysis. A conversation about

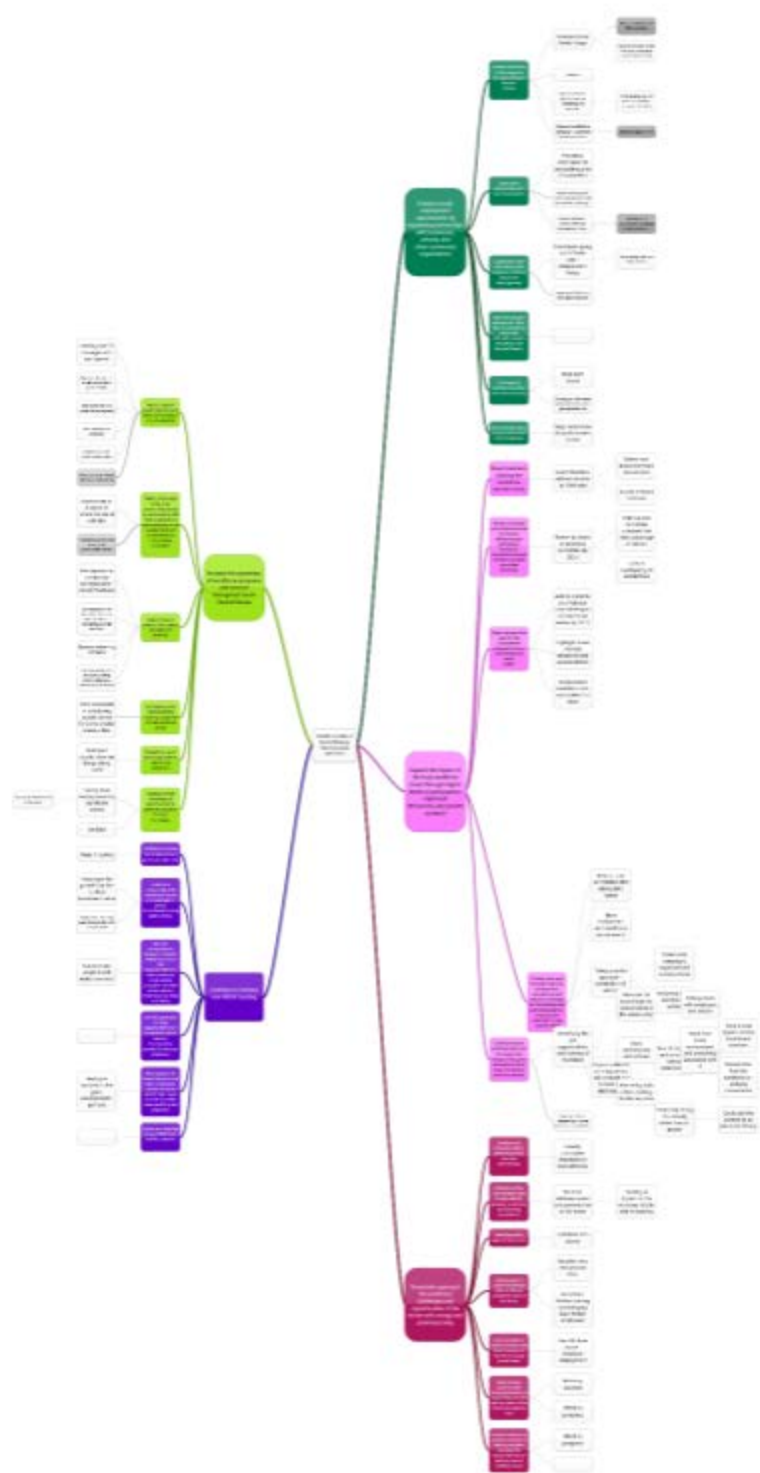
the board's existing committee structures was held during the session after the information was presented.

The final topic related to finalizing the goals, tactics and milestones for the strategic plan. For this topic, three virtual sessions were held with board members and other stakeholders signing up to participate in one of the sessions. Each of the goals and tactics were reviewed with the participants. As each was reviewed, an attempt was made to identify smaller objectives, milestones, or timelines using mind mapping software.

In addition to the information gathered during these sessions, two unique surveys were developed and interviews were completed with many workforce development board members, senior WA staff members, and the one-stop operator to gather additional input for consideration when developing the goals, tactics, and milestones of this plan. The surveys included the following:

1. **Workforce Board Member Survey, with 15 unique responses.**
2. **Workforce Center Staff Survey (including partner programs), with 39 unique responses.**

A complete report detailing and analyzing survey responses has been provided to Workforce Alliance.



Mind Mapping Exercise to Identify Milestones, Timelines, and Objectives. See the Appendix for high-resolution PDF version of this Mind Map.

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In reviewing the results from the surveys, a number of things stand out from the surveys:

### **Survey Structure**

- Both surveys featured a combination of open-ended and multiple choice questions. However, the board survey featured more total questions (14) than the staff survey (8).
- The board survey featured many questions, 8 in total, using a Likert scale with answers ranging from 1-5. The staff survey did not have any questions using a Likert scale.
- The staff survey asked two questions related to the results and effectiveness of the previous strategic plan. Questions regarding the previous strategic plan were not included on the board survey.

### **Board Survey Results**

- A total of 15 unique responses were received from this survey, meaning roughly half of the local board membership participated in this survey.
- Board members indicated a high percentage of understanding their role and responsibility as a board member with 13 out of the 15 responses scoring this as at least a 4 or above on a scale of 5.
- Similarly, the level of engagement appears high with 11 out of the 15 responses answering with a score of 4 or above when asked to rank their own engagement. However, it is important to remember that it is likely the most engaged members of the board that answered this survey, with approximately half of the board's membership not completing the survey.
- Only 3/15 responses answered with the highest scoring option (5) on the question related to how their skills, knowledge, and expertise are utilized as board members. It seems like there is an opportunity to tap into a lot of great potential amongst board members who feel a little underutilized.
- The Likert scale question with the greatest deviation related to whether board members actively participate on committees. Four (4) respondents chose the lowest level response available with a score of 1. This may be an opportunity to reevaluate committee structures to find ways to connect better with board members.
- 53.3% of the board members responding indicated that they spend 2-3 hours per month on board and committee work. This was the highest response, with 4-5 hours (26.7%) second, and 1 hour or less (13.3%) in third place. These numbers may go up in the future with more active committee participation.
- There was a resounding sign of approval of the work being completed by the Workforce Alliance staff and the staff at the workforce centers.

- 14 out of the 15 responses rated the professionalism of the team at the workforce centers as a rating of 4 or above, with 12 out of the 15 rating it at the highest level possible of 5.
- 14 out the 15 responses also rated the services to employers at the workforce centers at a score of 4 or above. The majority of the responses were a rating of 4 with 9 responses in that category, which would seem to indicate a strong level of satisfaction, but with a shared belief that there is at least a little room for improvement from current service levels.
- 14 out of the 15 responses believed that board member input is considered greatly (at least 4 out of 5) for continuous improvement of programs.
- When looking to the future, board members feel that Workforce Alliance is well positioned. 14 out of the 15 responses indicated a level of preparation for meeting employer demands of the future at a score of 4 or above.

### **Workforce Staff Survey Results**

- A total of 39 unique responses were received for this survey.
- The survey went out to all Workforce Alliance staff members working at workforce centers, as well as any other partner program staff members who also work at these centers.
- In reviewing the results from the past strategic planning goals, workforce center staff felt that most goals were met or exceeded.
  - There was a strong consensus that Goals 1 (youth-focused) and 2 (partner-focused) were met and exceeded with 79.5% of the respondents indicating so.
  - Most felt that Goal 3 (awareness-focused) was also met, with 66.7% of the responses indicated it was met or exceeded.
  - Goal 4 (revenue-related) was the lowest scoring goal with 43.6% of the responses indicated that this goal was met or exceeded.
- When asked about initiatives or projects that they felt the organization should take on as part of the new strategic plan, there were a lot of responses related to the uncertainty of trying to build programs during the pandemic, but shared agreement in the need to try to find ways to build the best services to customers possible. Additional responses often focused on partnership development, improved training opportunities for staff, business services, and promoting programs.
- When asked about partner programs they would like to increase their working relationship with, the top four answers were:
  - Career and Technical Education Programs (20 votes)
  - Vocational Rehabilitation Programs (20 votes)

- Unemployment Compensation Programs (19 votes)
- Adult Education Programs (18 votes)

These results are similar to the board survey results, with the top 4 being:

- Career and Technical Education Programs (9 votes)
- YouthBuild (7 votes)
- Adult Education Programs (6)
- Unemployment Compensation Programs (4 votes)

The board members seemed to highlight YouthBuild with more regularity, while staff and partners highlighted vocational rehabilitation programs with more regularity.

## Goals

The strategic plan goals were identified through a combination of virtual stakeholder planning sessions, board and staff interviews, electronic surveys, and through conversation on the topic at board and executive committee meetings. For the time period of 2020-2022, there are six strategic planning goals that have been identified:

STRATEGIC PLAN GOALS 2020-2022					
Meet or exceed the negotiated performance of WIOA Title I programs to maximize community impact	Enhance youth employment opportunities by expanding partnerships with businesses, schools, and other community organizations	Increase the awareness of workforce programs and services throughout South Central Kansas	Expand the community impact of the Workforce Alliance through higher level of board member participation	Continue to increase non-WIOA funding	Proactively approach the employment and skills training challenges and opportunities of the future with energy and planning today

## Tactics and Timelines

Along with the strategic plan goals, the planning process also identified several tactics associated with each goal. In this section, the tactics for each defined goal are listed in a format that allows the board and its committees to continue to work on and measure progress towards these goals and tactics over the next two years. This framework is meant to be looked at, talked about, and continuously worked on throughout the next two years.

Defined Goal	Tactics and Timelines	Outcomes and Measurements
<b>Meet or exceed the negotiated performance of WIOA Title I programs to maximize community impact</b>		
	Conduct internal and external monitoring of WIOA programs to identify continuous improvement opportunities;	
	Have the Program Operations and Performance Committee regularly review WIOA performance during the Program Year;	
	Utilize labor market data to update the list of demand occupations in the region; and	
	Leverage the Helping Youth Prepare for Employment (HYPE) initiative to achieve WIOA Youth program goals.	
<b>Enhance youth employment opportunities by expanding partnerships with businesses, schools, and other community organizations</b>		
	Increase promotion of the programs through allowable outreach efforts;	
	Build better partnerships with school counselors;	
	Collaborate more with other youth programs, including those from state agencies;	

	Keep a focus on issues of race, equity, inclusion and diversity;
	Make the program elements as “work-like” as possible to help build soft skills, industry knowledge, and financial literacy;
	Find ways to continue to collect more outcome data; <i>and</i>
	Show and talk about success stories with more employers.
<b>Increase the awareness of workforce programs and services throughout South Central Kansas</b>	
	Higher usage of social media to reach potential employers and job-seekers;
	Work to have a visible presence in all six counties in Local Area IV by collaborating with more organizations and employers;
	Keep a focus on issues of race, equity, inclusion and diversity;
	Strengthen branding and outreach partnerships with KANSASWORKS, including more usage of the mobile workforce center;
	Expand the use of technology tools to reach more customers; <i>and</i>
	Continue to take advantage of opportunities to promote programs through the

	media.
<b>Expand the community impact of the Workforce Alliance through higher level of Board member participation</b>	
	<b>Increase Board member utilization of workforce services</b>
	<b>Review of existing committee structures to improve efficiencies and participation through a comparative analysis of other local area committee structures;</b>
	<b>Board members help promote the Workforce Alliance and the Workforce Centers through social media and their network of stakeholders;</b>
	<b>Board members share their occupational and industry knowledge to help develop and promote programs, including with potential funding opportunities; <i>and</i></b>
	<b>Continue to be a proactive board and find ways to be “ahead of the curve” compared to other local and national workforce boards.</b>
<b>Continue to increase non-WIOA funding</b>	
	<b>Continue to pursue federal discretionary grants and identify grant and funding opportunities at an accelerated rate to allow for the most time possible to develop proposals;</b>
	<b>Build more relationships with foundations locally and nationally in pursuit of additional funding opportunities;</b>

	Start the conversation in Kansas to replicate workforce models that integrate TANF and other workforce/social welfare programs into their service delivery model (such as Texas and Utah); <i>and</i>
	Continue to hold the annual FORE Youth Golf Tournament.
<b>Proactively approach the employment and skills training challenges and opportunities of the future with energy and planning today</b>	
	Continuously improve WIOA performance and one-stop partnerships;
	Utilize of the best available data to help identify growing, in-demand, and shrinking occupations;
	Identify skills gaps to future jobs;
	Keep a focus on issues of race, equity, inclusion and diversity;
	Utilize transferable skills as often as possible for jobs of the future;
	Seek out input of board members and local employers to identify emerging growth areas;
	Work closely with board members and other employers/partners to better identify their needs in order to create more realistic grant proposals;

	<b>Build coalitions with training providers to ensure they are ready to meet the training needs of the future; <i>and</i></b>
	<b>Increase presence on advisory councils of training providers and keep the board informed of advisory council meeting results.</b>

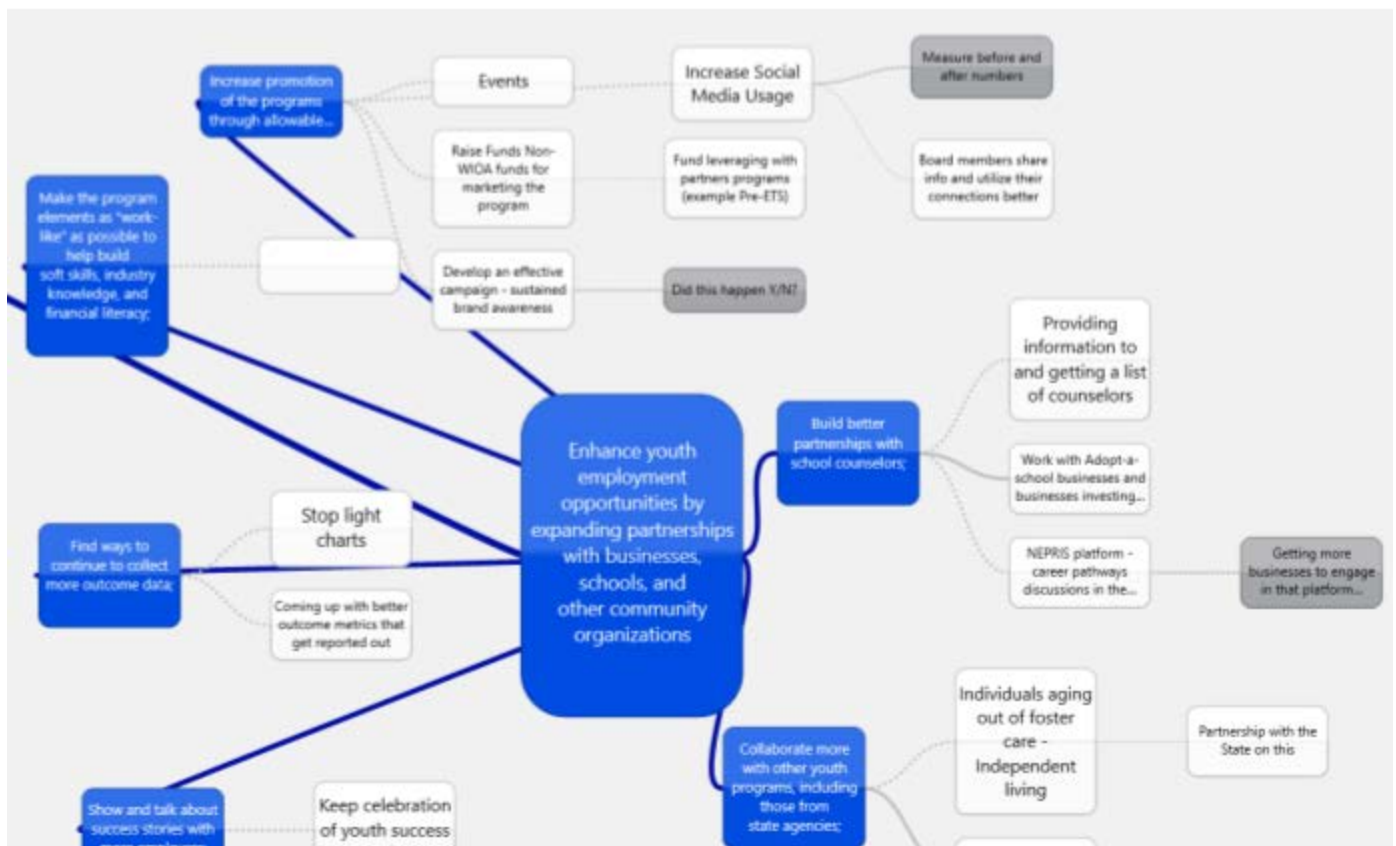
## Outcomes and Milestones

The last virtual strategic planning session related to the finalizing the goals, tactics and milestones for the strategic plan. Each of the goals and tactics were reviewed with the participants. As each was reviewed, an attempt was made to identify smaller objectives, milestones, outcomes, or timelines using mind mapping software. These sections of the mind map will be presented separately for each goal.

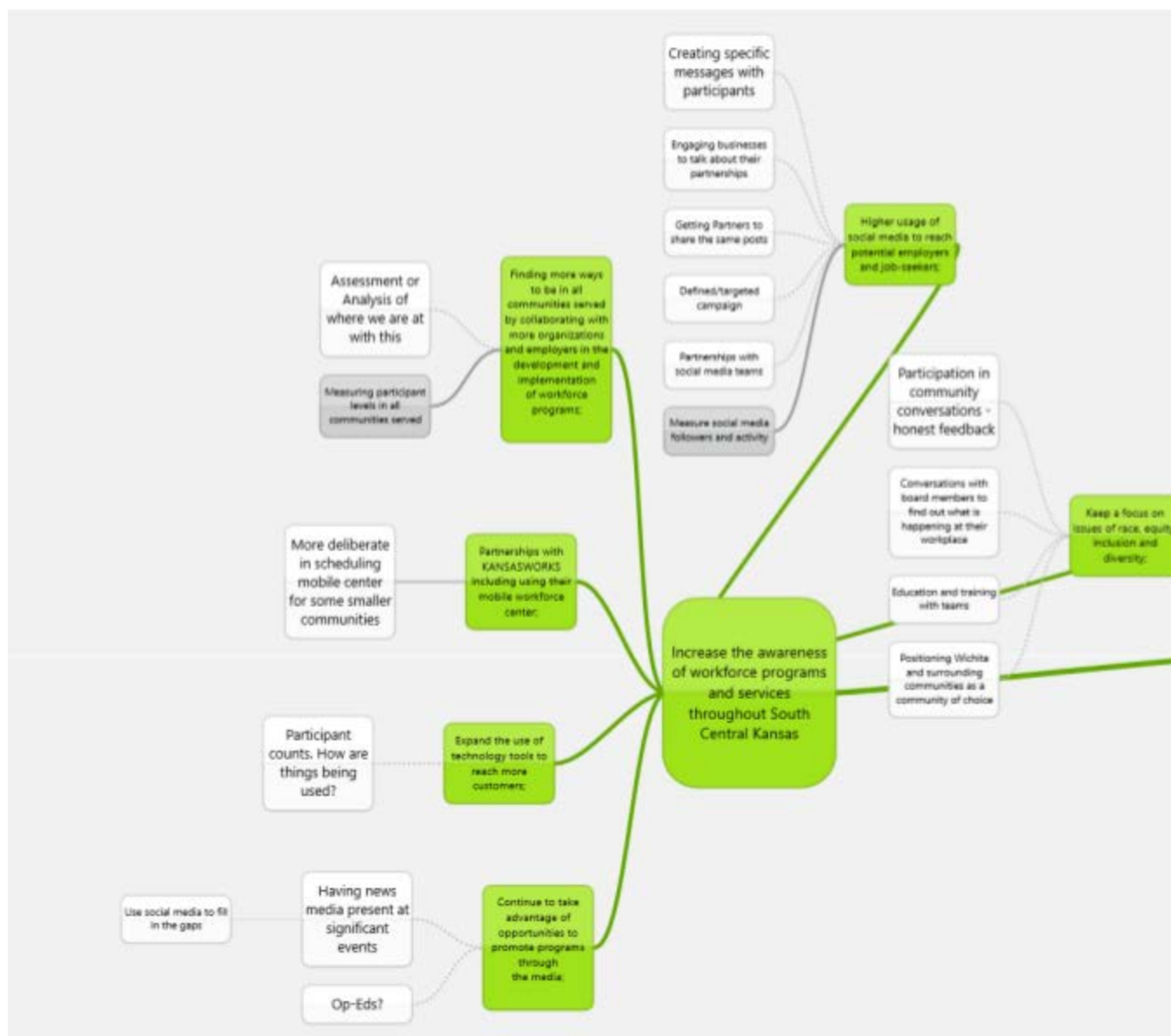
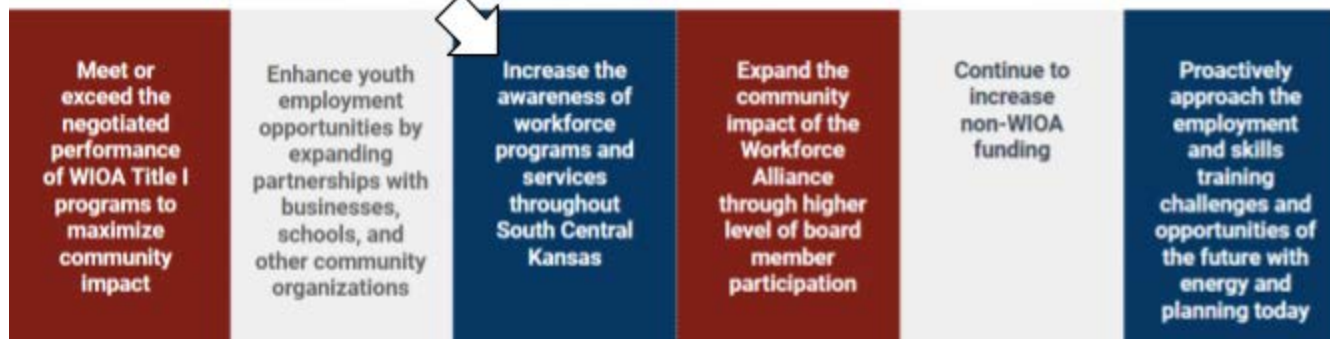


As a note, there was not a mind-mapping exercise completed for the goal “Meet or exceed the negotiated performance of WIOA Title I programs to maximize community impact.” This goal appeared as one of the six goals because it is integral to the operations of a local workforce development area. All other goals and activities a local workforce development area is able to take on and achieve are derived from first meeting the performance requirements of the WIOA Title I programs that allow the area to maintain its status as a designated area.

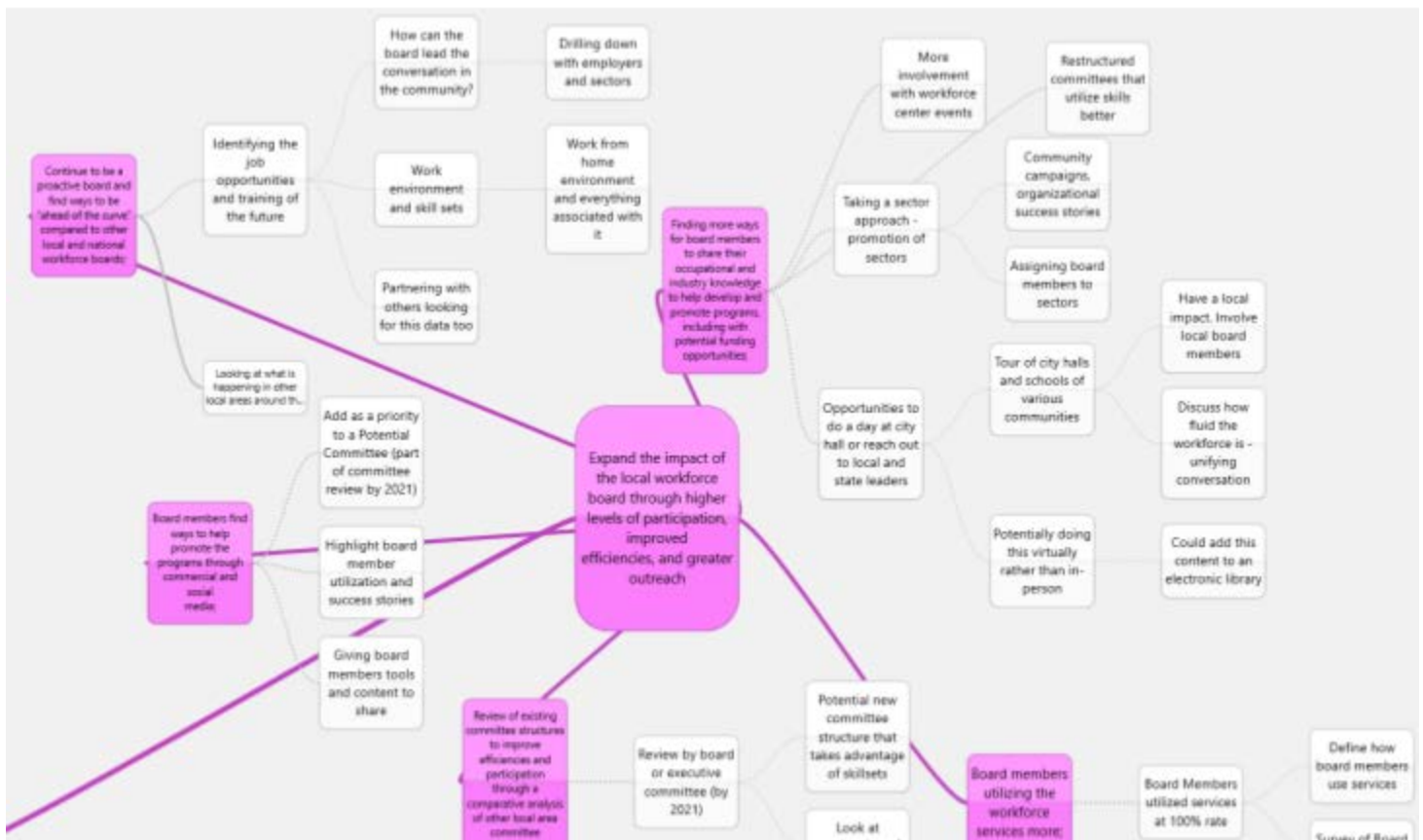
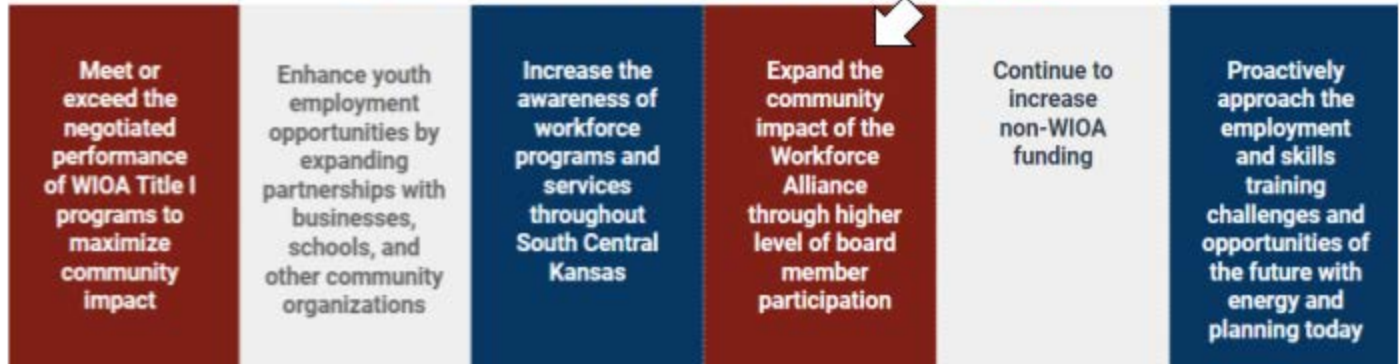
The Board and its committees will continue to work on strategies aimed at not only meeting WIOA Title I performance goals, but also exceeding negotiated standards. Performance outcomes and on-going tracking of performance measures will be a regular agenda item of the Board.



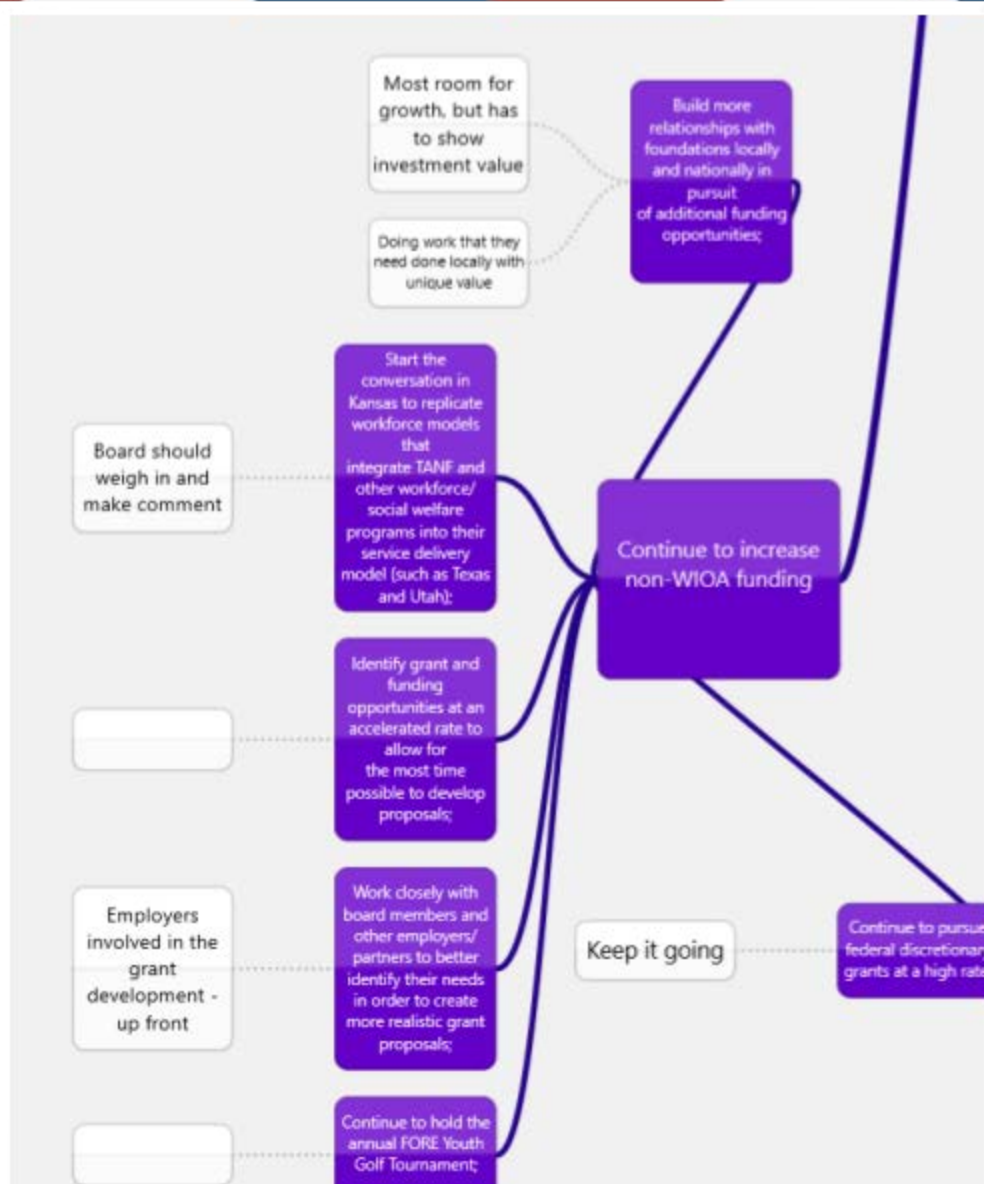
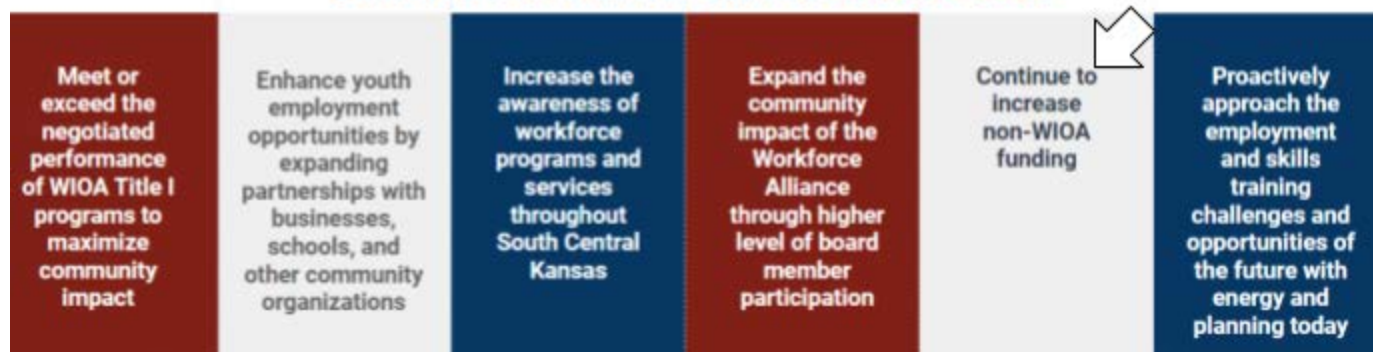
## STRATEGIC PLAN GOALS 2020-2022



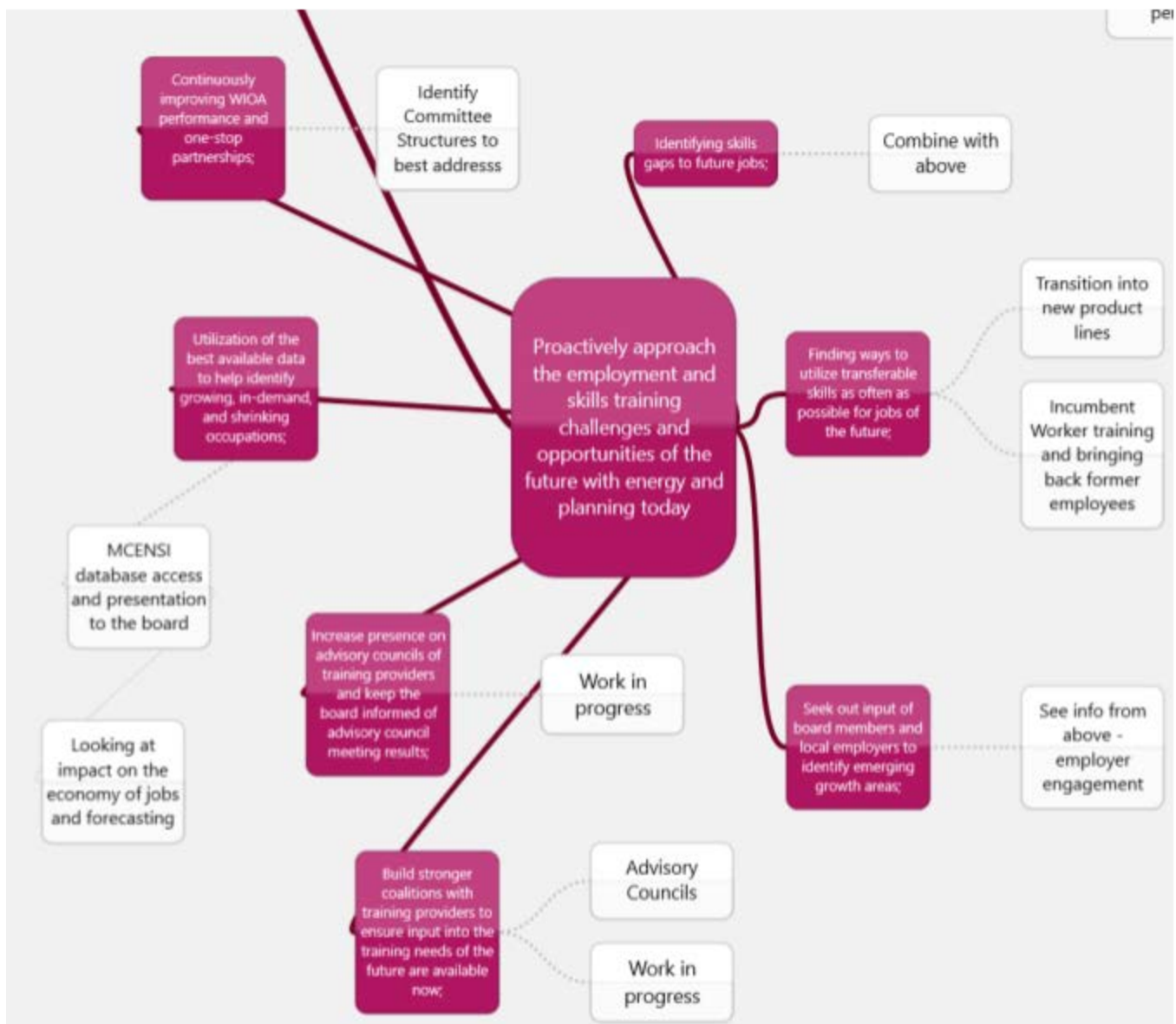
## STRATEGIC PLAN GOALS 2020-2022



## STRATEGIC PLAN GOALS 2020-2022



## STRATEGIC PLAN GOALS 2020-2022



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## Appendices

### Appendix A Mission/Vision Statements

#### Mission/Vision Statements

At the March 11, 2020 Executive Committee meeting, board members were asked to write anonymously what they believe should be the mission or vision statement of the board. The board members were asked to complete this exercise as a method of providing a foundation for further questions related to the strategic plan. The statements submitted include the following:

***“Provide a strong workforce through collaborative initiatives to help grow and attract a competitive market.”***

***“A growing regional economy through a skilled and diverse workforce.”***

***“Improving today and tomorrow’s workforce needs.”***

***“Supporting and advancing a competitive workforce and attracting new industries to Kansas by marketing our regional talent.”***

***“A model regional economy through a skilled workforce that attracts new industry.”***

***“A robust, diverse economy driven by a talented workforce, agile enough to meet market demands.”***

***“Growing a competitive workforce to address business and employment needs.”***

## Appendix B: Topic Slides from Virtual Strategic Planning Sessions

A complete report related to the virtual strategic planning sessions has been provided to Workforce Alliance. The report contains polling question responses, presented slides, discussion notes, and attendance information.






### Topic 1 Planning for the Future During this Economic Crisis

#### Presentation Slides


## Topic 2

# The Youth Program and Youth Employment Project


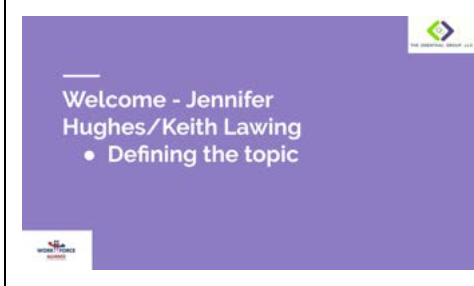
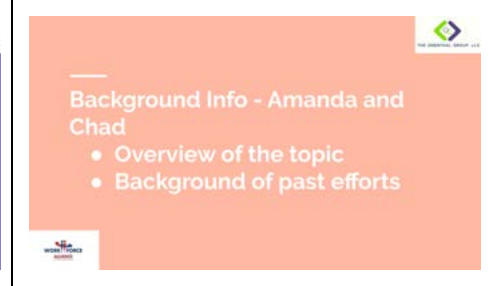
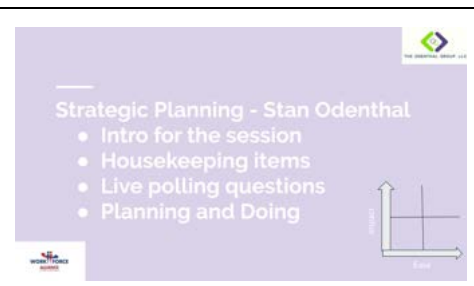
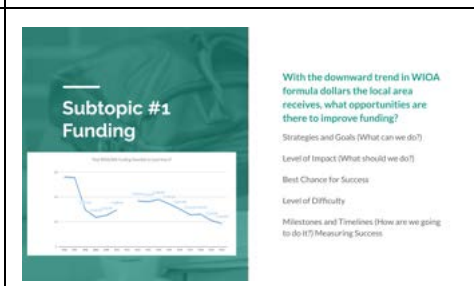
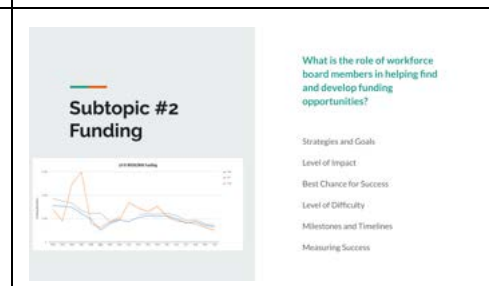
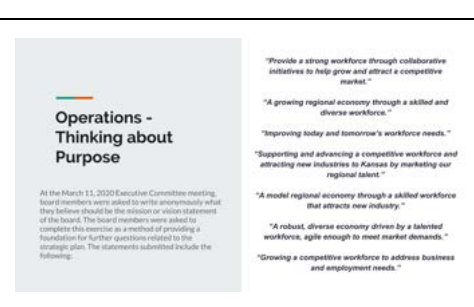
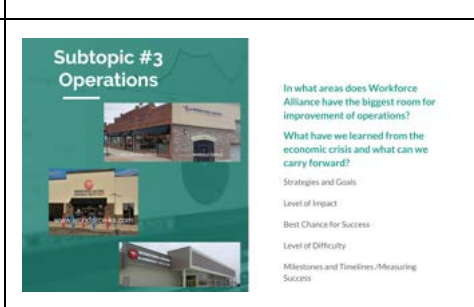

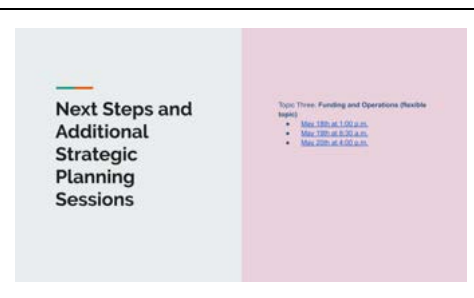
### Presentation Slides

 <p><b>The Youth Program and Youth Employment Project</b></p> <p>Strategic Planning Topic #2  <a href="http://www.workforce-ks.com">www.workforce-ks.com</a>  <a href="http://www.odenthalgroup.com">www.odenthalgroup.com</a></p>	<p><b>Welcome - Keith Lawing/Jennifer Hughes</b></p> <ul style="list-style-type: none"> <li>Defining the topic</li> </ul>	<p><b>Background Info - Amanda, Denise, Stacy, Alix</b></p> <ul style="list-style-type: none"> <li>Overview of the topic</li> <li>Background of past efforts</li> </ul>
<p><b>Strategic Planning - Stan Odenthal</b></p> <ul style="list-style-type: none"> <li>Intro for the session</li> <li>Housekeeping items</li> <li>Live polling questions</li> <li>Planning and Doing</li> </ul> 	<p><b>Subtopic #1</b></p>  <p>What is the role of the workforce board as it relates to youth education and career awareness?          What have been the greatest successes of the Youth program?          Strategies and Goals (What can we do?)          Level of Impact (What should we do?)          Best Chance for Success          Level of Difficulty          Milestones and Timelines (How are we going to do it?) Measuring Success</p>	<p><b>Subtopic #2</b></p>  <p>How do we continue to build on the outcomes of the Youth Employment Project (YEP)?</p> <p>Strategies and Goals          Level of Impact          Best Chance for Success          Level of Difficulty          Milestones and Timelines          Measuring Success</p>
<p><b>Subtopic #3</b></p>  <p>What opportunities are there to improve the WIOA Youth program?</p> <p>Strategies and Goals          Level of Impact          Best Chance for Success          Level of Difficulty          Milestones and Timelines          Measuring Success</p>	<p><b>Subtopic #4</b></p> <p>What relationships with partners need to be strengthened or established to help move things forward with the Youth program?</p> <p>Strategies and Goals          Level of Impact          Best Chance for Success          Level of Difficulty          Milestones and Timelines          Measuring Success</p>	<p><b>Next Steps and Additional Strategic Planning Sessions</b></p> <p><b>Topic Two: The Youth Program and Youth Employment Project</b></p> <ul style="list-style-type: none"> <li>May 19th at 1:00 p.m.</li> <li>May 20th at 1:00 p.m.</li> <li>May 21st at 8:30 a.m.</li> </ul> <p><b>Topic Three: Funding and Operations (flexible topics)</b></p> <ul style="list-style-type: none"> <li>May 19th at 1:00 p.m.</li> <li>May 20th at 8:30 a.m.</li> <li>May 21st at 1:00 p.m.</li> </ul>

## Topic 3

### Funding and Operations

#### Presentation Slides

 <p><b>Funding and Operations</b></p> <p>Strategic Planning Topic #3</p> <p><a href="http://www.workforce-ks.com">www.workforce-ks.com</a></p> <p><a href="http://www.odonthalgroup.com">www.odonthalgroup.com</a></p>	 <p><b>Welcome - Jennifer Hughes/Keith Lawing</b></p> <ul style="list-style-type: none"> <li>Defining the topic</li> </ul>	 <p><b>Background Info - Amanda and Chad</b></p> <ul style="list-style-type: none"> <li>Overview of the topic</li> <li>Background of past efforts</li> </ul>
 <p><b>Strategic Planning - Stan Odenthal</b></p> <ul style="list-style-type: none"> <li>Intro for the session</li> <li>Housekeeping items</li> <li>Live polling questions</li> <li>Planning and Doing</li> </ul>	 <p><b>Subtopic #1 Funding</b></p> <p>With the downward trend in WIOA formula dollars the local area receives, what opportunities are there to improve funding?</p> <p>Strategies and Goals (What can we do?)</p> <p>Level of Impact (What should we do?)</p> <p>Best Chance for Success</p> <p>Level of Difficulty</p> <p>Milestones and Timelines (How are we going to do it?) Measuring Success</p>	 <p><b>Subtopic #2 Funding</b></p> <p>What is the role of workforce board members in helping find and develop funding opportunities?</p> <p>Strategies and Goals</p> <p>Level of Impact</p> <p>Best Chance for Success</p> <p>Level of Difficulty</p> <p>Milestones and Timelines</p> <p>Measuring Success</p>
 <p><b>Operations - Thinking about Purpose</b></p> <p>At the March 11, 2020 Executive Committee meeting, board members were asked to write anonymously what they believe should be the vision or vision statement of the board. The board members were asked to complete this exercise as a method of providing a foundation for further questions related to the strategic plan. The statements submitted include the following:</p> <ul style="list-style-type: none"> <li>"Provide a strong workforce through collaborative initiatives to help grow and attract a competitive market."</li> <li>"A growing regional economy through a skilled and diverse workforce."</li> <li>"Improving today and tomorrow's workforce needs."</li> <li>"Supporting and advancing a competitive workforce and attracting new industries to Kansas by marketing our regional talent."</li> <li>"A model regional economy through a skilled workforce that attracts new industry."</li> <li>"A robust, diverse economy driven by a talented workforce, agile enough to meet market demands."</li> <li>"Growing a competitive workforce to address business and employment needs."</li> </ul>	 <p><b>Subtopic #3 Operations</b></p> <p>In what areas does Workforce Alliance have the biggest room for improvement of operations?</p> <p>What have we learned from the economic crisis and what can we carry forward?</p> <p>Strategies and Goals</p> <p>Level of Impact</p> <p>Best Chance for Success</p> <p>Level of Difficulty</p> <p>Milestones and Timelines/Measuring Success</p>	 <p><b>Subtopic #4</b></p> <p>What relationships with partners need to be strengthened or established to help move things forward with operations?</p> <p>Strategies and Goals</p> <p>Level of Impact</p> <p>Best Chance for Success</p> <p>Level of Difficulty</p> <p>Milestones and Timelines</p> <p>Measuring Success</p>
 <p><b>Next Steps and Additional Strategic Planning Sessions</b></p> <p>Topic Three: Funding and Operations (flexible issue)</p> <ul style="list-style-type: none"> <li>Nov. 18th at 1:00 p.m.</li> <li>Nov. 19th at 8:30 a.m.</li> <li>Nov. 20th at 8:00 a.m.</li> </ul>		


## Topic 4

## Presentation Slides

A graphic featuring a laptop and a tablet. The laptop screen displays the 'WORKFORCE ALLIANCE' logo, which consists of a stylized 'W' and 'A' in blue and red, followed by the text 'WORKFORCE ALLIANCE' and 'A Partnership for Success'. Below the logo, the text 'Local Area Board Committee Structures' is written in a large, bold, black font. Underneath that, in a smaller font, is 'Strategic Planning Topic #4'. At the bottom of the laptop screen, the website 'www.workforce-ks.com' is visible. To the right of the laptop is a tablet displaying a circular logo with a green and blue design and the text 'WORKFORCE ALLIANCE'.

# Today's Agenda

- Welcome, Intro, and Background 3:00-3:05
- WIOA Committee Regulation Quick Overview 3:05-3:10
- Local Board System in Other States 3:10-3:15
- Current Committee Structure 3:15-3:25
- Comparative Analysis with Other Local Areas 3:25-4:00
- A conversation about opportunities to improve existing committee structure 4:00 - 4:30



# WIOA Committee Regulations



**§ 679.360** What is a standing committee, and what is its relationship to the Local Workforce Development Board?


(a) Standing committees may be established by the Local WIOB to provide information and assist the Local WIOB in carrying out its responsibilities under WIOA, sec. 507. Standing committees may be chaired by a member of the Local WIOB. WIOB include other members of the Local WIOB, and may include other individuals appointed by the Local WIOB who are not members of the Local WIOB and who have demonstrated experience and expertise in accordance with § 679.340(d) and as determined by the Local WIOB. Standing committees may include each of the following:

- (1) a standing committee to provide information and assist with operational and other issues relating to the one-stop delivery system, which may include representatives of the one-stop partners;
- (2) a standing committee to provide information and assist with planning, operational, and other issues relating to the one-stop services to which may include community-based organizations with a demonstrated record of success in serving eligible youth;



20 CFR 679.369

# WIOA Committee Regulations




20 CFR 679.369 (continued)

(3) A standing committee shall provide information and to assist with operational and other issues relating to the provision of services to individuals with disabilities, including issues relating to compliance with WIOA sec. 158, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding providing programmatic and physical access to the services, programs, and activities of the one-stop delivery system, as well as appropriate training for staff on providing supports for or accommodations to, and finding employment opportunities for, individuals with disabilities.

(b) The Local WIOB may designate other standing committees in addition to those specified in paragraph (a) of this section.


(4) Local WIOB designate an entity in existence as of the date of the enactment of WIOA, such as an effective youth council, to serve as a standing committee as long as the entity meets the requirements of WIOA sec. 107(b)(4).



## Local and State Board System under WIOA

Workforce Development Boards

- Local Board
- State Board
- State Board Single-Link



<https://workforceio.com/en/wioa-profiles-states-and-local-areas>

## Comparison to Other States

- DOL Regions
- Other Surrounding States
  - Arkansas
  - Colorado
  - Oklahoma

U.S. Department of Labor Employment and Training Regions

Source: Bureau of Economic Analysis, Department of Labor

**Number of Local Areas by State**

State	2010	2012
Alaska	10	20
Arizona	10	15
Arkansas	10	15
California	10	15
Colorado	10	15
Connecticut	10	15
Delaware	10	15
Florida	10	15
Georgia	10	15
Hawaii	10	15
Idaho	10	15
Illinois	10	15
Indiana	10	15
Iowa	10	15
Kansas	10	15
Kentucky	10	15
Louisiana	10	15
Maine	10	15
Maryland	10	15
Massachusetts	10	15
Michigan	10	15
Minnesota	10	15
Missouri	10	15
Montana	10	15
Nebraska	10	15
Nevada	10	15
New Hampshire	10	15
New Jersey	10	15
New Mexico	10	15
New York	10	15
North Carolina	10	15
North Dakota	10	15
Ohio	10	15
Oklahoma	10	15
Oregon	10	15
Pennsylvania	10	15
Rhode Island	10	15
South Carolina	10	15
South Dakota	10	15
Tennessee	10	15
Texas	10	15
Utah	10	15
Vermont	10	15
Virginia	10	15
Washington	10	15
West Virginia	10	15
Wisconsin	10	15
Wyoming	10	15

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Kansas Local Area Committees				
Local Area	Committees, Workgroups, Task Forces	Youth	Executive	CEBO
Area 1 - Kansas Westborough	Executive Committee Paved Cemetery Program Operations Committee Health Committee	Yes	Yes	Yes
Area 3 - Heartland Works Westborough Development Board	Executive Committee Health Committee	Yes	Yes	Yes
Area 4 - Westboro Partnership Westboro Development Board	Executive Committee Financial Committee Health Committee One-Stop Committee Accessibility Committee	Yes	Yes	Yes
Area 5 - Westboro Alliance Local Westboro Development Board	Executive Committee Program Operations and Performance Committee Organizational Committee Marketing Committee	No	Yes	Yes
Area 5 - Southwest Kansas Westborough Development Board	Executive Committee Health Committee Business Services Committee Paved Cemetery	Yes	Yes	Yes

## Nebraska Local Area Committees

Local Area	Committees, Workgroups, Task Forces	Youth	Executive	CEO
Greater Lincoln Workforce Development Board	Executive Committee One Stop System Committee Youth Committee Strategic Planning Committee	Yes	Yes	No (Mayor of Lincoln is CEO)
Greater Nebraska Workforce Development Board	Executive Committee Strategic Planning Committee System Coordination Committee	No	Yes	Yes
Heartland Workforce Solutions Inc. (Greater Omaha Workforce Board)	Executive Committee Finance and Budget Committee Youth Council Performance Committee	Yes	Yes	No (Mayor of Omaha is CEO)

Arkansas Local Area Committees				
Local Area	Committees, Workgroups, Task Forces	Youth	Executive	CEOB
Central Arkansas Northline Development Board	Compliance Committee Youth Committee One-Stop Committee Youth Center	Yes	Yes	Yes
City of Little Rock	Executive Committee Youth Services Committee <b>Strategic Initiatives with Disability Committee</b> One-Stop Partners Advisory Committee	Yes	Yes	No (Mayor only)
Workforce Development Board of Eastern Arkansas	Executive Committee Youth Committee One Stop Operations Committee	Yes	Yes	Yes (12 advisors and mayors)
North Central Arkansas Workforce Development Board	Executive Committee Youth Committee One-Stop Committee <b>Disabling Committee</b>	Yes	Yes	Yes (includes advisors and mayors)
Northwest Arkansas Northline	Youth Council Regional Partners	Yes	No	Yes (judge and mayor)

<h3>Arkansas Local Area Committees (continued)</h3> <table> <tr> <th>Local Area</th><th>Committees, Workgroups, Task Forces</th><th>Youth</th><th>Executive</th><th>CEOB</th></tr> <tr> <td>Northwest Arkansas Workforce Development Board</td><td>Executive Committee Youth Committee One Stop Workforce Certification Committee</td><td>Yes</td><td>Yes</td><td>Yes (judges and mayors)</td></tr> <tr> <td>Southeast Arkansas Workforce Investment Board</td><td>One-Stop Committee Planning Committee <b>Services to Partners with Disabilities Committee</b></td><td>Yes</td><td>No</td><td>Yes</td></tr> <tr> <td>Southeast Arkansas Workforce Development Board</td><td>One-Stop Committee Performance Committee <b>Business Council</b> Youth Standing Committee</td><td>Yes</td><td>No</td><td>Appointed CEO to act on behalf of others</td></tr> <tr> <td>West Central Arkansas Workforce Development Board</td><td>Executive Committee One-Stop Committee Planning and Performance Committee <b>Business Council</b> Youth Standing Committee</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr> <td>Western Arkansas Workforce Investment Area</td><td>Executive Committee Youth Committee <b>One Stop/Planning Committee</b></td><td>Yes</td><td>Yes</td><td>Yes (18 judges and mayors)</td></tr> </table>	Local Area	Committees, Workgroups, Task Forces	Youth	Executive	CEOB	Northwest Arkansas Workforce Development Board	Executive Committee Youth Committee One Stop Workforce Certification Committee	Yes	Yes	Yes (judges and mayors)	Southeast Arkansas Workforce Investment Board	One-Stop Committee Planning Committee <b>Services to Partners with Disabilities Committee</b>	Yes	No	Yes	Southeast Arkansas Workforce Development Board	One-Stop Committee Performance Committee <b>Business Council</b> Youth Standing Committee	Yes	No	Appointed CEO to act on behalf of others	West Central Arkansas Workforce Development Board	Executive Committee One-Stop Committee Planning and Performance Committee <b>Business Council</b> Youth Standing Committee	Yes	Yes	Yes	Western Arkansas Workforce Investment Area	Executive Committee Youth Committee <b>One Stop/Planning Committee</b>	Yes	Yes	Yes (18 judges and mayors)	<h3>Oklahoma Local Area Committees</h3> <table> <tr> <th>Local Area</th><th>Committees, Workgroups, Task Forces</th><th>Youth</th><th>Executive</th><th>CEOB</th></tr> <tr> <td>Central Oklahoma Workforce Investment Board</td><td>Executive Committee Partnership Committee Youth Council</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr> <td>Eastern Oklahoma Workforce Development Board</td><td>Executive Committee Youth Committee</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr> <td>Northwest Oklahoma Development Board</td><td>Executive Committee Youth Committee</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr> <td>South Central Oklahoma Workforce Development Board</td><td>Executive Committee Youth Committee</td><td>Yes</td><td>Yes</td><td>Yes (with assigned staff and other elected officials)</td></tr> <tr> <td>Southwest Oklahoma Board</td><td>Executive Leadership Committee Advisory Committee Future Workforce Committee Ad Hoc/Current Occupation Committee Workforce System Improvement Committee Youth Council</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr> <td>West Area Workforce Investment Board, Inc.</td><td>Executive Committee Future Strategy &amp; Oversight Committee Youth Committee Disability Employment Advisory Committee</td><td>Yes</td><td>Yes</td><td>Unknown</td></tr> <tr> <td>Western Oklahoma Workforce Development Board</td><td>Executive Committee</td><td>No</td><td>Yes</td><td>Yes</td></tr> </table>	Local Area	Committees, Workgroups, Task Forces	Youth	Executive	CEOB	Central Oklahoma Workforce Investment Board	Executive Committee Partnership Committee Youth Council	Yes	Yes	Yes	Eastern Oklahoma Workforce Development Board	Executive Committee Youth Committee	Yes	Yes	Yes	Northwest Oklahoma Development Board	Executive Committee Youth Committee	Yes	Yes	Yes	South Central Oklahoma Workforce Development Board	Executive Committee Youth Committee	Yes	Yes	Yes (with assigned staff and other elected officials)	Southwest Oklahoma Board	Executive Leadership Committee Advisory Committee Future Workforce Committee Ad Hoc/Current Occupation Committee Workforce System Improvement Committee Youth Council	Yes	Yes	Yes	West Area Workforce Investment Board, Inc.	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<h3>Missouri Local Area Committees (page 3)</h3> <table> <tr> <th>Local Area</th><th>Committees, Workgroups, Task Forces</th><th>Youth</th><th>Executive</th><th>CEOB</th></tr> <tr> <td>Workforce Development Board of Southeast Missouri</td><td>Executive Committee <b>Advisory for Social Forces</b> <b>Workforce System Network</b></td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr> <td>Workforce Development Board of Western Missouri, Inc.</td><td>Executive Committee Personnel and Nominating Committee Finance and Audit Committee Planning and Operations Committee Youth Task Force (advisory capacity for P&amp;O Committee)</td><td>Yes*</td><td>Yes</td><td>Yes</td></tr> <tr> <td>Workforce Investment Board of Jefferson/Jasper Counties</td><td>Youth Standing Committee</td><td>Yes</td><td>No</td><td>Yes (one CEO from each county)</td></tr> <tr> <td>Workforce Investment Board of the Southwest Missouri</td><td>Executive Committee Disability Awareness Sub-Committee Young Adult Program Sub-Committee</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> </table>	Local Area	Committees, Workgroups, Task Forces	Youth	Executive	CEOB	Workforce Development Board of Southeast Missouri	Executive Committee <b>Advisory for Social Forces</b> <b>Workforce System Network</b>	Yes	Yes	Yes	Workforce Development Board of Western Missouri, Inc.	Executive Committee Personnel and Nominating Committee Finance and Audit Committee Planning and Operations Committee Youth Task Force (advisory capacity for P&O Committee)	Yes*	Yes	Yes	Workforce Investment Board of Jefferson/Jasper Counties	Youth Standing Committee	Yes	No	Yes (one CEO from each county)	Workforce Investment Board of the Southwest Missouri	Executive Committee Disability Awareness Sub-Committee Young Adult Program Sub-Committee	Yes	Yes	Yes	<div> <div> <h3>Opportunities to improve existing committee structure</h3> <ul style="list-style-type: none"> <li>What opportunities jump out when you look at other local areas?</li> <li>Are there committees with better or worse attendance/participation than others?</li> <li>Are there opportunities to add committees, workgroups, or task forces to the existing structure?</li> <li>Are there opportunities for short-term task forces or workgroups to handle issues that are time-limited?</li> </ul> </div> </div>	<div> <div> <h3>Next Steps and Additional Strategic Planning Sessions</h3> <ul style="list-style-type: none"> <li>Upcoming sessions related to defining milestones for the strategic plan goals and tactics</li> <li>Summit coming soon</li> <li>Draft Plan to Executive Committee for its September 7th Meeting</li> </ul> </div> </div>																																																																											
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## Topic 5

# Finalizing Goals, Tactics, and Milestones


### Presentation Slides

#### Finalizing Goals, Tactics, and Milestones

Strategic Planning Topic #5

[www.workforce-ks.com](http://www.workforce-ks.com)

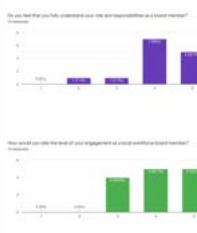
[www.ocsouthkans.com](http://www.ocsouthkans.com)



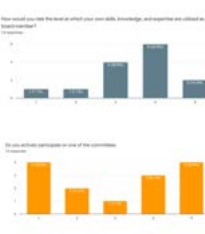
#### Today's Agenda

- Welcome, Intro, and Background - 5 Minutes
- Overview of Survey Results - 15 minutes
- Review of all Goals - 5 minutes
- Finalizing Goals and Tactics, Defining Milestones - 1 hour

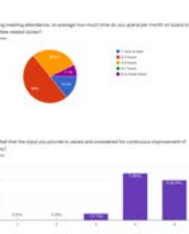
#### Board Feedback Survey - Summary Results



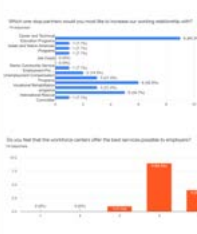
#### Board Feedback Survey - Summary Results



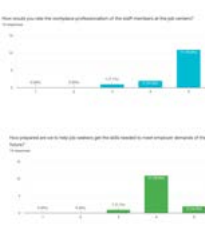
#### Board Feedback Survey - Summary Results



#### Board Feedback Survey - Summary Results



#### Board Feedback Survey - Summary Results



#### Board Feedback Survey - Summary Results

What is one initiative or project you think the board should take on?

- Establish Training and/or Employment Initiative via Board Partnership with local employers.
- Training and education - more than ever than we currently do.
- Working with as many companies as possible.
- Business understanding year (BUD) - what that may look like which could mean expanding the scope of the program to help more of training and education of job seekers, spending more time learning from companies who adapt in the future with working from home etc.
- More analysis of future workforce needs.
- More virtual job fairs for local employers.
- Looking for grants to assist with training and/or transportation.
- Maybe some sort of direct business relationship/mentorship.
- Expand growth to work initiatives.
- Continuing to support the business and working opportunities during these trying times as it is difficult to take on new projects without being more focused and specific for working hours.
- There is no need to wait for just how to go forward. We have always looked the hard to help with initiatives.
- Building stronger relationships through for future once committee members.

#### Board Feedback Survey - Summary Results

With the current economic crisis, what suggestions do you have to improve the quality of services available to employers?

More training for employers on what services are available.

Training only will concerning the environment we are in.

Provide a strong business relationship of communication as possible for job seekers.

Encourage employers and identify they might be missing out on, facing to employers might?

The equipment budget has been available to South businesses and that the follow-up right away and connect to job fairs for employment opportunities. These are companies will be offered the same and use advantage of the from the workforce alliance work. It is important to have our training back to work and continuing, keeping the health of our community and companies that do or can offer work opportunities.

Make connections with the employer needs and be.

Get on to work faster.

Get training to employers on what services are available and training and transportation, and have been successfully the work.

Strong communication line.

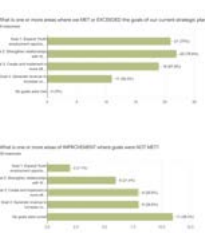
Workshop a number of resources available to them for training or retraining a certified workforce again workforce etc. There can need to be the programs or resources, just a listing of available and in other places that will be more than just training that business is a new environment.

Helping them and communication through BUD work it resources available to assist employers and job seekers.

Get more training, check the community for the development after there is no more need to offer.

Continued investment in digital services tools.

#### Workforce Center Survey Results (past plan goals)



#### Strategic Planning Goals 2020-2022

Enhance youth employment opportunities by expanding partnerships with businesses, schools, and other community organizations

Increase the awareness of workforce programs and services throughout South Central Kansas

Expand the impact of the local workforce board through higher levels of participation, improved efficiencies, and greater outreach

Continue to increase non-WIOA funding

Proactively approach the workforce challenges and opportunities of the future with energy and planning today

#### GOAL: Enhance youth employment opportunities by expanding partnerships with businesses, schools, and other community organization

**Tactics:**

- Increase promotion of the programs through allowable outreach efforts.
- Build better partnerships with school counselors.
- Collaborate more with other youth programs, including those from state agencies.
- Make the program elements as "work-like" as possible to help build soft skills, industry knowledge, and financial literacy.
- Find ways to continue to collect more outcome data.
- Show and talk about success stories with more employers.

**Milestones and Timelines:**

<p><b>GOAL</b> Increase the awareness of workforce programs and services throughout South Central Kansas</p> <p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>Higher usage of social media to reach potential employers and job-seekers</li> <li>Finding more ways to be in all communities served by collaborating with more organizations and employers in the development and implementation of workforce programs</li> <li>Keep a focus on issues of race, equity, inclusion and diversity</li> <li>Partnerships with KANSASWORKS including using their mobile workforce center</li> <li>Expand the use of technology tools to reach more customers</li> <li>Continue to take advantage of opportunities to promote programs through the media</li> </ul> <p><b>Milestones and Timelines:</b></p>	<p><b>GOAL</b> Expand the impact of the local workforce board through higher levels of participation, improved efficiencies, and greater outreach</p> <p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>Board members utilizing the workforce services more</li> <li>Review of existing committee structures to improve efficiencies and participation through a comparative analysis of other local area committee structures</li> <li>Board members find ways to help promote the programs through social media</li> <li>Finding more ways for board members to share their occupational and industry knowledge to help develop and promote programs, including with potential training opportunities</li> <li>Continue to be a proactive board and find ways to be "head of the curve" compared to other local and national workforce boards</li> </ul> <p><b>Milestones and Timelines:</b></p>	<p><b>GOAL</b> Continue to increase non-WIOA funding</p> <p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>Continue to pursue federal discretionary grants at a high rate</li> <li>Build more relationships with foundations locally and nationally in pursuit of additional funding opportunities</li> <li>Start the conversation in Kansas to replicate workforce models that integrate WIOA and other workforce/social welfare programs into their service delivery model (such as Texas and Utah)</li> <li>Identify grant and funding opportunities at an accelerated rate to allow for the most time possible to develop proposals</li> <li>Work closely with board members and other employers/partners to better identify their needs in order to create more realistic grant proposals</li> <li>Continue to hold the annual FORE Youth Golf Tournament</li> </ul> <p><b>Milestones and Timelines:</b></p>
<p><b>GOAL</b> Proactively approach the workforce challenges and opportunities of the future with energy and planning today</p> <p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>Continuously improving WIOA performance and one-stop partnerships</li> <li>Utilization of the best available data to help identify growing, in-demand, and shrinking occupations</li> <li>Identifying skills gaps to future jobs</li> <li>Finding ways to utilize transferable skills as often as possible for jobs of the future</li> <li>Seek out input of board members and local employers to identify emerging growth areas</li> <li>Build stronger connections with training providers to ensure input into the training needs of the future are available now</li> <li>Increase presence on advisory councils of training providers and keep the board informed of advisory council meeting results</li> </ul> <p><b>Milestones and Timelines:</b></p>	<p><b>Next Steps in the Strategic Planning Process</b></p> <ul style="list-style-type: none"> <li>Finalize goals, tactics, and milestones - 6/12, 9/18, and 9/19</li> <li>Draft of strategic plan to Executive Committee for its September 7th Meeting</li> <li>Finalized Plan by the End of September</li> <li>Plan Presentation to Full Workforce Board on October 28th</li> </ul>	

## Appendix C: About the Strategic Planning Facilitator



### THE ODENTHAL GROUP, LLC

***Strategy, Talent, and Technology Solutions for Workforce and Economic Development***

**Website:** [www.odenthalgroup.com](http://www.odenthalgroup.com)

**Email:** [stan@odenthalgroup.com](mailto:stan@odenthalgroup.com)

The Odenthal Group is building talent solutions to enhance how workforce development and economic development activities are implemented at the local, state, and national level. We offer strategic planning services, program evaluation, technical writing, and customized training programs for local workforce boards and economic development groups.

The Odenthal Group was formed in July 2019 by Stan Odenthal. Stan has over a decade of state government experience, including previously holding two executive-level positions with state government agencies. Prior to starting the Odenthal Group, Stan was the Director of the Office of Employment and Training with the Nebraska Department of Labor. He was also previously the Executive Director for the Nebraska Equal Opportunity Commission.



Stan Odenthal

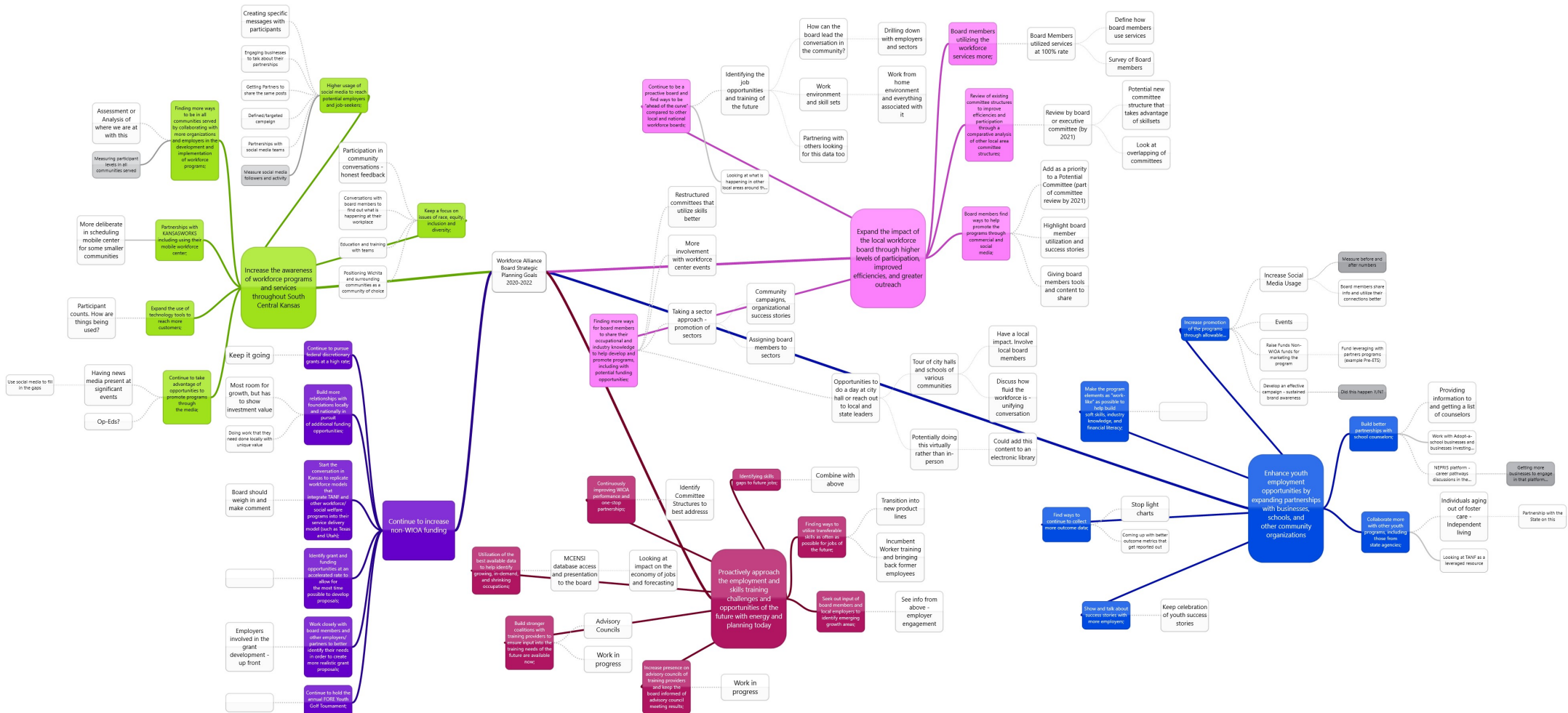
Stan has extensive experience in bringing together and skillfully facilitating collaborative projects amongst multiple stakeholders, including government agencies, secondary schools, institutions of higher education, local governments, chambers of commerce, and individual businesses for a common purpose to move things forward. Stan holds a J.D. from the University of Nebraska College of Law, an M.A. in Political Science from the University of Nebraska Lincoln and a B.A. in History and Political Science from Weber State University.



WORKFORCE

The Odenthal Group has a team of partnering consultants with extensive experience and high level knowledge in the areas of workforce development, education, information technology, and economic development. Additionally, the Odenthal Group owns and operates workforceKO ([www.workforceKO.com](http://www.workforceKO.com)), a website which offers on-demand classes, and connects workforce and economic development groups with the resources, news, and training tools they need to have a bigger impact in the work they do on a daily basis.

## Appendix D: Complete Mind Map of Timelines and Objectives





# Board and Staff Survey Results

Workforce Alliance of South Central Kansas

Prepared By:



THE ODENTHAL GROUP, LLC

The Odenthal Group, LLC  
285 South 68th Street Place Suite 316  
Lincoln, NE 68510  
[www.OdenthalGroup.com](http://www.OdenthalGroup.com)

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## Introduction and Background

In early 2020, the Workforce Alliance (WA) of South Central Kansas commenced a strategic planning process leading to a two-year plan for the local workforce development area. This plan will help guide the projects, operations, and initiatives of the workforce development board. It will also help WA better create new programs, enhance services to its customers, and improve its existing partnerships.

As part of this planning process, Workforce Alliance partnered with The Odenthal Group to develop survey mechanisms to gather internal and external feedback. Two unique surveys were developed. The surveys included the following:

- **Workforce Board Member Survey**, with 15 unique responses.
- **Workforce Center Staff Survey (including partner programs)**, with 39 unique responses.

This report includes the full results of these surveys.

## About Workforce Alliance of South Central Kansas



**Mission:** *"Growing the regional economy through a skilled workforce"*

**Vision:** *"Supporting and advancing a competitive workforce in South Central Kansas"*

**Website:** [www.workforce-ks.com](http://www.workforce-ks.com)

The Workforce Alliance of South Central Kansas (WA) serves as the Local Workforce Development Board (LWDB) for a six county region, including Wichita, the largest city in Kansas. The WA operates three American Job Centers (AJCs), serving 50,000 job seekers and 750 employers annually. These centers are located in El Dorado, Wellington, and Wichita. The primary function of the LWDB is to ensure that workforce funds and operations are invested in workforce development activities that address the needs of employers and job seekers in South Central Kansas.

The WA was incorporated as a nonprofit in March of 2000. It is the administrative entity and program administrator for several of the U.S Department of Labor's (USDOL) Employment and Training programs serving South Central Kansas. The WA has operated job training programs funded under the Workforce Investment Act (WIA) and the Workforce Innovation and Opportunity Act (WIOA) for over a decade. The WA manages or has managed National Emergency Grants, a Health Profession Opportunity Grant, Social Innovation Funds, National Fund for Workforce Solutions grants, local government funding, economic development grants, state grants, corporate investments, and private nonprofit/foundation grants, and revenue generated from fee for service activities.



The WA has been recognized as a high performing LWDB and received exemplary practices recognition for grant management, fiscal and monitoring, case management, innovative collaboration with employers, use of Earn and Learn Models/Apprenticeships, and work within sector strategies. The WA has experience in consultation, fiscal management, collecting, monitoring, and reporting participant data as required by the USDOL, including training and placement activities for multimillion dollar grant programs. Other entities that have utilized the WA's expertise for contractual consultation include USDOL, Maher & Maher, National Association of Workforce Boards, Federal Reserve Bank of Kansas City, Geographic Solutions, and Jobs for the Future.

## Overview and Analysis of Survey Results

In reviewing the results from the surveys, a number of things stand out from the surveys:

### Survey Structure

- Both surveys featured a combination of open-ended and multiple choice questions. However, the board survey featured more total questions (14) than the staff survey (8).
- The board survey featured many questions, 8 in total, using a Likert scale with answers ranging from 1-5. The staff survey did not have any questions using a Likert scale.
- The staff survey asked two questions related to the results and effectiveness of the previous strategic plan. Questions regarding the previous strategic plan were not included on the board survey.

### Board Survey Results

- A total of 15 unique responses were received from this survey, meaning roughly half of the local board membership participated in this survey.
- Board members indicated a high percentage of understanding their role and responsibility as a board member with 13 out of the 15 responses scoring this as at least a 4 or above on a scale of 5.
- Similarly, the level of engagement appears high with 11 out of the 15 responses answering with a score of 4 or above when asked to rank their own engagement. However, it is important to remember that it is likely the most engaged members of the board that answered this survey, with approximately half of the board's membership not completing the survey.
- Only 3/15 responses answered with the highest scoring option (5) on the question related to how their skills, knowledge, and expertise are utilized as board members. It seems like there is an opportunity to tap into a lot of great potential amongst board members who feel a little underutilized.
- The Likert scale question with the greatest deviation related to whether board members actively participate on committees. Four (4) respondents chose the lowest level response available with a score of 1. This may be an opportunity to reevaluate committee structures to find ways to connect better with board members.
- 53.3% of the board members responding indicated that they spend 2-3 hours per month on board and committee work. This was the highest response, with 4-5 hours (26.7%)

second, and 1 hour or less (13.3%) in third place. These numbers may go up in the future with more active committee participation.

- There was a resounding sign of approval of the work being completed by the Workforce Alliance staff and the staff at the workforce centers.
  - 14 out of the 15 responses rated the professionalism of the team at the workforce centers as a rating of 4 or above, with 12 out of the 15 rating it at the highest level possible of 5.
  - 14 out the 15 responses also rated the services to employers at the workforce centers at a score of 4 or above. The majority of the responses were a rating of 4 with 9 responses in that category, which would seem to indicate a strong level of satisfaction, but with a shared belief that there is at least a little room for improvement from current service levels.
  - 14 out of the 15 responses believed that board member input is considered greatly (at least 4 out of 5) for continuous improvement of programs.
  - When looking to the future, board members feel that Workforce Alliance is well positioned. 14 out of the 15 responses indicated a level of preparation for meeting employer demands of the future at a score of 4 or above.

### **Workforce Staff Survey Results**

- A total of 39 unique responses were received for this survey.
- The survey went out to all Workforce Alliance staff members working at workforce centers, as well as any other partner program staff members who also work at these centers.
- In reviewing the results from the past strategic planning goals, workforce center staff felt that most goals were met or exceeded.
  - There was a strong consensus that Goals 1 (youth-focused) and 2 (partner-focused) were met and exceeded with 79.5% of the respondents indicating so.
  - Most felt that Goal 3 (awareness-focused) was also met, with 66.7% of the responses indicated it was met or exceeded.
  - Goal 4 (revenue-related) was the lowest scoring goal with 43.6% of the responses indicated that this goal was met or exceeded.
- When asked about initiatives or projects that they felt the organization should take on as part of the new strategic plan, there were a lot of responses related to the uncertainty of trying to build programs during the pandemic, but shared agreement in the need to try to find ways to build the best services to customers possible. Additional responses often focused on partnership development, improved training opportunities for staff, business services, and promoting programs.

- When asked about partner programs they would like to increase their working relationship with, the top four answers were:
  - Career and Technical Education Programs (20 votes)
  - Vocational Rehabilitation Programs (20 votes)
  - Unemployment Compensation Programs (19 votes)
  - Adult Education Programs (18 votes)

These results are similar to the board survey results, with the top 4 being:

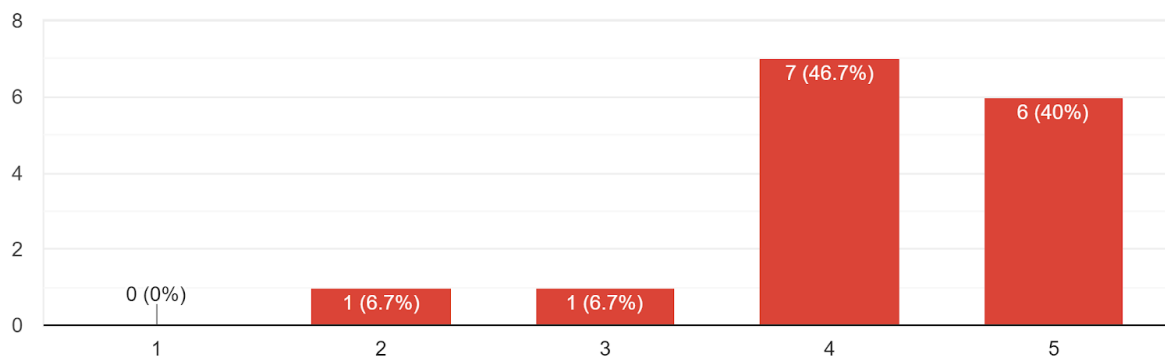
- Career and Technical Education Programs (9 votes)
- YouthBuild (7 votes)
- Adult Education Programs (6)
- Unemployment Compensation Programs (4 votes)

The board members seemed to highlight YouthBuild with more regularity, while staff and partners highlighted vocational rehabilitation programs with more regularity.

## Board Member Survey Results

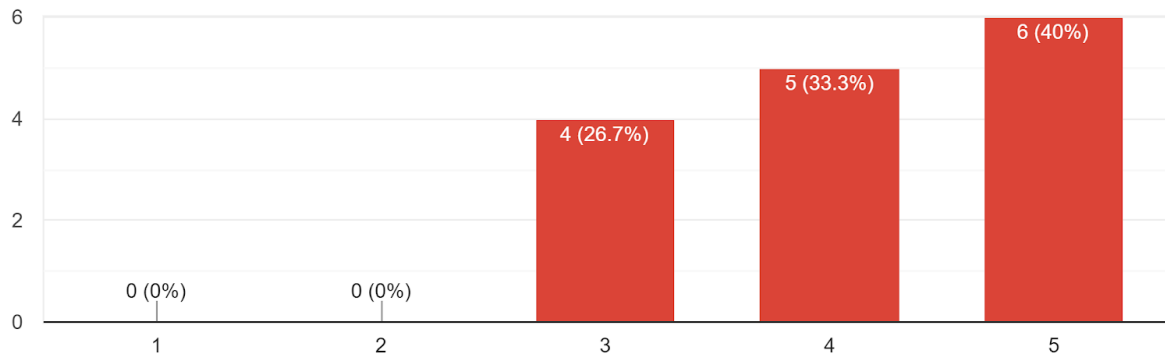
Do you feel that you fully understand your role and responsibilities as a board member?

15 responses



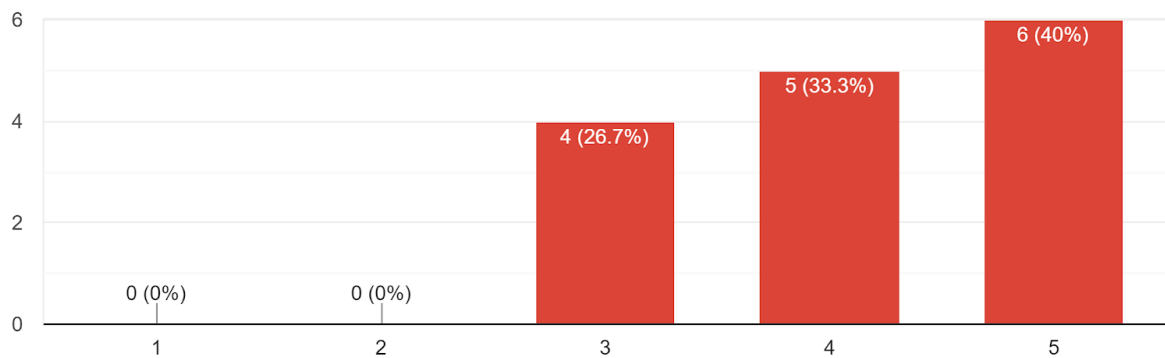
How would you rate the level of your engagement as a local workforce board member?

15 responses



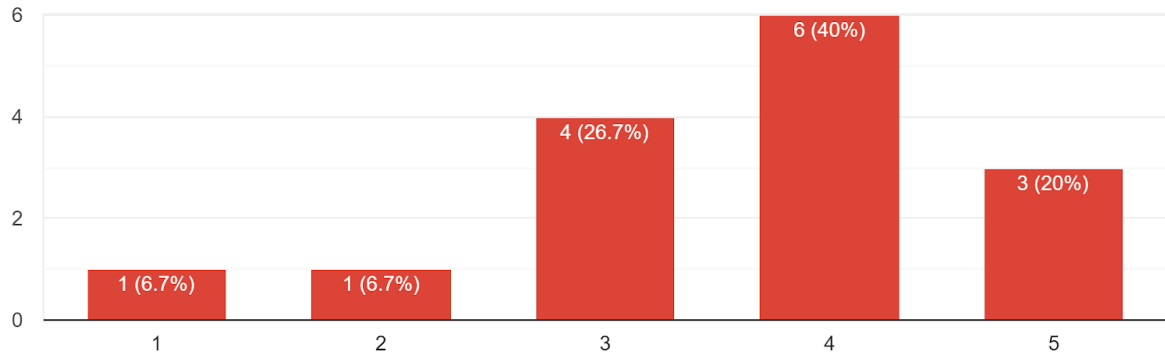
How would you rate the level of your engagement as a local workforce board member?

15 responses



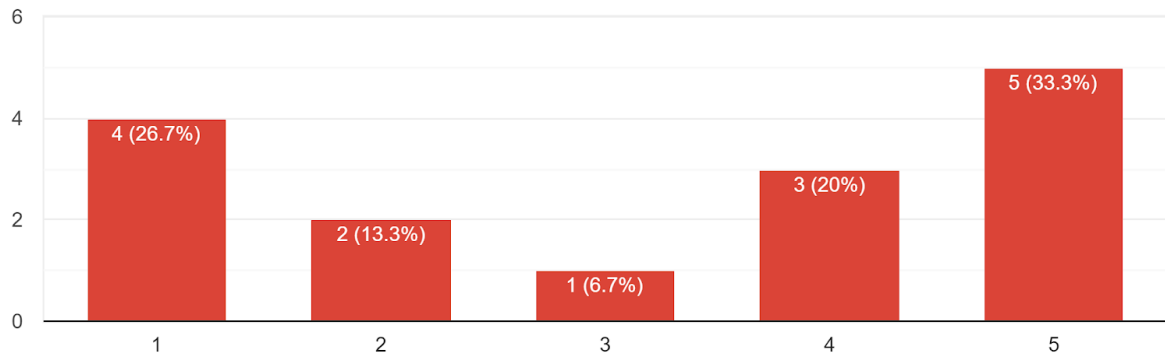
How would you rate the level at which your own skills, knowledge, and expertise are utilized as a board member?

15 responses



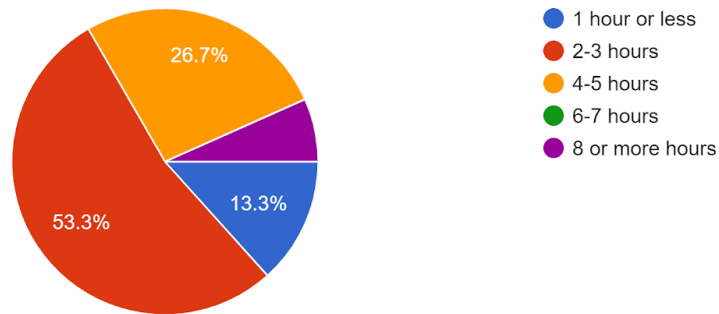
Do you actively participate on one of the committees

15 responses



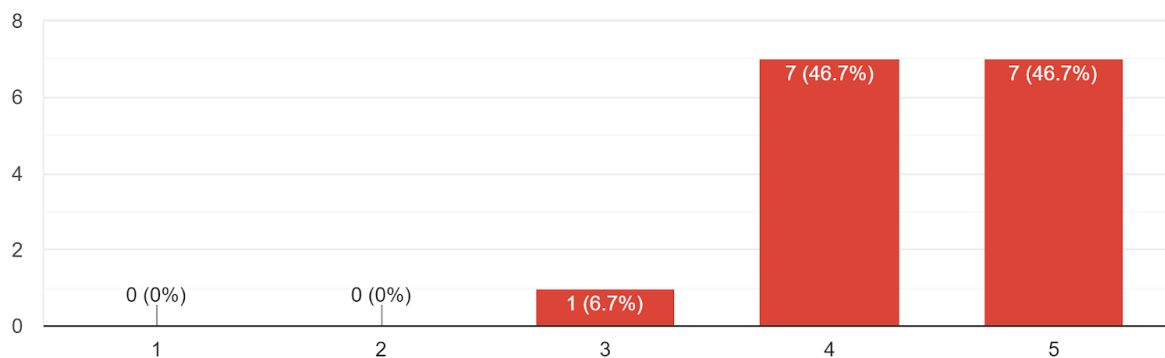
Including meeting attendance, on average how much time do you spend per month on board or committee related duties?

15 responses



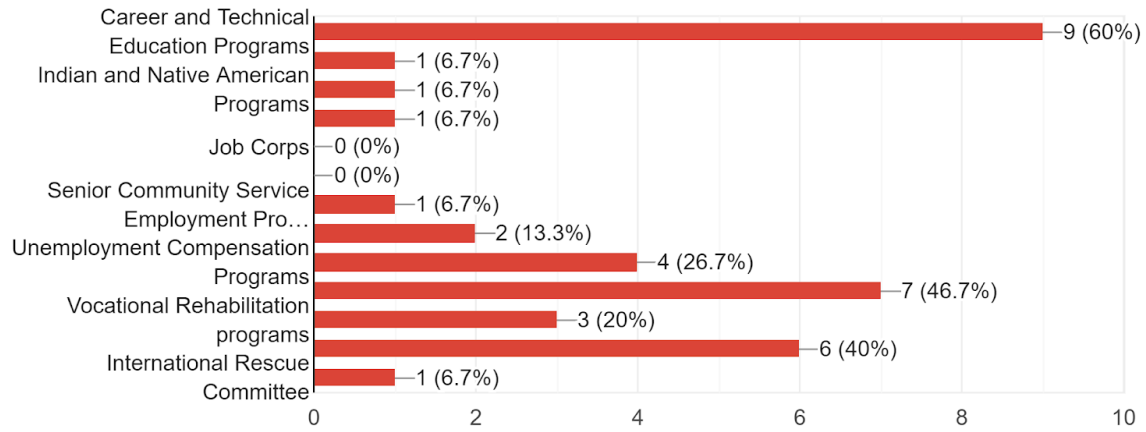
Do you feel that the input you provide is valued and considered for continuous improvement of programs?

15 responses



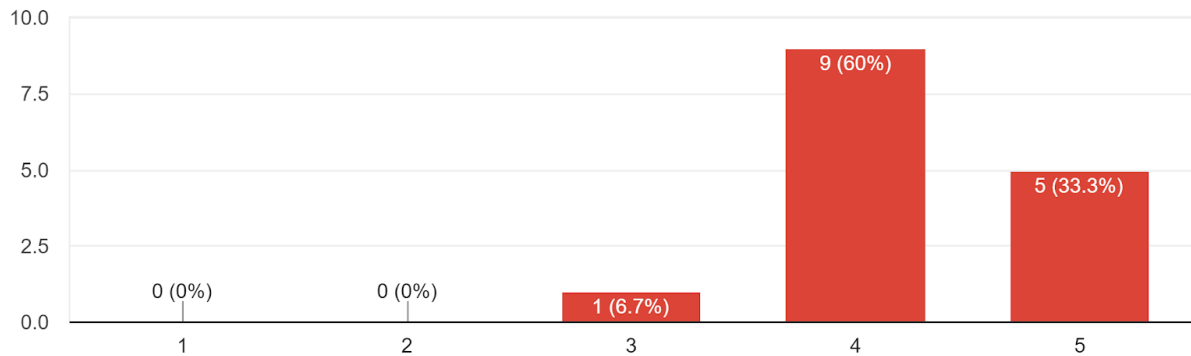
### Which one-stop partners would you most like to increase our working relationship with?

15 responses



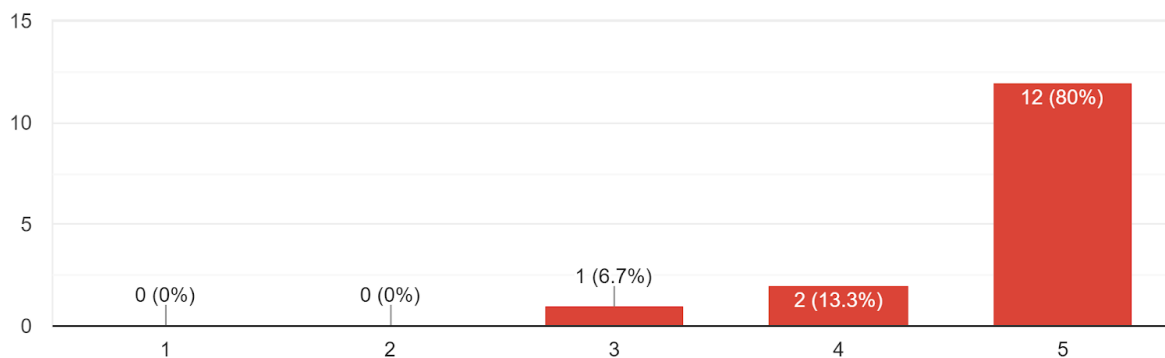
### Do you feel that the workforce centers offer the best services possible to employers?

15 responses



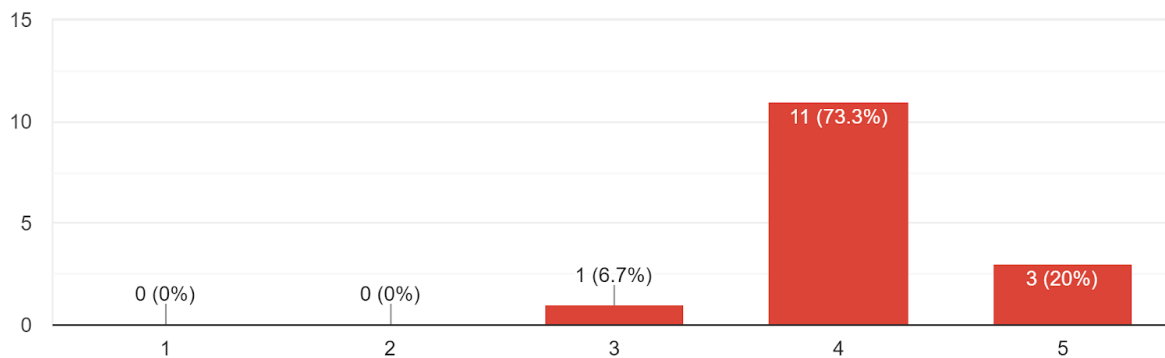
How would you rate the workplace professionalism of the staff members at the job centers?

15 responses



How prepared are we to help job-seekers get the skills needed to meet employer demands of the future?

15 responses



## **With the current economic crisis, what suggestions do you have to improve the quality of services available to employers?**

Perhaps direct email communication through SHRM ask it resources available to assist employers and jobs seekers

More marketing to let employers know what services are available

Operating very well considering the environment we are in.

Provide as many avenues/channels of communication as possible for job seekers.

Educate employers with benefits they might be missing out on. Survey to employers maybe?

The outplacement briefings have been invaluable to Spirit Aerosystems and then the follow up right away and connection to job fairs for employment opportunities. I hope many companies can be offered this and will take advantage of this from the Workforce Alliance team. It is important to have our community back to work and contributing, improving the health of our community and companies that do or can offer work opportunities.

better understand what the employers' needs will be

Get on TV and Radio

Add flexibility in addressing non-traditional hiring barriers such as housing and transportation, which have been exacerbated by the crisis.

Strong communication lines

Perhaps just a summary of resources available to them for retraining or redesigning a sanitized workflow, digital workflow, etc. Does not need to be WA programs or resources, just a listing of on-line, local, or other places they can go to assist them in continuing their business in a new environment.

Just more marketing...I think the community ties it to unemployment when there is so much more to offer.

Continued movement to digital/remote services

## **What is one initiative or project you think the board should take on?**

Continuing to support the success our existing projects/initiatives during these trying times as it is difficult to take on new projects without taking away focus and support for existing items

Disability Training and/or Employment Initiative via Grant Partnership with local providers.

Diversity and inclusion - even more than we currently do

sharing with as many companies as possible.

Business understanding post Covid, what that may look like which could mean opportunity for more technology to be built into all training and education of job seekers, spending more time learning how companies will adapt in the future with working from home etc.

more analysis of future workforce needs

More virtual job fairs for local employers

Looking for grants to assist with housing and/or transportation.

Maybe some sort of drivers license rehabilitation/restoration

Expand youth to work initiatives.

There is so much need I'm not sure how to prioritize. Keith has always raised his hand to help with initiatives.

Building succession plan/bench strength for future exec committee members.

### **What inspires you most about serving as a board member?**

Helping our local area meet the needs of job seekers and employers to maximize the potential of our available workforce to keep our economy viable

Collaboration

The opportunity to include folks with disabilities in training and employment discussions.

Returning my efforts to the board, as they provide services to me

Helping youth find training and jobs

seeing companies be more successful because of working with WAB.

I strongly believe in workforce alliance and what we stand for and do in our six county area. Truly appreciate the balance, understanding, and partnership we have with the business community and the service we provide to job seekers and the access they have to good quality service.

the ability to help upgrade skills and change lives

The innovation and collaboration and interest in new ideas

Helping my community and having input on these life-changing programs.

I have always been about serving the community and giving back

Making improvements on the availability of resources to workers and employers needing skills improvement

Helping the community grow and employers tap into local talent and resources.

Community impact/economic impact of the services we offer.

### **What suggestions do you have for improving board meetings or committee meetings?**

The Zoom platform works really well

haven't attended enough to know

Would suggest having occasional committee meetings hosted at different businesses around the community.

Getting more board members to actively participate

Continued acceptance on committees for other members of my team can and does extend the help and contributions we can provide

continue to provide time for more dialogue and less reporting

Sending meeting notices out via calendar invites. Emails get lost.

I don't like online meetings

Objective based. What do we need to accomplish at this meeting Oversight information can be made available for questions/discussions. Each meeting has a success story.

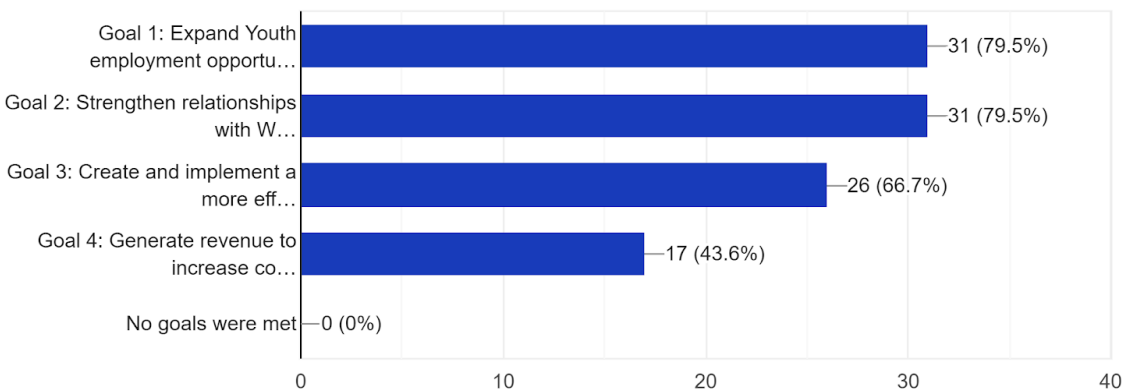
I think the meetings are very organized. Unfortunately they hit at the same time as my executive meetings which I am required to attend for Ascension Via Christi. I don't expect the meetings to move for me, but I have missed some which was not my intent.

Committee meetings - clearly defined outcomes and timeframes tied to our strategic plan

## Workforce Center Staff Survey

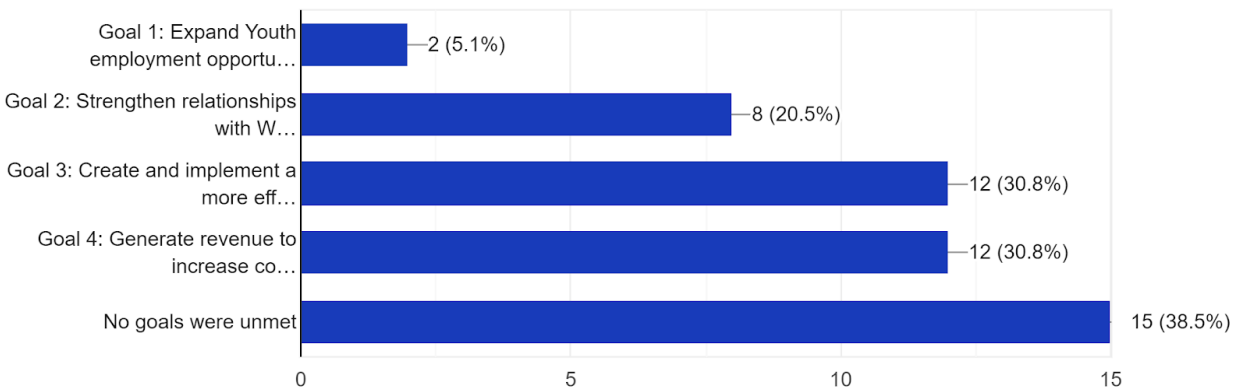
What is one or more areas where we MET or EXCEEDED the goals of our current strategic plan?

39 responses



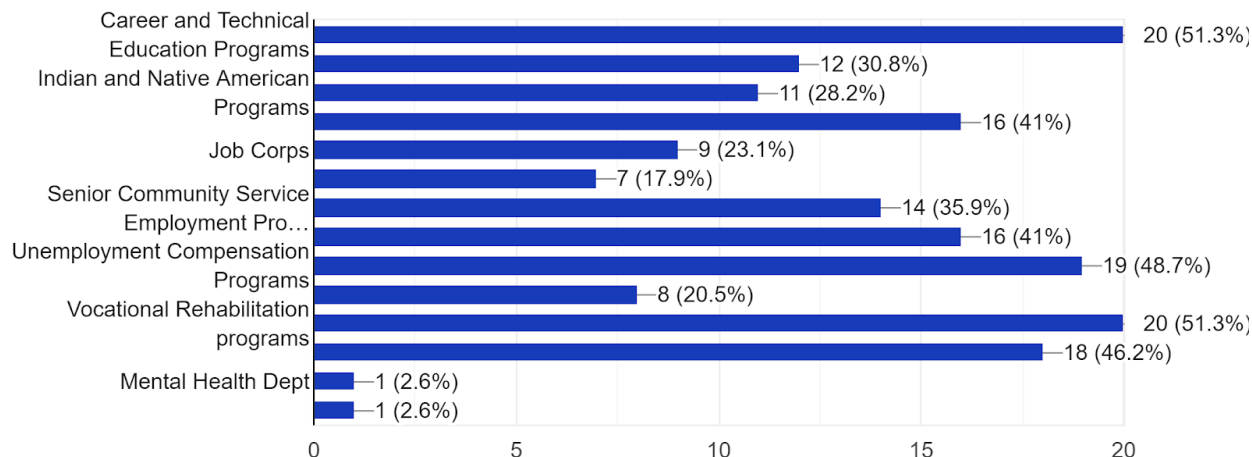
What is one or more areas of IMPROVEMENT where goals were NOT MET?

39 responses



Which one-stop partners would you most like to increase our working relationship with?

39 responses



**Please provide any additional comments to the above question about MEETING or EXCEEDING our strategic plan goals:**

I feel that we have made progress on all of these goals and have continued to grow and innovate the way we operate to meet the needs of our community as best we can.

I am unaware of the results of Goal 4.

I think we would have met or exceeded goal 1 if COVID had not impacted the ability for youth to obtain employment.

YEP/HYPE has been one of the greatest successes I've seen in my few years at the Workforce Center. I also think we do what we can, given our mandated limitations, in communicating information about our services. I'd say we met that goal.

I would like to see more marketing efforts to give the public more information about our services.

The Workforce Alliance is recognized by the State and other LA as having excellent skills in applying for and administering "outside" grant funding.

Since I am not aware of if these goals were achieved or not, I cannot add anything else

1. we have a good youth program with Stacy and Aliex's teams and did a lot of workshops. The wind surge job fair was really great even though baseball was cancelled due to covid. 2. Tisha has done more engagement with partners during Friday morning meetings was seen and through different partners offering services from the workforce center. It was great when George and Keith got the UI reps to help job seekers in person at the Wichita Office after Spirit layoffs. 3. the new website and more social media is good. The Workforce Center was featured on the TV news and in the newspaper a lot, especially in the last 8 months. 4. We have gotten a lot of extra grants this year like the NEG grant.

I believe we have exceeded all the above noted goals.

Having Friday meetings with partners around the community helps to keep everyone informed about things going on within the community. And also all the open reach that the Youth program does helps to put the youth into great job opportunities.

I feel as though we barely met the goal to strengthen our relationships with WIOA partners

**Please provide any additional comments to the above question about NOT MEETING our strategic plan goals:**

This goal may have been met, but I do not believe we were provided information on if it was.

There seems to be a long way to go in fostering real partnerships among our mandated partners (and beyond). We clearly have some very strong ties to some businesses in the community, but when it comes to working with other organizations there seems to be a wall of what we're willing to do.

I am not sure about Goal 4. I was unaware that we are a for profit organization.

Community organization partnerships with organizations in Sedgwick County have been strengthened through the 5th morning breakfasts and other networking Tisha has done with partners. Relationships with employers, schools, and organizations in other service counties have diminished.

I am uncertain

We have got to figure out a way to more effectively engage our partners and work cooperatively rather than competitively.

There was progress on all areas, nothing was unmet. I am really proud to work here/

I would say find other ways to help people to be more successful while getting training maybe have them do on the job training for a job before having them go through training for a specific career so they know what they are going to do and they can be successful in achieving their goals and actually doing something they will like to do. Also have more ways to know which type of industries are hiring and what is demand so these businesses can get more candidates to apply and be successful in these industries.

I don't know any way that the WFC generates income, so I am not clear on that goal. I am aware that Alliance for SCK does work on obtaining grant funds, but I would not consider that revenue

### **What is a strategic initiative(s) or project(s) which you think the organization should take on for the 2020-2022 strategic plan?**

Strengthen our relationships with the businesses in our community so that they are more engaged with our services and able to connect them to more qualified job seekers

Training: Actively help our team to develop and grow professional and personally at all levels of hierarchy: Train people in best practices

Staying healthy!

Strengthening partnerships should probably remain one of the goals moving forward. I'm not sure if it's applicable, but increasing retention within the workforce center is something that should be considered. Creating a satisfied, dare I say happy, internal workforce means it's more likely that staff will be a means of publicity outside the organization.

Public awareness build more traffic flow to the workforce center.

Business Services - developing and improving relationships in all service counties. We should have more employers using our services and facilities. We need to provide more OJT, IWT, and RA funding to help promote economic development.

Efficient delivery of services.

Expanding & Increasing Awareness of how to Conduct a Job Search with the Current Technology - such as basic keyboard/computer use, job search websites and apps, resumes, video chatting etc.

I am not sure and honestly do not have time to consider to this topic at this time

1. Develop a more cooperative and streamlined partner process that more efficiently serves our mutual customers.
2. Diversify the local economy through the expansion and support of industry clusters with high growth potential.
3. Improve and expand services to the most vulnerable and barrier-laden members of our community.
4. Improve internal and external communication to facilitate more effective processes.

Social justice

The future of Workforce Services when going through a Pandemic

JVSG Services

Racial equity inclusion and strategically approach broadening virtual services

To keep a strong footprint in virtual services and social media to promote services

Difficult to say with uncertainty of pandemic.

Establishing a good contact for all training providers that will be willing and able to secure and provide training updates, grades, credentials so that staff can easily access this information if clients drop contact or refuse to provide. We still have training providers that do not comply with their MOU stating that this information will be accessible to staff.

creating more jobs for the workforce center, bring in more companies to be served

More projects that help people who have criminal backgrounds.

communication, inclusion of all shareholders in decision making and policy changes (WFC staff, management, partners, board members, etc.)

### **For the question above, why did you select the partner program(s) that you selected?**

I was not even aware there was a HUD Employment and Training Program and the National Farmworker Jobs Program I have been learning about more recently but know that our efforts have fallen short in the past

I believe them to be the most important top 6 out of all options provided especially mental health due to the current issues.

All programs are important & affect different segments of our total population & we should always be working on/increasing/improving our working relationships.

Every organization/program marked above is one that customers would benefit from. We have customers who come in daily who could benefit from one or more of the selected programs. Increasing our partnership would

hopefully also increase staff's knowledge of the program and would help bridge the gap for staff, allowing them to confidently make more outside referrals.

A lot of customers don't realize this is a service

They are the programs I feel we've had the least interaction with in recent years.

I think it would be really helpful if we could assist customers with working toward their GED in the Adult program.

It seems like it would be easiest to create a pipeline of customers between our organizations.

I feel there is a great need for expansion of this program in our area.

Programs who are mostly co-located and/or serve a large number of customers.

Access to the most diverse clients and needs and bigger impact on community as a whole.

These are the Services that I feel best suit our clients needs

Increase awareness of these programs

I have not had the opportunity to work with the above much and do not want to miss any opportunities for any of my clients due to lack of knowledge.

Everyone needs to work together and be aware of everyone else's services they provide.

Because I believe it would very very beneficial to our clients

I feel that these areas dont get as much attention as the others.

The City of Wichita has received substantial funding, partnering with them to provide employment services to the people enrolled in their Housing programs would be beneficial.

These programs serve the most in need populations and we do not have them actively engaged with us at this time.

it was helpful when they were onsite, people have a lot of UI questions that we cant answer. Wish they were in person all the time

customer coming in for those services

They are crucial services that our community needs the most.

There have been an increase in UI claims, so a better partnership with them would be helpful to the UI claimants in our area. CTE programs should be celebrated as career pathway options, and hopefully partner with registered apprenticeship programs in the region.

With the uncertainty of job security in aviation we need to ensure options for those affected by these layoffs.

More seniors will need jobs in retirement due to economic conditions caused by Covid. VR, in my experience is a little known program that is needed by my. Maybe our organization can increase awareness.

We have needed to strengthen our partnership with TANF & DCF for some time now, we have tried multiple strategies to try and strengthen this, but it always seems to fall on deaf ears

More direct Unemployment support would be outstanding. Having a VR staff in house would also greatly improve access to those services for those that are eligible.

To educate/train/develop a workforce to keep up with industry needs

I think these programs are going to need more attention

These are all programs that will especially help those impacted by the pandemic.

I feel that we are these partners line up the best with the needs of our customers. Maybe partnering with UI would be helpful but I just spent the last 6 months telling people that "we are not the unemployment office" which may add to the overall confusion.

Obtain more information to gain valuable insight on how to better serve our customers

We need to have better access to UI program systems / wage information to better our performance outcomes.

Increase the number of short term vocational / technical / apprenticeship / OJT opportunities to get clients back into the workforce faster with skilled labor opportunities. However, training facilities must be willing to provided the required performance information (attendance records, performance reviews, credentials / certificates).

Customers often access these community-based services in conjunction with Workforce Center Services

I think we need more work with these groups as for jobs and services

Very hard to serve clientele, but education, training and soft skills are vital to transitioning off services.

Because these programs are crucial because these are a lot of the barriers we see in the workforce. These are crucial in making someone's life better and successful.

Services I like to learn more about

because I know the least about these programs and I believe they could benefit my clients

## With the current economic crisis, what suggestions do you have to improve the quality of service to our customers?

I think once it is safe for our staff to provide in person services it would be ideal to be able to continue offering virtual and in person by appointments only. In the past with walk-in only I feel it increased frustration for clients to wait and increased the stress of the staff and they felt rushed to get to the next person.

FaceBook Live, update websites with more information such as job fairs, and upgrade on the resume builder on KW that have job duties to select provided and user friendly, or could it be provided on the workforce website

Be everywhere - increasing visibility so that everyone who NEEDS us can find us - being available... online, in person, at events - increase the knowledge-base of the staff to be able to assist the Customer with meeting their needs either with direct help or legitimate, responsive referrals to agencies that will step up.

Continue to have ongoing education to staff so that they stay up to date with processes and procedures. To assist customers with no access to computers/internet or the knowledge of how to use the internet, have a designated "computer lab" set of hours (maybe 3 hours total daily since that is the usual computer limit) so that they can sign up in advance and use a computer. However, social distancing would need to continue to happen so assistance would be minimal.

There needs to be more communication between the Department of Labor and Workforce Centers, especially if they require tasks to be completed by recipients at our centers.

I think virtual service hours could be expanded and provide more flexibility for both customers and some employees with children at home or who will be balancing home school and work this fall.

I believe more case managers are needed to assist the number of clients wanting to enroll in training.

Truly creating a network or web of assistance for people in need. Prior to our move to New Leaf, we had co-located partners which streamlined processes for our customers. "Oh, you have questions about your TANF or SNAP application, no problem, we'll see if So and So is available." Rather than now, " You have questions about your TANF or SNAP application? Well, here's a number you can call and wait to try to talk to someone." Not very helpful.

Currently, I think a UI representative would be most helpful, but if we could get a direct line to someone at DCF, that would be huge as well.

Training and Education programs to better equip our job seekers in finding employment.

Continue to offer virtual services options to customers (Virtual face to face meetings, YouTube Workshop videos, employer applications in a locked PDF document or through DocuSign, etc.) even after times return to "normal". We

may need to invest in more paid subscriptions to some of the virtual platforms for more TA and not bound by time constraints.

Continue to build up virtual services and engage in online communications to clients, partners, and providers.

Increase the budget so information and services can be advertised more

Virtually for the time being

Phone services connection can be an issue. When working remotely, CISCO Jabber phone will not let us call out, using \*67 may cause many clients to not answer a blocked/unrecognized phone number delaying services/appointments etc.

Continue to expand our virtual services for small group workshops for more interaction with clients to provide real time questions and answer opportunities.

Try our darndest to have in-person services available at the WFC in the safest way possible.

Have money in place that would allow our customers approved for programs such as DW and TAA to download a legit document scanning and signing program so that the quality of paperwork being sent to the case manager, would most likely, significantly improve

I think we are all doing a great job and thinking outside the box in finding ways to be assistance to our customers/community due to Covid.

Appointments in 30 minute blocks not 1 hour. If we can alleviate some of the stress, that is great. Until the dust settles in someday, assisting people as expediently and thoroughly as possible is the best way to serve. The people we serve as well as the employers we serve will be under increasing stress, anything we can do to expedite the services we provide could help with that stress.

Develop a clear standard for technology skills and then only hire people with adequate technology skills, existing staff must get up-to-speed on technology and become comfortable with the virtual landscape, send them to classes if necessary, communicate more clearly about the services our community partners can offer even when we can't

We are doing a good job helping people through this crisis of covid. I am proud to work here. I just dot know what comes next.

Having multiple ways to communicate with customer, virtual platforms, phone, email

More online training.

More utilization of video conferencing, potentially hosting webinars to increase engagement with customers.

Recorded video presentations are great so people can access them anytime, but I think webinars would also be helpful so people can ask questions real-time.

Keep doing what we are doing offering our services virtually to protect both employees and customers.

Provide as much information and direction as possible to available assistance programs. Timely response to inquiries from job seekers.

I feel like virtual services are working great, however there are challenges with individuals that are not technology savvy. I think having continued workshops and services to assist these individuals will be helpful for the current crisis and in the future, as this will help them to navigate virtual job fairs and ultimately gain more marketable skills for employment and beyond.

Feels like we are doing everything we can. Appreciate all the efforts.

Communication and marketing available services through social media and regional community partners

Just being as available as we possibly can and getting information out to them

Increase supportive service limits.

Making sure that we're asking customers and getting feedback from them in regards to the services they received.

Continue to assess on going community needs and identify the most safest methods to serve our customers in a realistic and timely manner.

Better communication with clients and training facilities to ease the enrollment process.

Safe practices to increase face-to-face contact with customers

even when we open our doors to continue with virtual services for those that have no transportation or compromised health conditions

Continue with virtual services as much as possible; for those who cannot engage virtually, provide scheduled in person services.

Maybe have a couple days set out for customers who have barriers and need more assistance to find employment to come in and get the assistance they need.

availability

Provide computer access to our clients without digital devices. Many employer application programs are not compatible with smart phones. The library is the only other option for computer use. Collaborate with the Library on how they are maximizing client safety while providing this service.

## About the Strategic Planning Facilitator



### THE ODENTHAL GROUP, LLC

***Strategy, Talent, and Technology Solutions for Workforce and Economic Development***

**Website:** [www.odenthalgroup.com](http://www.odenthalgroup.com)

**Email:** [stan@odenthalgroup.com](mailto:stan@odenthalgroup.com)

The Odenthal Group is building talent solutions to enhance how workforce development and economic development activities are implemented at the local, state, and national level. We offer strategic planning services, program evaluation, technical writing, and customized training programs for local workforce boards and economic development groups.

The Odenthal Group was formed in July 2019 by Stan Odenthal. Stan has over a decade of state government experience, including previously holding two executive-level positions with state government agencies. Prior to starting the Odenthal Group, Stan was the Director of the Office of Employment and Training with the Nebraska Department of Labor. He was also previously the Executive Director for the Nebraska Equal Opportunity Commission.



Stan Odenthal

Stan has extensive experience in bringing together and skillfully facilitating collaborative projects amongst multiple stakeholders, including government agencies, secondary schools, institutions of higher education, local governments, chambers of commerce, and individual businesses for a common purpose to move things forward. Stan holds a J.D. from the University of Nebraska College of Law, an M.A. in Political Science from the University of Nebraska Lincoln and a B.A. in History and Political Science from Weber State University.



WORKFORCE

The Odenthal Group has a team of partnering consultants with extensive experience and high level knowledge in the areas of workforce development, education, information technology, and economic development. Additionally, the Odenthal Group owns and operates workforceKO ([www.workforceKO.com](http://www.workforceKO.com)), a website which offers on-demand classes, and connects workforce and economic development groups with the resources, news, and training tools they need to have a bigger impact

in the work they do on a daily basis.



# **Virtual Sessions Full Report**

## **Strategic Plan 2020-2022**

**Workforce Alliance of South Central Kansas**

Prepared By:



THE ODENTHAL GROUP, LLC

The Odenthal Group, LLC  
285 South 68th Street Place Suite 316  
Lincoln, NE 68510  
[www.OdenthalGroup.com](http://www.OdenthalGroup.com)

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## Introduction and Background

In early 2020, the Workforce Alliance (WA) of South Central Kansas commenced a strategic planning process leading to a two-year plan for the local workforce development area. As part of this planning process, Workforce Alliance partnered with The Odenthal Group to develop the written plan and facilitate a number of virtual conversations on specific employment and training topics. During these facilitated sessions, WA prioritized hearing from as many stakeholders, workforce partners, and board members as possible. Through this high-level of participation, input, unique perspectives, and enthusiasm, WA has been able to create strategic plan goals that are truly reflective of the needs of the local workforce development area, its businesses, and its job-seekers.

This report includes the information gathered from the virtual strategic planning sessions. It includes the information presented, polling questions and results, discussion topics, notes from the group discussions, and attendance from the meetings.

## About Workforce Alliance of South Central Kansas



**Mission:** *"Growing the regional economy through a skilled workforce"*

**Vision:** *"Supporting and advancing a competitive workforce in South Central Kansas"*

**Website:** [www.workforce-ks.com](http://www.workforce-ks.com)

The Workforce Alliance of South Central Kansas (WA) serves as the Local Workforce Development Board (LWDB) for a six county region, including Wichita, the largest city in Kansas. The WA operates three American Job Centers (AJCs), serving 50,000 job seekers and 750 employers annually. These centers are located in El Dorado, Wellington, and Wichita. The primary function of the LWDB is to ensure that workforce funds and operations are invested in workforce development activities that address the needs of employers and job seekers in South Central Kansas.

The WA was incorporated as a nonprofit in March of 2000. It is the administrative entity and program administrator for several of the U.S Department of Labor's (USDOL) Employment and Training programs serving South Central Kansas. The WA has operated job training programs funded under the Workforce Investment Act (WIA) and the Workforce Innovation and Opportunity Act (WIOA) for over a decade. The WA manages or has managed National Emergency Grants, a Health Profession Opportunity Grant, Social Innovation Funds, National Fund for Workforce Solutions grants, local government funding, economic development grants, state grants, corporate investments, and private nonprofit/foundation grants, and revenue generated from fee for service activities.



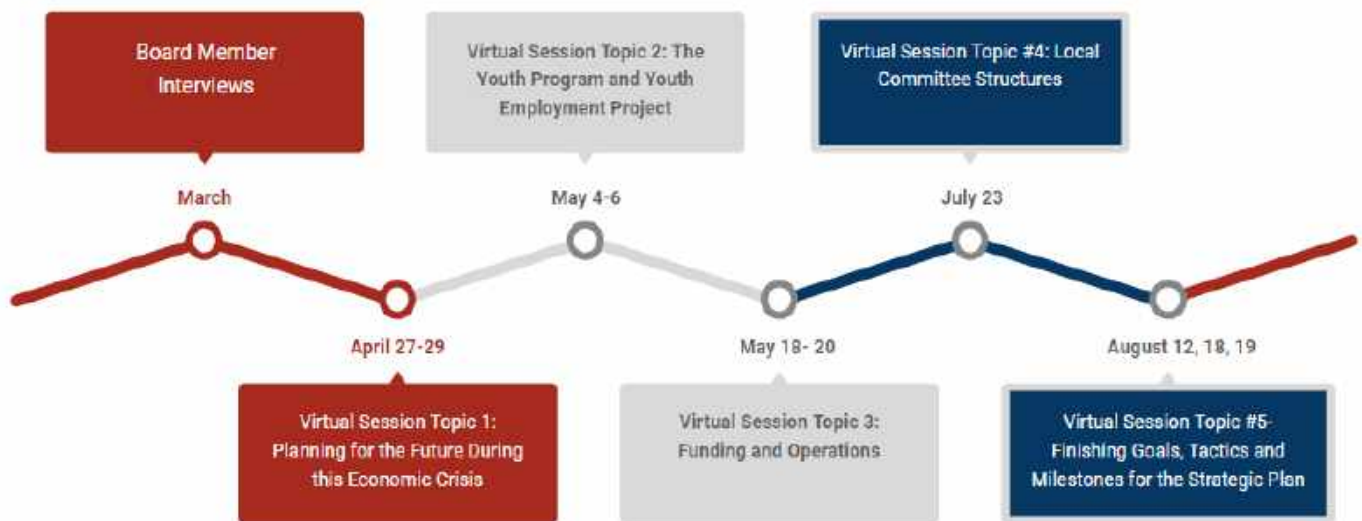
The WA has been recognized as a high performing LWDB and received exemplary practices recognition for grant management, fiscal and monitoring, case management, innovative collaboration with employers, use of Earn and Learn Models/Apprenticeships, and work within sector strategies. The WA has experience in consultation, fiscal management, collecting, monitoring, and reporting participant data as required by the USDOL, including training and placement activities for multimillion dollar grant programs. Other entities that have utilized the WA's expertise for contractual consultation include USDOL, Maher & Maher, National Association of Workforce Boards, Federal Reserve Bank of Kansas City, Geographic Solutions, and Jobs for the Future.

## Process and Methodology

### Timeline of Events

The WA and the Odenthal Group worked closely together to develop a series of video conferencing events that would address several topic areas deemed to be the most relevant for providing input in the strategic planning needs of WA. Several planning meetings were held between March and April 2020, including during meetings of the Executive Committee of the workforce board, in order to develop the format, topics, and the content for these sessions. Originally, these stakeholder meetings were planned to be in-person meetings to gather the input, but due to the COVID-19 crisis, an adjustment was made to present the topics by video conference in multiple sessions in order to accommodate the most partner and board feedback possible.

## Strategic Planning Timeline of Events



Initially three primary topics were scheduled for the months of April and May. Those topics included the following:

1. **Planning for the Future During the Economic Crisis;**
2. **The Youth Program and Youth Employment Project; and**

### 3. Funding and Operations.



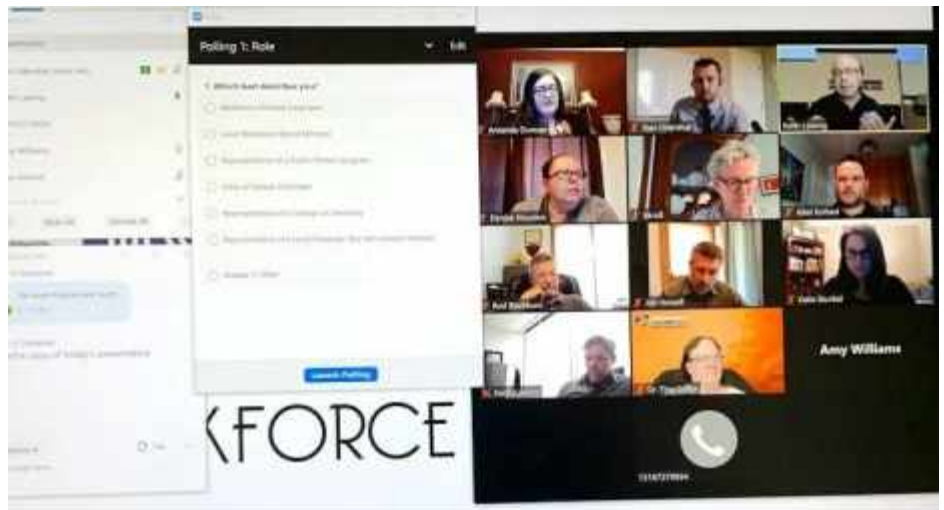
Virtual Strategic Planning Session

Each topic was presented in three virtual sessions, each approximately 1 hour and 30 minutes in length. Board members and other stakeholders were asked to register for one session for each topic. The format of each session included WA providing background information on the topic being discussed. Polling questions were utilized to gather instant feedback from participants on various subtopics related to the topic being discussed. Additionally, each session featured approximately 2-5 subtopic discussion questions.

Information and feedback was documented during these sessions through recording each session, note taking, as well as polling results. Upon completion of these sessions, the information was presented to the Executive Committee as well as the senior leadership team at WA. It was determined that for most accurate stakeholder and board member

input to the polling questions, we should remove the survey answers from WA's staff on most of the questions. These changes have been notated on all poll results.

Two additional topics were added after completing the initial three topic areas. These two topic areas were decided upon after similar consultation between the strategic planner, the Executive Committee, and senior leadership at WA. The two topics included:



Virtual Strategic Planning Session and Polling Question

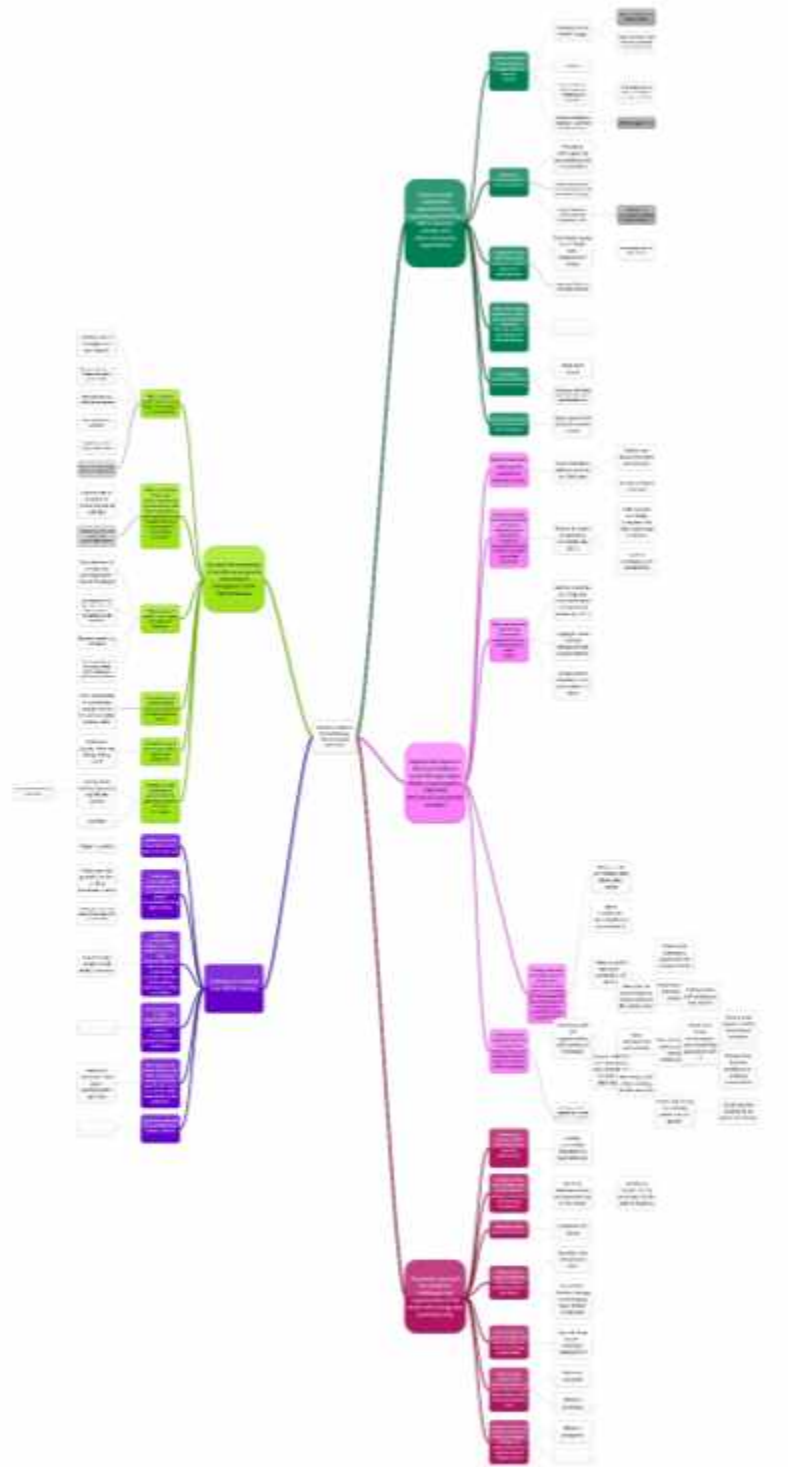
#### 4. Local Committee Structures

#### 5. Finishing Goals, Tactics, and Milestones for the Strategic Plan

The two topics were presented slightly differently than the original three. For the discussion related to local committee structures, only one session was held. The facilitator (Stan Odenthal) researched local workforce board committees structures from surrounding states and presented the information to the session's participants in the format of a comparative analysis. A conversation about

the board's existing committee structures was held during the session after the information was presented.




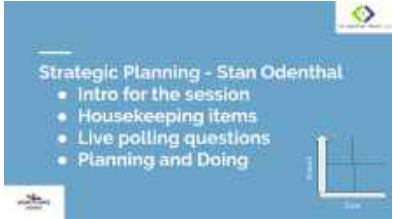





The final topic related to the finalizing the goals, tactics and milestones for the strategic plan. For this topic, three virtual sessions were held with board members and other stakeholders signing up to participate in one of the sessions. Each of the goals and tactics were reviewed with the participants. As each was reviewed, an attempt was made to identify smaller objectives, milestones, or timelines using mind mapping software.



Mind Mapping Exercise to Identify Milestones, Timelines, and Objectives. See the Appendix for high-resolution PDF version of this Mind Map.

## Topic 1 - Planning for the Future During this Economic Crisis

### Presentation Slides - Topic 1

Presentation Slides		
 <p><b>Planning for the Future during this Economic Crisis</b> Strategic Planning Topic #1 www.waalliance.com</p>	 <p><b>Welcome - Keith Lawing</b></p> <ul style="list-style-type: none"> <li>Defining the topic</li> <li>Please introduce yourself in the chat area</li> </ul>	 <p><b>Background - Amanda Duncan</b></p> <ul style="list-style-type: none"> <li>Overview of the topic</li> <li>Background of Efforts</li> </ul>
 <p><b>Strategic Planning - Stan Odenthal</b></p> <ul style="list-style-type: none"> <li>Intro for the session</li> <li>Housekeeping items</li> <li>Live polling questions</li> <li>Planning and Doing</li> </ul>	 <p><b>Subtopic #1</b></p> <p>What is the role of the workforce board during this trying time?</p> <p>Poling Question:</p> <p>Strategic and Goals (What are we really looking for?) (What do we need to do?)</p> <p>Best practice for Success</p> <p>Level of Difficulty</p> <p>Implementation Timeline (How are we going to do it?)</p> <p>Measuring Success</p>	 <p><b>Subtopic #2</b></p> <p>What are the pillars of the future and how do we start preparing individuals for training in those fields?</p> <p>Poling Question:</p> <p>Technology and Clouds</p> <p>Current Market</p> <p>Next Generation Skills</p> <p>Current Difficulty</p> <p>Implementation Timeline</p> <p>Measuring Success</p>
 <p><b>Subtopic #3</b></p> <p>What opportunities are there to improve the delivery of services at our centers during this time?</p> <p>Poling Question:</p> <p>Technology and Clouds</p> <p>Current Market</p> <p>Next Generation Skills</p> <p>Current Difficulty</p> <p>Implementation Timeline</p> <p>Measuring Success</p>	 <p><b>Subtopic #4</b></p> <p>What considerations and plans are needed to be strengthened as well as established to help move things forward?</p> <p>Poling Question:</p> <p>Technology and Clouds</p> <p>Current Market</p> <p>Next Generation Skills</p> <p>Current Difficulty</p> <p>Implementation Timeline</p> <p>Measuring Success</p>	 <p><b>Next Steps and Additional Sessions</b></p> <p>Topic 1: Planning for the Future During this Economic Crisis</p> <ul style="list-style-type: none"> <li>Topic 1: Planning for the Future During this Economic Crisis</li> <li>Topic 2: The Youth Program and Youth Development Program</li> <li>Topic 3: Training and Employment Strategy</li> </ul> <p>Topic 1: Planning for the Future During this Economic Crisis</p> <ul style="list-style-type: none"> <li>Topic 1: Planning for the Future During this Economic Crisis</li> <li>Topic 2: The Youth Program and Youth Development Program</li> <li>Topic 3: Training and Employment Strategy</li> </ul>

## Poll Questions and Results - Topic 1

Poll Questions and Results		
4/27/2020	4/28/2020	4/29/2020
<b>Question 1: Which best describes you?</b>  Workforce Alliance Employee <b>(2)</b> Local Workforce Board Member <b>(4)</b> Representative of a Public Partner program State of Kansas Employee Representative of a College or University <b>(1)</b> Representative of a Local Employer (but not a board member) Other	<b>Question 1: Which best describes you?</b>  Workforce Alliance Employee <b>(5)</b> Local Workforce Board Member <b>(2)</b> Representative of a Public Partner program <b>(1)</b> State of Kansas Employee Representative of a College or University Representative of a Local Employer (but not a board member) Other	<b>Question 1: Which best describes you?</b>  Workforce Alliance Employee <b>(4)</b> Local Workforce Board Member <b>(2)</b> Representative of a Public Partner program State of Kansas Employee <b>(2)</b> Representative of a College or University <b>(1)</b> Representative of a Local Employer (but not a board member) Other
<b>Question 2: How prepared are we to help job-seekers get the skills needed to meet employer demands of the future?*</b>  Very Prepared <b>(1)</b> Mostly Prepared <b>(4)</b> Somewhere in the Middle <b>(1)</b> We Have a Way to Go	<b>Question 2: How prepared are we to help job-seekers get the skills needed to meet employer demands of the future?*</b>  Very Prepared Mostly Prepared <b>(2)</b> Somewhere in the Middle <b>(1)</b> We Have a Way to Go <b>(1)</b>	<b>Question 2: How prepared are we to help job-seekers get the skills needed to meet employer demands of the future?*</b>  Very Prepared <b>(1)</b> Mostly Prepared <b>(2)</b> Somewhere in the Middle <b>(1)</b> We Have a Way to Go

Not at all Prepared	Not at all Prepared	Not at all Prepared
<b>Question 3: How well do our workforce centers connect with job-seekers?*</b> Extremely well (1) Moderately well (2) Somewhere in the middle (1) We need some improvement (1) We need some major improvement	<b>Question 3: How well do our workforce centers connect with job-seekers?*</b> Extremely well (1) Moderately well (1) Somewhere in the middle (1) We need some improvement We need some major improvement	<b>Question 3: How well do our workforce centers connect with job-seekers?*</b> Extremely well (2) Moderately well (3) Somewhere in the middle We need some improvement We need some major improvement
<b>Question 4: How well do our workforce centers connect with employers?*</b> Extremely well (1) Moderately well (2) Somewhere in the middle We need some improvement (2) We need some major improvement	<b>Question 4: How well do our workforce centers connect with employers?*</b> Extremely well Moderately well (2) Somewhere in the middle (2) We need some improvement (1) We need some major improvement	<b>Question 4: How well do our workforce centers connect with employers?*</b> Extremely well (1) Moderately well (1) Somewhere in the middle (3) We need some improvement We need some major improvement

\* Indicates that Workforce Alliance employee answers have been removed from results

## Notes, Goals, and Strategies - Topic 1



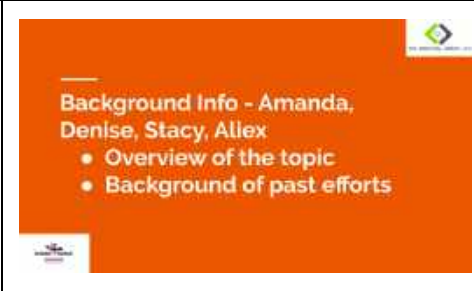






<b>Notes, Goals, Strategies</b>		
<b>4/27/2020</b>	<b>4/28/2020</b>	<b>4/29/2020</b>
<p><b>What is the role of the workforce board during this trying time?</b></p> <ul style="list-style-type: none"> <li>Thinking outside the box during time crunch</li> <li>Focusing on securing adequate funding</li> <li>Bringing perspective from the business world</li> <li>Bringing information to the table</li> <li>Having a voice from education at the table</li> <li>Defining training needs through sector perspectives</li> <li>Finding opportunities to partner</li> <li>Bringing expertise from own areas</li> </ul>	<p><b>What is the role of the workforce board during this trying time?</b></p> <ul style="list-style-type: none"> <li>Getting younger people into the workforce</li> <li>Helping people become more aware of the services</li> <li>Connecting with sectors and industries</li> <li>Helping the board and organization get more effective</li> <li>Bringing an industry specific perspective</li> <li>Networking in the community</li> </ul>	<p><b>What is the role of the workforce board during this trying time?</b></p> <ul style="list-style-type: none"> <li>The board has consistently been way ahead of the game</li> <li>The board needs to be action-oriented</li> <li>Moving barriers out of the way of success</li> <li>The board is more proactive than other boards</li> <li>Ensuring inclusivity</li> <li>Not being afraid to lead</li> <li>Looking at what other boards from around the country are doing</li> <li>Finding the true pulse of what is happening</li> <li>Getting information and keeping informed</li> <li>Staying up to date on COVID-19 impact</li> </ul>
<p><b>What are the jobs of the future and how do we start preparing individuals for training in those fields?</b></p> <ul style="list-style-type: none"> <li>Need the best labor market data possible</li> <li>Improving partnerships with Advisory Councils from colleges</li> <li>Becoming better informed about conversations happening at colleges</li> </ul>	<p><b>What are the jobs of the future and how do we start preparing individuals for training in those fields?</b></p> <ul style="list-style-type: none"> <li>Health Care</li> <li>Finding the right data and making it visible</li> <li>Creating the right pathways for young people</li> <li>Tracking the impacts of programs</li> </ul>	<p><b>What are the jobs of the future and how do we start preparing individuals for training in those fields?</b></p> <ul style="list-style-type: none"> <li>Technology is going to drive the jobs of the future</li> <li>Understanding how people will work and what the work environment will be like.</li> <li>What is the new norm?</li> </ul>

<ul style="list-style-type: none"> <li>• Strategically integrate workforce board with advisory councils</li> <li>• Identify top tier industries</li> <li>• Identify bullet proof occupations</li> <li>• Getting people in the right training pipeline</li> <li>• Better data from colleges</li> <li>• Better partnerships with school districts</li> <li>• Pulling people together to talk about the jobs of the future</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing data effectively</li> <li>• Retooling in the jobs that some people may have ruled out</li> <li>• Highlight programs and employment opportunities that are growing</li> <li>• Not losing focus on Adults, especially those in their 20s and 30s.</li> <li>• Adding more learning opportunities and marketing to Youth programs</li> <li>• Reducing red tape to allow for more learning opportunities</li> <li>• Earn and Learn models</li> <li>• Taking workforce and labor market topics to the world</li> <li>• Speaking a common language across industry sectors</li> <li>• Improving visibility/branding of programs</li> <li>• Deliberate approach to careers</li> <li>• Virtual learning opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Registered Apprenticeship programs</li> <li>• Strategic planning</li> <li>• Marketing</li> <li>• Customized training</li> <li>• Connecting with advisory councils and having regular meetings</li> <li>• Putting a list together of already established participation with advisory councils</li> <li>• Getting meeting minutes and notes from advisory councils</li> <li>• Pulling academic leaders and business leaders together for regular meetings</li> </ul>
<p><b>What opportunities are there to improve the delivery of services at our centers during this time?</b></p> <ul style="list-style-type: none"> <li>• Continue upgrading technology</li> <li>• Being proactive and not reactive</li> <li>• Building better training programs by capitalizing on the skills people already have</li> <li>• Building on-the-job training programs</li> <li>• Improving marketing</li> <li>• Focusing on Entrepreneurship</li> <li>• Finding better connections</li> </ul>	<p><b>What opportunities are there to improve the delivery of services at our centers during this time?</b></p> <ul style="list-style-type: none"> <li>• Self-sustaining programs</li> <li>• Improved visibility of our office locations</li> <li>• Improving business services</li> <li>• Connecting with economic development</li> <li>• Cultivate partner relationships</li> <li>• Marketing</li> <li>• Networking, relationships and connections</li> </ul>	<p><b>What opportunities are there to improve the delivery of services at our centers during this time?</b></p> <ul style="list-style-type: none"> <li>• Already working to improve technology available to customers</li> <li>• YouTube workshops</li> <li>• Virtual orientations</li> <li>• Continuing to improve technology to reach all service counties</li> <li>• Finding ways to better serve individuals with disabilities</li> <li>• Bridging the digital divide and investing in technology resources</li> </ul>

<ul style="list-style-type: none"><li>with the retail sector</li><li>• Virtual service delivery and pop-up office locations</li><li>• Jackson-Hewitt model with little booths in high traffic areas</li></ul>		<ul style="list-style-type: none"><li>• Making available WiFi access and hotspots from the parking lot</li><li>• Using Google Classroom</li><li>• Finding ways to connect with companies in rural areas and help them keep their businesses open</li></ul>
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## Topic 2 - The Youth Program and Youth Employment Project

### Presentation Slides - Topic 2

Presentation Slides		
 <p>The Youth Program and Youth Employment Project</p> <p>Strategic Planning Topic #2</p> <p><a href="http://www.wiaofsk.com">www.wiaofsk.com</a></p> <p><a href="http://www.wiaofsk.com">www.wiaofsk.com</a></p>	 <p>Welcome - Keith Lawing/Jennifer Hughes</p> <ul style="list-style-type: none"> <li>Defining the topic</li> </ul>	 <p>Background Info - Amanda, Denise, Stacy, Alex</p> <ul style="list-style-type: none"> <li>Overview of the topic</li> <li>Background of past efforts</li> </ul>
 <p>Strategic Planning - Stan Odenthal</p> <ul style="list-style-type: none"> <li>Intro for the session</li> <li>Housekeeping items</li> <li>Live polling questions</li> <li>Planning and Doing</li> </ul>	 <p>Subtopic #1</p> <p>What is the role of the workforce board as it relates to youth education and career awareness?</p> <p>What have been the greatest successes of the Youth program?</p> <p>Strategies and Goals (What are we doing?)</p> <p>Level of Impact (What should we do?)</p> <p>Best Chance for Success</p> <p>Level of Difficulty</p> <p>Measurable and Timely (How are we going to do it?) Monitoring Success</p>	 <p>Subtopic #2</p> <p>How do we continue to build on the outcomes of the Youth Employment Project (YEP)?</p> <p>Strategies and Goals</p> <p>Level of Impact</p> <p>Best Chance for Success</p> <p>Level of Difficulty</p> <p>Measurable and Timely</p> <p>Monitoring Success</p>
 <p>Subtopic #3</p> <p>WIOA</p> <p>What opportunities are there to improve the WIOA Youth program?</p> <p>Strategies and Goals</p> <p>Level of Impact</p> <p>Best Chance for Success</p> <p>Level of Difficulty</p> <p>Measurable and Timely</p> <p>Monitoring Success</p>	 <p>Subtopic #4</p> <p>What relationships with partners need to be strengthened or established to help move things forward with the Youth program?</p> <p>Strategies and Goals</p> <p>Level of Impact</p> <p>Best Chance for Success</p> <p>Level of Difficulty</p> <p>Measurable and Timely</p> <p>Monitoring Success</p>	 <p>Next Steps and Additional Strategic Planning Sessions</p> <p>Topic 2: The Youth Program and Youth Employment Project</p> <ul style="list-style-type: none"> <li>WIOA at 100</li> <li>WIOA at 100</li> <li>WIOA at 100</li> </ul> <p>Topic 3: Funding and Operations (The 100)</p> <ul style="list-style-type: none"> <li>WIOA at 100</li> <li>WIOA at 100</li> <li>WIOA at 100</li> </ul>

## Poll Questions and Results - Topic 2

<b>Poll Questions and Results</b>		
<b>5/4/2020</b>	<b>5/5/2020</b>	<b>5/6/2020</b>
<p><b>Question 1: Which best describes you?</b></p> <p>Workforce Alliance Employee <b>(4)</b></p> <p>Local Workforce Board Member <b>(2)</b></p> <p>Representative of a Public Partner program <b>(1)</b></p> <p>State of Kansas Employee</p> <p>Representative of a College or University</p> <p>Representative of a Local Employer (but not a board member) <b>(1)</b></p> <p>Other <b>(1)</b></p>	<p><b>Question 1: Which best describes you?</b></p> <p>Workforce Alliance Employee <b>(3)</b></p> <p>Local Workforce Board Member <b>(2)</b></p> <p>Representative of a Public Partner program <b>(1)</b></p> <p>State of Kansas Employee</p> <p>Representative of a College or University</p> <p>Representative of a Local Employer (but not a board member)</p> <p>Other</p>	<p><b>Question 1: Which best describes you?</b></p> <p>Workforce Alliance Employee <b>(3)</b></p> <p>Local Workforce Board Member <b>(2)</b></p> <p>Representative of a Public Partner program</p> <p>State of Kansas Employee <b>(1)</b></p> <p>Representative of a College or University</p> <p>Representative of a Local Employer (but not a board member)</p> <p>Other</p>
<p><b>Question 2: For local workforce board members - how long have you been a member of the board?</b></p> <p>Less than a year <b>(1)</b></p> <p>1-3 years</p> <p>3-5 years</p> <p>5-10 years <b>(2)</b></p> <p>More than 10 years <b>(1)</b></p>	<p><b>Question 2: For local workforce board members - how long have you been a member of the board?</b></p> <p>Less than a year</p> <p>1-3 years <b>(1)</b></p> <p>3-5 years</p> <p>5-10 years</p> <p>More than 10 years <b>(2)</b></p>	<p><b>Question 2: For local workforce board members - how long have you been a member of the board?</b></p> <p>Less than a year</p> <p>1-3 years</p> <p>3-5 years</p> <p>5-10 years</p> <p>More than 10 years <b>(1)</b></p>

<b>Question 3: How familiar are you with the Youth Employment Project (YEP)?*</b> Extremely familiar (2) Very familiar Somewhere in the middle (4) I've heard of it, but don't know much I don't know anything about it	<b>Question 3: How familiar are you with the Youth Employment Project (YEP)?*</b> Extremely familiar Very familiar (1) Somewhere in the middle (1) I've heard of it, but don't know much (1) I don't know anything about it	<b>Question 3: How familiar are you with the Youth Employment Project (YEP)? (Not Asked)</b> Extremely familiar Very familiar Somewhere in the middle I've heard of it, but don't know much I don't know anything about it
<b>Question 4: What are the two or three most important elements of a youth work experience program?*</b> Leadership development opportunities Financial literacy learning opportunities Learning to show up on time (3) Getting along with others in the workplace (1) Learning job-specific skills (3) Learning about different industries or sectors (3) Learning time management skills Connecting workplace learning with classroom learning (3) Developing self-confidence (1) Networking and making connections for the future (3)	<b>Question 4: What are the two or three most important elements of a youth work experience program?*</b> Leadership development opportunities Financial literacy learning opportunities (2) Learning to show up on time (3) Getting along with others in the workplace (2) Learning job-specific skills (3) Learning about different industries or sectors Learning time management skills (1) Connecting workplace learning with classroom learning Developing self-confidence (1) Networking and making connections for the future	<b>Question 4: What are the two or three most important elements of a youth work experience program?*</b> Leadership development opportunities Financial literacy learning opportunities (1) Learning to show up on time (2) Getting along with others in the workplace (2) Learning job-specific skills (1) Learning about different industries or sectors (1) Learning time management skills (2) Connecting workplace learning with classroom learning Developing self-confidence (1) Networking and making connections for the future

\* Indicates that Workforce Alliance employee answers have been removed from results

## Notes, Goals, and Strategies - Topic 2











Notes, Goals, Strategies		
5/4/2020	5/5/2020	5/6/2020
<p><b>What is the role of the workforce board as it relates to youth education and career awareness and what have been the greatest successes of the Youth program?</b></p> <ul style="list-style-type: none"> <li>• Connect students at a younger age.</li> <li>• Career Awareness</li> <li>• Real world work experiences</li> <li>• Making the students aware of all the soft skills that are required</li> <li>• Workshops</li> <li>• Focus on attaining employment</li> <li>• Financial literacy</li> <li>• Getting the word out</li> <li>• Importance of the workshop and what work experience does for their resumes</li> <li>• Reaching out to employers</li> <li>• Success - Some of the students have returned to work full time for the company</li> <li>• Success - Students get put to work</li> <li>• Success Helps them develop better soft skills</li> <li>• Creating connections with older mentor</li> <li>• Well worth it for employers</li> </ul>	<p><b>What is the role of the workforce board as it relates to youth education and career awareness and what have been the greatest successes of the Youth program?</b></p> <ul style="list-style-type: none"> <li>• The board has had a lot of success with the youth programs</li> <li>• Project search is a good example of a successful program.</li> <li>• The youth program has been challenging each year</li> <li>• Some of the struggles include getting the involvement of youth and parents</li> <li>• How do we get the youth tied into the communities?</li> <li>• How do we make better connections?</li> <li>• Those not succeeding in school. They want to work, but don't know how.</li> <li>• Teaching kids what employers are looking for and what it's like to be a good employee</li> <li>• A lot of on-the-job training plant the seed and set up the foundations</li> <li>• Do some mentoring - life happens while they are</li> </ul>	<p><b>What is the role of the workforce board as it relates to youth education and career awareness and what have been the greatest successes of the Youth program?</b></p> <ul style="list-style-type: none"> <li>• 125 participants hired by the baseball team</li> <li>• Career exploration camps and career awareness</li> <li>• Piloted two session last summer</li> <li>• Pre-ETS is struggling to connect with youth right now to due to COVID-19</li> <li>• CPRF, DCF, Workforce Board - opportunity to move forward partnerships</li> <li>• Using Vermont model of service delivery for youth -</li> <li>• Common measures across programs</li> <li>• Mission is to work with individuals 16-24 year old out of school. Limited budgetary allowance for in-school youth.</li> <li>• Focusing on youth with disabilities - beyond WIOA</li> <li>• Help the youth - mentor training, become stronger leaders.</li> <li>• Focus on marketing and outreach to employers to help with hiring summer youth</li> <li>• Going into the schools -</li> </ul>

	<p>employed interrupt their daily schedule</p> <ul style="list-style-type: none"> <li>• It's a challenging piece</li> <li>• Family structure is important</li> </ul>	<p>but the message isn't getting to the parents</p> <ul style="list-style-type: none"> <li>• Reaching out to churches to help recruit</li> <li>• Camp HYPE - great opportunity to sponsor the program - allow our employees kids to take part in it. Reach out to some of the employees - saying that this program could help the kids of their employees.</li> <li>• Create videos to enhance program awareness</li> </ul>
<p><b>How do we continue to build on the outcomes of the Youth Employment Project (YEP)?</b></p> <ul style="list-style-type: none"> <li>• Improve soft skill stuff - critical component</li> <li>• Critical piece - learning to be responsible for someone else</li> <li>• Learning to call employers, learning to schedule time and be reliable.</li> <li>• Come to work, stay at work, integrate requirement in the classroom</li> <li>• Get out and work, learn those skills</li> <li>• Make more types of job opportunities available</li> <li>• Tell them straight up - what to expect from the real world</li> <li>• Students wearing suits, understanding that this is a job interview</li> <li>• Workshops are getting better - Employer stories - hiring youth - certificate and exceed expectations</li> <li>• It's good when employers are talking to the students</li> <li>• Soft Skills - just need to need show up on-time</li> <li>• Teaching appropriate dress</li> </ul>	<p><b>How do we continue to build on the outcomes of the Youth Employment Project (YEP)?</b></p> <ul style="list-style-type: none"> <li>• Keep trying to educate people on the program</li> <li>• Showing the value that comes from it</li> <li>• Finding the best recruitment strategies with high schools</li> <li>• Real healthy network</li> <li>• Social skills - no cost other than real estate</li> <li>• Highlighting milestones.</li> <li>• Seeing the success</li> <li>• Helping youth learn to get along with others</li> <li>• Showing up on time. Developing self-confidence</li> <li>• How to interact with people</li> <li>• Interact with an employer, getting some experience</li> <li>• Job-readiness - communication, many come not wanting to talk, non-threatening environment. Grow from it,</li> <li>• Financial literacy - money</li> </ul>	<p><b>How do we continue to build on the outcomes of the Youth Employment Project (YEP)?</b></p> <ul style="list-style-type: none"> <li>• Been in planning mode for the last six weeks</li> <li>• Cancelled in person workshops</li> <li>• Already moved workshops to Google Classroom</li> <li>• Creative ways to do the tour</li> <li>• Finding creative ways to do virtual tours</li> <li>• Replicating the camp hype to four sessions..</li> <li>• Public safety aspect - programs keep kids out of trouble</li> <li>• We need resources</li> <li>• Some type of marketing push needs to happen</li> <li>• See if employer will publish on social media</li> <li>• Tied in with the school district, extremely challenging when there is no school</li> <li>• TANF resources - targeting some of the local funds -</li> </ul>

<p>standards</p> <ul style="list-style-type: none"> <li>• Marketing - put something pretty simple together to take to employer and mention no cost to employers</li> <li>• Finding employer that is near where the student lives</li> <li>• Getting them to the work location is half the battle</li> <li>• Marketing to employer groups and chambers</li> <li>• Starting with the schools - finding students transitioning out of high school and getting referrals.</li> <li>• Selling all programs to an employer - expand across multiple areas.</li> <li>• Good relationships with manufacturers - run into stalemates with retail - speak with corporate and sometimes falls apart -</li> <li>• Serving younger youth</li> <li>• Value they receive from the program - some personal testimony to help promote the program</li> <li>• Social media - videos</li> <li>• Face to face connection</li> <li>• We should get some insurance professionals involved to help resolve issues of employing youth</li> <li>• Career camp opportunity - we know it's not a job. Treat it like a job. You have to apply, you have to have an interview</li> </ul>	<ul style="list-style-type: none"> <li>• What a paycheck means and how to budget?</li> <li>• Overcoming challenges that trip them up very early</li> <li>• Focusing on job-specific skills</li> <li>• Camp HYPE career and exploration for Freshman - week long class</li> <li>• Dress appropriately - put away phones</li> <li>• Videos and interviews with the companies</li> <li>• Serving more youth with this model</li> <li>• Essential videos, fast food</li> <li>• Grocery store and supply chain - many are asking them to be 18</li> <li>• Example given of food packaging for nonprofit to reinforce teamwork and have the feel of a real job as part of a different youth program</li> <li>• Better ways to partner with CTE program.</li> </ul>	
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## Topic 3 - Funding and Operations

### Presentation Slides - Topic 3

Presentation Slides		
 <p><b>Funding and Operations</b></p> <p>Strategic Planning Topic #3</p> <p><a href="https://www.wfakansas.org">www.wfakansas.org</a></p> <p><a href="https://www.southcentralkansas.com">www.southcentralkansas.com</a></p>	 <p><b>Welcome - Jennifer Hughes/Keith Lawing</b></p> <ul style="list-style-type: none"> <li>Defining the topic</li> </ul>	 <p><b>Background Info - Amanda and Chad</b></p> <ul style="list-style-type: none"> <li>Overview of the topic</li> <li>Background of past efforts</li> </ul>
 <p><b>Strategic Planning - Stan Odenthal</b></p> <ul style="list-style-type: none"> <li>Intro for the session</li> <li>Housekeeping items</li> <li>Live polling questions</li> <li>Planning and Doing</li> </ul>	 <p><b>Subtopic #1 Funding</b></p> <p>With the downward trend in WIOA formula dollars, the local area economies, what opportunities are there to improve funding?</p> <p>Strategies and Goals</p> <p>Level of Impact</p> <p>Best Chance for Success</p> <p>Level of Difficulty</p> <p>Measures and Timelines</p> <p>Measuring Success</p>	 <p><b>Subtopic #2 Funding</b></p> <p>What is the role of workforce board members in helping find and develop funding opportunities?</p> <p>Strategies and Goals</p> <p>Level of Impact</p> <p>Best Chance for Success</p> <p>Level of Difficulty</p> <p>Measures and Timelines</p> <p>Measuring Success</p>
 <p><b>Operations - Thinking about Purpose</b></p> <p>On May 19, 2020, South Central Kansas meeting, local workforce boards agreed to set the vision for what they believe should be the purpose of their workforce boards. The board members were asked to complete this exercise as a reflection of their vision for the future of their workforce boards.</p> <p>"Provide a strong workforce through collaborative activities to help grow and attract a competitive market."</p> <p>"A growing regional economy through a skilled and diverse workforce."</p> <p>"Improving today and tomorrow's workforce needs."</p> <p>"Supporting and advancing a competitive workforce and attracting new industries to Kansas by marketing our regional talent."</p> <p>"To model regional economy through a skilled workforce that attracts new industry."</p> <p>"A skilled, diverse economy driven by a global workforce, right enough to meet market demands."</p> <p>"Growing a competitive workforce to attract business and employment needs."</p>	 <p><b>Subtopic #3 Operations</b></p> <p>In what areas does Workforce Alliance have the biggest room for improvement of operations?</p> <p>What have we learned from the economic crisis and what can we carry forward?</p> <p>Strategies and Goals</p> <p>Level of Impact</p> <p>Best Chance for Success</p> <p>Level of Difficulty</p> <p>Measures and Timelines</p> <p>Measuring Success</p>	 <p><b>Subtopic #4</b></p> <p>What relationships with partners need to be strengthened or established to help move things forward with operations?</p> <p>Strategies and Goals</p> <p>Level of Impact</p> <p>Best Chance for Success</p> <p>Level of Difficulty</p> <p>Measures and Timelines</p> <p>Measuring Success</p>
 <p><b>Next Steps and Additional Strategic Planning Sessions</b></p> <p>Next Steps: Funding and Operations (Final)</p> <ul style="list-style-type: none"> <li>May 19, 2020, 10:00 AM</li> <li>May 19, 2020, 1:00 PM</li> <li>May 19, 2020, 4:00 PM</li> </ul>		

## Poll Questions and Results - Topic 3

<b>Poll Questions and Results</b>		
<b>5/18/2020</b>	<b>5/19/2020</b>	<b>5/20/2020</b>
<b>Question 1: Which best describes you?</b>  Workforce Alliance Employee <b>(4)</b> Local Workforce Board Member <b>(5)</b> Representative of a Public Partner program State of Kansas Employee <b>(1)</b> Representative of a College or University <b>(1)</b> Representative of a Local Employer (but not a board member) <b>(1)</b> Other <b>(1)</b>	<b>Question 1: Which best describes you?</b>  Workforce Alliance Employee <b>(3)</b> Local Workforce Board Member <b>(3)</b> Representative of a Public Partner program State of Kansas Employee Representative of a College or University Representative of a Local Employer (but not a board member) Other <b>(1)</b>	<b>Question 1: Which best describes you?</b>  Workforce Alliance Employee <b>(3)</b> Local Workforce Board Member <b>(1)</b> Representative of a Public Partner program State of Kansas Employee <b>(2)</b> Representative of a College or University Representative of a Local Employer (but not a board member) <b>(1)</b> Other
<b>How concerned are you with existing funding levels for Workforce Alliance?*</b>  Extremely Concerned <b>(5)</b> Moderately Concerned <b>(1)</b> Somewhere in the Middle <b>(1)</b> Concerned a Little Not Concerned at All	<b>How concerned are you with existing funding levels for Workforce Alliance?*</b>  Extremely Concerned <b>(1)</b> Moderately Concerned Somewhere in the Middle <b>(2)</b> Concerned a Little Not Concerned at All	<b>How concerned are you with existing funding levels for Workforce Alliance?*</b>  Extremely Concerned <b>(2)</b> Moderately Concerned <b>(2)</b> Somewhere in the Middle Concerned a Little Not Concerned at All
<b>What are the best opportunities for Workforce Alliance to increase funding? (please choose 2)*</b>  Applying for more federal competitive grants <b>(2)</b>	<b>What are the best opportunities for Workforce Alliance to increase funding? (please choose 2)*</b>  Applying for more federal competitive grants <b>(2)</b>	<b>What are the best opportunities for Workforce Alliance to increase funding? (please choose 2)*</b>  Applying for more federal competitive grants <b>(1)</b>

<p>Exploring more fee-for-service opportunities <b>(3)</b></p> <p>Partnerships with colleges and universities <b>(2)</b></p> <p>Funding from local charitable foundations</p> <p>Funding from national or regional foundations <b>(2)</b></p> <p>Seeking new workforce funding streams from the State <b>(1)</b></p> <p>Partnerships with private sector employers <b>(1)</b></p> <p>Hosting more fee-based events and conferences</p> <p>Partnerships with other nonprofits, workforce areas, public agencies, or communities <b>(3)</b></p> <p>Other</p>	<p>Exploring more fee-for-service opportunities <b>(1)</b></p> <p>Partnerships with colleges and universities <b>(1)</b></p> <p>Funding from local charitable foundations</p> <p>Funding from national or regional foundations <b>(1)</b></p> <p>Seeking new workforce funding streams from the State <b>(1)</b></p> <p>Partnerships with private sector employers</p> <p>Hosting more fee-based events and conferences</p> <p>Partnerships with other nonprofits, workforce areas, public agencies, or communities</p> <p>Other</p>	<p>Exploring more fee-for-service opportunities <b>(3)</b></p> <p>Partnerships with colleges and universities</p> <p>Funding from local charitable foundations <b>(1)</b></p> <p>Funding from national or regional foundations</p> <p>Seeking new workforce funding streams from the State</p> <p>Partnerships with private sector employers <b>(2)</b></p> <p>Hosting more fee-based events and conferences</p> <p>Partnerships with other nonprofits, workforce areas, public agencies, or communities <b>(2)</b></p> <p>Other</p>
<p><b>In what areas does Workforce Alliance have the biggest room for improvement of operations? (choose two)*</b></p> <p>Services to individuals looking for work <b>(3)</b></p> <p>Services to employers</p> <p>Technology resources <b>(1)</b></p> <p>Workshops <b>(1)</b></p> <p>Connecting individuals with training options <b>(2)</b></p> <p>Partnerships within the communities it serves <b>(3)</b></p> <p>Partnerships with other workforce entities and nonprofits <b>(3)</b></p> <p>Office Locations</p> <p>Serving youth</p> <p>Branding and marketing <b>(1)</b></p>	<p><b>In what areas does Workforce Alliance have the biggest room for improvement of operations? (choose two)*</b></p> <p>Services to individuals looking for work <b>(1)</b></p> <p>Services to employers</p> <p>Technology resources</p> <p>Workshops</p> <p>Connecting individuals with training options</p> <p>Partnerships within the communities it serves <b>(1)</b></p> <p>Partnerships with other workforce entities and nonprofits <b>(1)</b></p> <p>Office Locations <b>(1)</b></p> <p>Serving youth</p> <p>Branding and marketing <b>(2)</b></p>	<p><b>In what areas does Workforce Alliance have the biggest room for improvement of operations? (choose two)*</b></p> <p>Services to individuals looking for work <b>(2)</b></p> <p>Services to employers</p> <p>Technology resources <b>(1)</b></p> <p>Workshops</p> <p>Connecting individuals with training options</p> <p>Partnerships within the communities it serves</p> <p>Partnerships with other workforce entities and nonprofits <b>(2)</b></p> <p>Office Locations</p> <p>Serving youth</p> <p>Branding and marketing <b>(1)</b></p>

\* Indicates that Workforce Alliance employee answers have been removed from results

## Notes, Goals, and Strategies - Topic 3







<b>Notes, Goals, Strategies</b>		
<b>5/18/2020</b>	<b>5/19/2020</b>	<b>5/20/2020</b>
<p><b>With the downward trend in WIOA formula dollars the local area receives, what opportunities are there to improve funding?</b></p> <ul style="list-style-type: none"> <li>• We are beginning a two or three year funding challenge</li> <li>• Record lows of funding with record high unemployment</li> <li>• Doing more with less</li> <li>• Workforce Development is becoming more and more critical</li> <li>• Trying to pick which services and services areas are most necessary with less resources.</li> <li>• Need for greater alignment among workforce areas</li> <li>• Need for a unified plan of attack</li> <li>• Coordinating with other programs that have more money</li> <li>• Talking to agency leaders and the Governor's office</li> <li>• TANF funding and how Texas programs partner with each other.</li> </ul>	<p><b>With the downward trend in WIOA formula dollars the local area receives, what opportunities are there to improve funding?</b></p> <ul style="list-style-type: none"> <li>• Need to look at opportunities to go after federal grants as well as combine resources</li> <li>• Partnering with other workforce programs with additional funding</li> <li>• Talking to the county about COVID-19 funding that might be available.</li> <li>• What resources are available and what can happen politically to help us find funds?</li> <li>• Find more grants like the past registered apprenticeship grant</li> <li>•</li> </ul>	<p><b>With the downward trend in WIOA formula dollars the local area receives, what opportunities are there to improve funding?</b></p> <ul style="list-style-type: none"> <li>• Formula used is unlikely to change, need more out-of-the-box thinking</li> <li>• Partnering with the state for grant opportunities</li> <li>• Last few years have been a little slow on H-1B and STEM grants</li> <li>• Forecasting the funding needs - how are we doing?</li> <li>• Asking for a fee for certain services we provide</li> <li>• What services are of value? How would we analyze this?</li> <li>• Partnering with employers and helping them understand where their deferred cost would be.</li> <li>• Opportunities for Workforce Alliance to be a vendor/consultant on contracts.</li> <li>• We've had success with national foundations</li> </ul>
<p><b>What is the role of workforce board members in helping find and develop funding</b></p>	<p><b>What is the role of workforce board members in helping find and develop funding</b></p>	<p><b>What is the role of workforce board members in helping find and develop funding</b></p>

<p><b>opportunities?</b></p> <ul style="list-style-type: none"> <li>• Making the case for funding</li> <li>• Working with other workforce boards</li> <li>• Finding ways to do more with less</li> <li>• Connecting with the business community</li> <li>• Telling the story of our real need</li> <li>• Providing the data</li> <li>• Advocacy at the state and federal level</li> </ul>	<p><b>opportunities?</b></p> <ul style="list-style-type: none"> <li>• Provide connection to industry and define employer needs</li> <li>• Projecting employer needs and trends</li> <li>• Identifying skills needed</li> <li>• Pushing into new industries like automotive industries that haven't partnered much in the past</li> <li>• Participating in meeting with state leaders</li> <li>• Helping support job fairs</li> <li>• Helping target local available dollars and build local partnerships</li> </ul>	<p><b>opportunities?</b></p> <ul style="list-style-type: none"> <li>• We are doing things well</li> <li>• Finding ways to benchmark success</li> <li>• Finding partnerships in the community</li> <li>• Figuring out how to bring partners together to solve programs collaboratively</li> </ul>
<p><b>In what areas does Workforce Alliance have the biggest room for improvement of operations?</b></p> <p><b>What have we learned from the economic crisis and what can we carry forward?</b></p> <ul style="list-style-type: none"> <li>• Improving technology</li> <li>• Finding better ways to provide services in rural counties</li> <li>• Branding and marketing</li> <li>• Partnerships in communities</li> <li>• Engaging participants virtually</li> <li>• Use of social media in a genuine and authentic way</li> <li>• Improving messaging to employers</li> <li>• Youth turn into adults and will continue to use services</li> </ul>	<p><b>In what areas does Workforce Alliance have the biggest room for improvement of operations?</b></p> <p><b>What have we learned from the economic crisis and what can we carry forward?</b></p> <ul style="list-style-type: none"> <li>• Collaborating with employers</li> <li>• Branding and marketing</li> <li>• Radio spots - success of Keith getting on tv and the radio.</li> <li>• More one-on-one approach with businesses</li> <li>• Dedicating sufficient resources to both job-seekers and employers</li> <li>• Analyzing traffic at workforce centers</li> <li>• Building partnerships with communities and city councils</li> </ul>	<p><b>In what areas does Workforce Alliance have the biggest room for improvement of operations?</b></p> <p><b>What have we learned from the economic crisis and what can we carry forward?</b></p> <ul style="list-style-type: none"> <li>• Continuing to build the youth program and make it better</li> <li>• Find solutions with partners</li> <li>• Developing workshops that set us apart - example of Disrupt HR workshop</li> <li>• Being a one-stop solution for employers</li> <li>• Connecting with higher-skilled job seekers too</li> <li>• Workforce marketing through press releases, education connections, and social media.</li> <li>• Continue to make in-roads with local media</li> <li>• The Wichita Business Journal has been very valuable</li> </ul>

		<ul style="list-style-type: none"> <li>• Seeing more and more usage of social media resources we make available</li> <li>• June Virtual Services report</li> </ul>
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## Topic 4 - Local Area Board Committee Structures

### Presentation Slides - Topic 4

Presentation Slides		
 <p><b>Local Area Board Committee Structures</b></p> <p>Strategic Planning Topic #4</p> <p><a href="http://www.workforcealliance.org">www.workforcealliance.org</a></p> <p><a href="http://www.adntrktsouth.com">www.adntrktsouth.com</a></p>	 <p><b>Today's Agenda</b></p> <ul style="list-style-type: none"> <li>• Welcome, Intro, and Background 3:00-3:05</li> <li>• WIOA Committee Regulation Quick Overview 3:05-3:10</li> <li>• Local Board System in Other States 3:10-3:15</li> <li>• Current Committee Structure 3:15-3:25</li> <li>• Comparative Analysis with Other Local Areas 3:25-4:00</li> <li>• A Conversation about opportunities to improve existing committee structure 4:00 - 4:30</li> </ul>	 <p><b>WIOA Committee Regulations</b></p> <p>647N.301 What is a standing committee, and what is its relationship to the Local Workforce Development Board?</p> <p>(1) Standing committees may be established by the Local WIOA to provide information and assist the Local WIOA in carrying out its responsibilities under WIOA sec. 107. Standing committees shall be chaired by a member of the Local WIOA, shall include other members of the Local WIOA, and shall include other individuals appointed by the Local WIOA who are not members of the Local WIOA and who have demonstrated experience and expertise in coordination with WIOA 1000, and as determined by the Local WIOA. Standing committees shall include each of the following:</p> <p>(1) A standing committee to compile information and create informational material for issues relating to the one-stop delivery system of sec. 1000, including the coordination of the one-stop system.</p> <p>(2) A standing committee to provide information and to create, with planning, operational, and other issues relating to the provision of services to youth, which shall include community-based organizations with a demonstrated record of success in serving eligible youth.</p> <p>20 CFR 479.301</p>
 <p><b>WIOA Committee Regulations</b></p> <p>20 CFR 479.301 (standing)</p> <p>(1) A standing committee to provide information and to create, with planning, operational, and other issues relating to the provision of services to the one-stop system, including the coordination of the one-stop system.</p> <p>(2) A standing committee to provide information and to create, with planning, operational, and other issues relating to the provision of services to youth, which shall include community-based organizations with a demonstrated record of success in serving eligible youth.</p> <p>(3) Local WIOA shall designate a standing committee in addition to those specified in paragraph (1) of this section.</p> <p>(4) Local WIOA shall designate a standing committee in addition to those specified in paragraph (1) of this section.</p>	 <p><b>Local and State Board System under WIOA</b></p> <p>Standing Development Board</p> <ul style="list-style-type: none"> <li>• Local Board</li> <li>• State Board</li> <li>• State Development Board</li> </ul> <p>Map of the United States showing the locations of Local Boards, State Boards, and State Development Boards.</p>	 <p><b>Comparison to Other States</b></p> <ul style="list-style-type: none"> <li>• DOL Region</li> <li>• Other Surrounding States</li> <li>• Arkansas</li> <li>• Colorado</li> <li>• Oklahoma</li> </ul> <p>Map of the United States showing the locations of Local Boards, State Boards, and State Development Boards.</p>



## Topic 5 - Finalizing Goals, Tactics, and Milestones

### Presentation Slides - Topic 5

Presentation Slides		



**WORKFORCE**  
**ALLIANCE**  
of South Central Kansas

**Workforce Alliance of South Central Kansas**

**Virtual Strategic Planning Sessions 2020**

## Board Member and Partner Participation and Attendance

<b>Local Board Member</b> <b>CEOB Member</b> <b>Partner Representative</b>	Planning for the Future During this Economic Crisis			The Youth Program and Youth Employment Project			Funding and Operations			Local Board Committee Structures		Finishing Goals, Tactics, and Milestones		
	4/27	4/28	4/29	5/4	5/5	5/6	5/18	5/19	5/20	7/23		8/12	8/18	8/19
Jennifer Anderson														
Rod Blackburn														
Pete Bodyk														
Aletra Chaney-Profit														
Dustin Costello														
Stacy Davis														
Daniel Decker														
Kerri Falletti														
Tina Grillot														
Jan Grace														
Laura Hands														
Jim Howell														
Jennifer Hughes														
Kathy Jewett														
Pat Jonas														
Russell Kennedy														
Jessica Kilpatric														

Mike Kriwiel														
Kim Krull														
Jill Kuehny														
Kristina Langrehr														
Jeff Longwell														
Samantha Meeds														
Alexander Munoz														
Melissa Musgrave														
Tony Naylor														
Matt Peterson														
Gary Plummer														
Erica Ramos														
Luis Rodriguez														
Suzanne Scott														
Gabe Schlickau														
Katie Stunkel														
Greg Thompson														
Sheree Utash														
Amy Williams														

## About the Strategic Planning Facilitator



**THE ODENTHAL GROUP, LLC**

***Strategy, Talent, and Technology Solutions for Workforce and Economic Development***

**Website:** [www.odenthalgroup.com](http://www.odenthalgroup.com)

**Email:** [stan@odenthalgroup.com](mailto:stan@odenthalgroup.com)

The Odenthal Group is building talent solutions to enhance how workforce development and economic development activities are implemented at the local, state, and national level. We offer strategic planning services, program evaluation, technical writing, and customized training programs for local workforce boards and economic development groups.

The Odenthal Group was formed in July 2019 by Stan Odenthal. Stan has over a decade of state government experience, including previously holding two executive-level positions with state government agencies. Prior to starting the Odenthal Group, Stan was the Director of the Office of Employment and Training with the Nebraska Department of Labor. He was also previously the Executive Director for the Nebraska Equal Opportunity Commission.



Stan Odenthal

Stan has extensive experience in bringing together and skillfully facilitating collaborative projects amongst multiple stakeholders, including government agencies, secondary schools, institutions of higher education, local governments, chambers of commerce, and individual businesses for a common purpose to move things forward. Stan holds a J.D. from the University of Nebraska College of Law, an M.A. in Political Science from the University of Nebraska Lincoln and a B.A. in History and Political Science from Weber State University.



The Odenthal Group has a team of partnering consultants with extensive experience and high level knowledge in the areas of workforce development, education, information technology, and economic development. Additionally, the Odenthal Group owns and operates workforceKO ([www.workforceKO.com](http://www.workforceKO.com)), a website which offers on-demand classes, and connects workforce and economic development groups with the resources, news, and training tools they need to have a bigger impact in the work they do on a daily basis.

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## Complete Mind Map from Topic 5

